

The Challenges We Face Managing Those External (and Internal) Consultants!

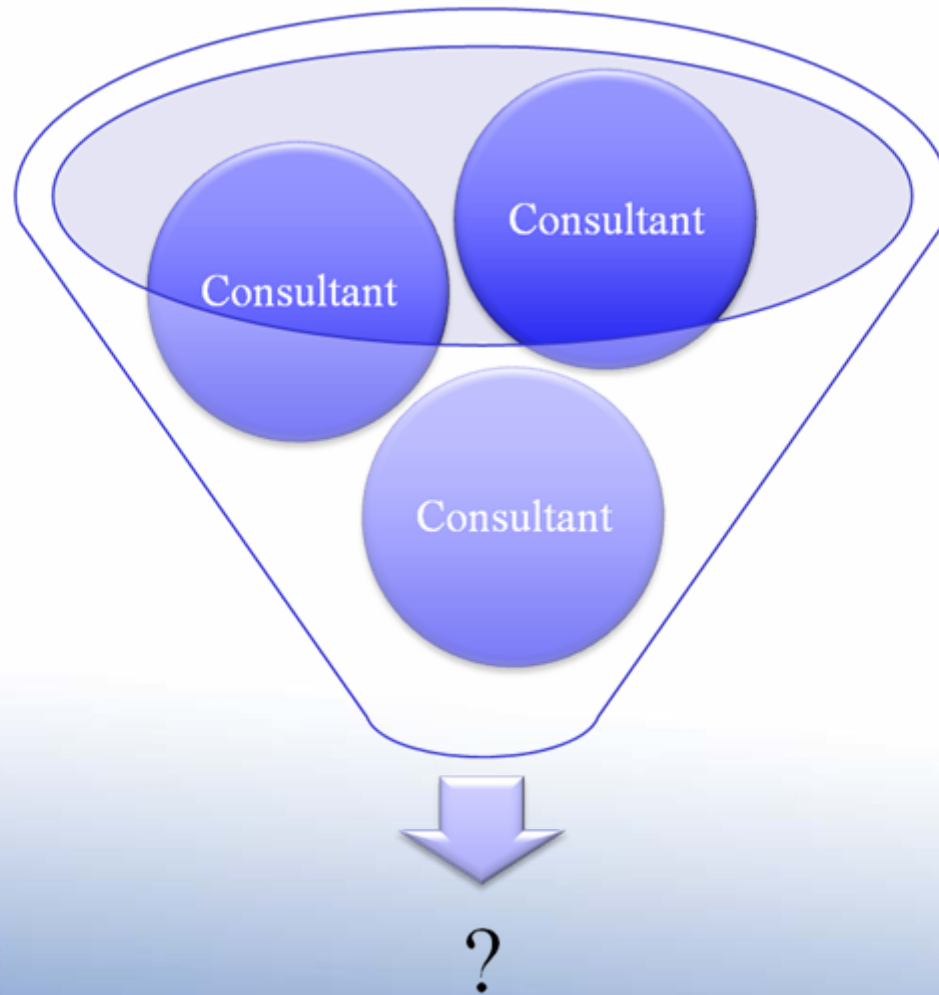
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CON01

