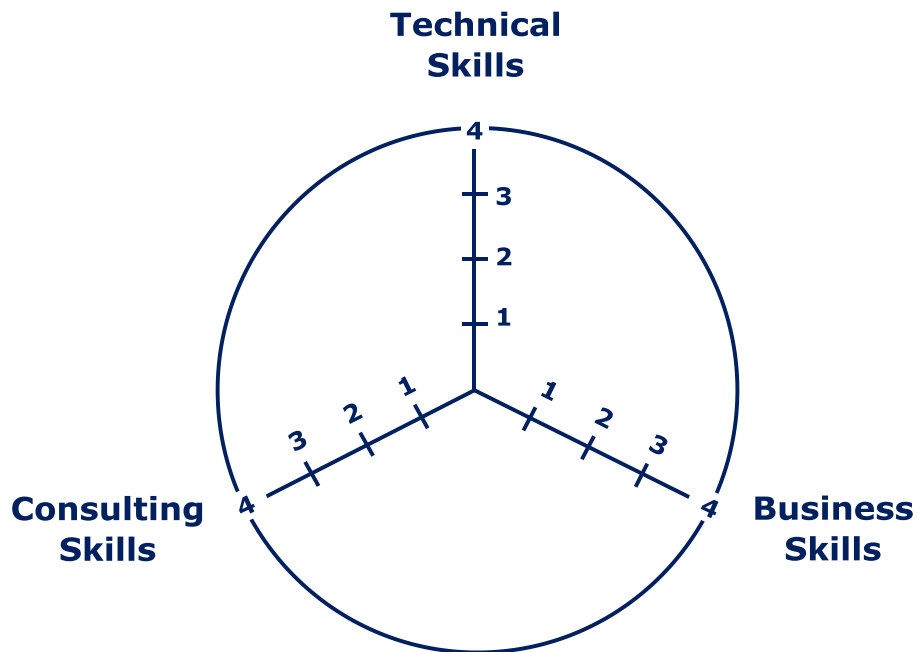


# Tools for Knowledge Workers

## The Consultant's Competency Circle



Successful independent consultants require three skill sets: (1) one or more technical specialties (e.g., process design, software development, strategic planning, HR, and organization development); (2) a robust set of consulting skills (e.g., negotiating, contracting, client management and data collection and analysis); and, (3) a well-developed set of business management skills (e.g., marketing, sales, decision-making and financial management). If you're an independent consultant, or thinking about becoming one, take stock of your skill sets and competency levels using the competency circle shown above. Rate yourself 1 to 4 with 4 being the best. Put a dot on the appropriate axis at the point where you rate yourself. Then connect all three dots and see what kind of triangle you get. Hint: Successful independent consultants are equilateralists; they have well-honed skill sets on all three axes. For more about the consultant's competency circle, click [here](#).

