

Choosing Your Perfect Consulting Service Provider



Provide a fresh perspective

Why hire consultants?



- Looking at the same problem over and over often masks the obvious
 - Unburdened by emotional attachment
- Consultants are outside the political constraints of the
 - organisation Consultants can help develop solutions without bias or self
 - interest Offer expertise not currently available in house

Consultants bring with them experience gained in a wide

- variety of industries, companies and firms Add temporary resources to help out
 - Consultants usually have the luxury of focussing on key deliverables, internal resources often have to run projects on a part time basis Introduce a new capability that can become permanent
- By working with client staff new competencies are introduced that can become permanent



What problem are we trying to solve?

Defining your needs



Improve our project delivery capabilities? Upgrade our **operating discipline**?

Help implement a strategy?

Lift productivity? Embed Continual Improvement (CI), systemically?

Help develop a business model and strategy?

- Improve our team's collaboration skills and processes? Introduce **new technologies**?



Why is this important? • If you are seeking cultural or behaviour changes, ensuring a cultural

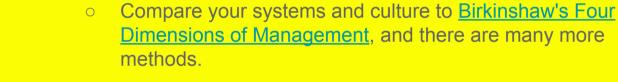
Understanding your org culture



compatibility with your consulting partner is critical, in fact it's similar to finding a spouse - Shared Values is the key!

- E.g. if you proclaim to see your people as your key asset and you partner with a ruthless firm who treats their own people shabbily (watch for the tell-tale signs), you're in for a rough ride!
- How do we know what our culture is? You can... Assess your culture informally within your leadership team, Conduct simple but effective cultural surveys using tools such

as the Barrett Cultural Values Assessment (CVA),







and others

Smaller firms

circumstances

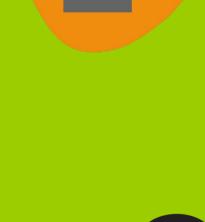
Large vs. Small

Larger firms

outcomes:

Large vs small

Searching for a good fit



In 2013 Queensland Health hired IBM for a payroll project, which resulted in thousands of employees not

examples how *large* can simply equal *large disastrous*

"No one ever got fired for hiring IBM"v(Perhaps they should

getting paid properly. In the 1990s McKinsey & Co devised the 'Hunter Strategy' for Swissair, which contributed heavily to Swissair's ultimate demise Deloitte has similar black spots in its history, such as Marin County, CA, suing them over failed ERP projects

Access to more resources

on the bench at the time

○ Not always the A-grade consultants Over-reliance on supposed methodology that doesn't always really exist



- More seasoned consultants vs new graduates learning their craft • © Consultants are known quantity rather than who is
 - being too highly specialised □ Less access to resources Beware of 'Body hire shops' without any methodology

• Tend to have broader experience base rather than

More agile - can rapidly adapt to client's changed

- Some firms provide consultants but lack methodology, while others have great methodology but lack the firepower to make it happen
 - methodology for our particular problem?"

Ask your prospective firm "What is your



Why?

A consulting partner is different to any other supplier. **Success is interdependent:**

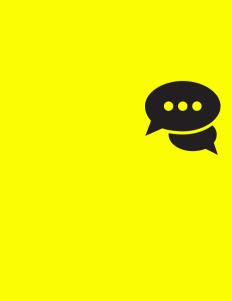
Consultants can only be successful if the client actively

collaborates and ultimately takes ownership of the 'New State'

Some clients believe the more they can 'screw' their suppliers

customer-supplier relationship but definitely not with consulting

Contracts: Think partnership or bust



They actively work with the client to mastermind, facilitate and implement the change, but... Leadership belongs to the client and cannot be delegated!

partners. Would you treat your doctor that way? 'At Risk' fee structure: Looking for evidence of any successful, win-win-based

Consultants are change catalysts

Not a Zero-Sum game, win-win is the goal:

projects, where the consultants got paid more based on their 'success' is like looking for hens teeth or rocking horse droppings - by definition - non-existent Fundamentally, this approach drives an unhealthy focus on

measurement instead of process and engagement.

the better off they are. This fallacy doesn't work for any

What makes it work?



How to work with consulting partners for best results How not to behave Don't leave your consulting partner firm unsupported, thinking



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you can alway sue if they don't get the results (we've seen it happen!) Like everything in life, you get out of it what you put into it:

Click here for infographic references

- Project Partners help embed the changes and the knowledge within the company

Put your best people forward to work with the extended team



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