ASSUMPTIONS/PREMISES UNDERLYING DIFFERENT MODELS OF CONSULTING

	Purchase of Information or Expertise	Doctor-Patient	Process Consultation
Who defines the problem	The client	The client presents symptoms of the problem, but the doctor must go beyond the client's described symptoms to gather a deeper understanding of the problem.	The client sometimes presents symptoms of the problem, but more often presents a possible solution from which the underlying problem must be investigated. Getting to the real problem is a joint effort of the consultant and the client.
Who defines the solution	Mostly the client	The consultant (doctor).	The consultant works with the client to arrive at a mutually understood solution.
Who implements the solution	The consultant	The consultant (e.g surgery), or the consultant directs the client to (e.g. take medicine)	The client and consultant in partnership.
How is the solution sustained?	The client has the resources to sustain the solution, often including hiring the consultant if the need again occurs.	The client may learn to sustain the solution (e.g. if just taking medicine), or it may be necessary to hire the consultant again.	The client desires to (or because of limited resources, must) sustain the solution.
How is capacity increased	Embodied in the solution.	Embodied in the solution and any learning the client has done.	Primarily in the learning by the client and their ability to use and maintain the solution. But also in the solution itself.
What is the level of interaction between the client and consultant	Medium	High	Highest
In what situation is model appropriately applied?	Appropriate only when clients can determine their needs correctly, have correctly identified consultant capabilities, can communicate their needs to the consultant, and can support (or can pay to support) the outcomes once the initial consultancy is over.	Appropriate only when the client is experiencing clear symptoms, knows where the sick areas is, is willing to allow the consultant to intervene in the organization's systems, and is willing to become dependent on the consultant for both diagnosis and implementation	Appropriate when the client can and wants to learn, desiring to take greater control and responsibility for understanding problems as well as designing and implementing solutions. Appropriate when the client is motivated to work on improvements on an ongoing basis and wants to develop greater capacity to do it within their own organization.