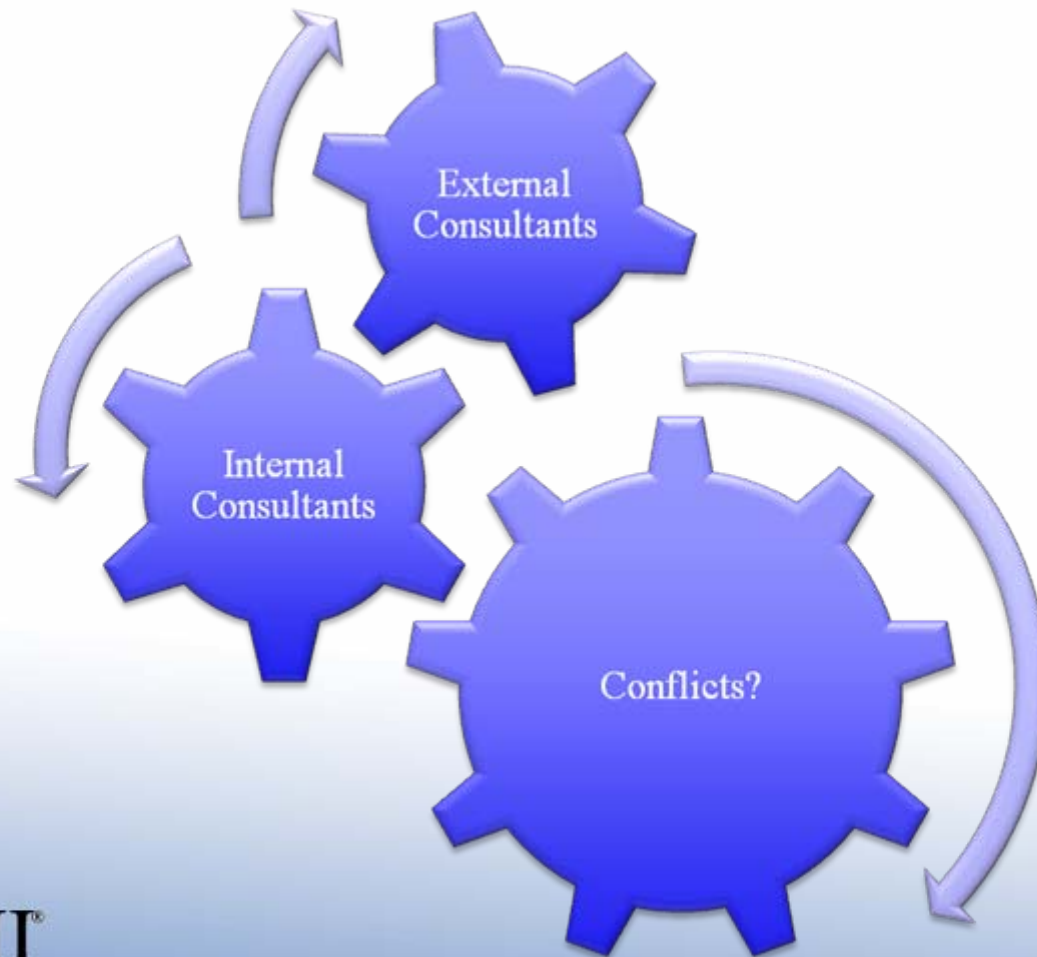
Agenda

- Subject background/study area
- External / internal consultant differences
- Understanding expectations
- Management strategies
- Q&A

Consultant Definition and Drivers



External V. Internal Consultants



Consultant Characteristics

- External consultant
 - Characteristics?
 - Objectives?
- Internal consultant
 - Characteristics?
 - Objectives?
- Impact of employer-employee bond on project/change process?

External Consultants...

- Characteristics
 - Functional subject area knowledge
 - Relevant experience and expertise
 - Technical skills specific to a particular discipline
 - Interpersonal skills
- Objectives
 - Successfully completing the assignment
 - Generating satisfaction among client personnel and client management
 - Earning fees and reasonable return on investment
 - Either extending the engagement or engaged on new project
- Employer-Employee Relationship
 - Free from employee constraints
 - Not bound by culture, customs, habits of client

Internal Consultants...

- Characteristics
 - Internal allegiances and relationships
 - Desire to satisfy boss's vs. project management
 - Conflicts as project's change process engages
- Objectives
 - Survive or succeed project life cycle?
 - Preserve or change relationships/status within organization?
 - Learn or resist external consultant methodologies/best practices?
 - Work with or against external consultants?
- Employer-Employee Relationship
 - Constrained by organizational hierarchy, politics and culture
 - Challenged to act independently and in best interests of project

Examples - Differences and Similarities

“Who” and
“When/How”

Access to
Management

Compliance
with the
Boss’s
Thinking

Offensive
Acts

Boss’s
Approach

Internal
consultants
Co-opted

Expectation Sets



Client Expectations



Client Expectations

- Quickly engage/deliver value
- Develop/maintain satisfactory relationship
- Develop/maintain communications
- Deliver results
- Clarify roles/responsibilities
- Listen to feedback/leverage consensus
- Act respectfully
- Focus

Management Expectations



Management Expectations

- Provide defect-free products/services that consistently meet/exceed needs and expectations
- Deliver results within timeframe and budget, at appropriate quality and performance levels
- Deliver responsiveness and support services that create customer satisfaction

Project Manager Expectations



Project Manager Expectations

- Meet project schedule and budget
- Be good team player
- Be practical, no-nonsense and focused
- Manage scope carefully
- Earn your “stripes” everyday
- Utilize available tools
- Do right things right the first time
- Thank those who contribute

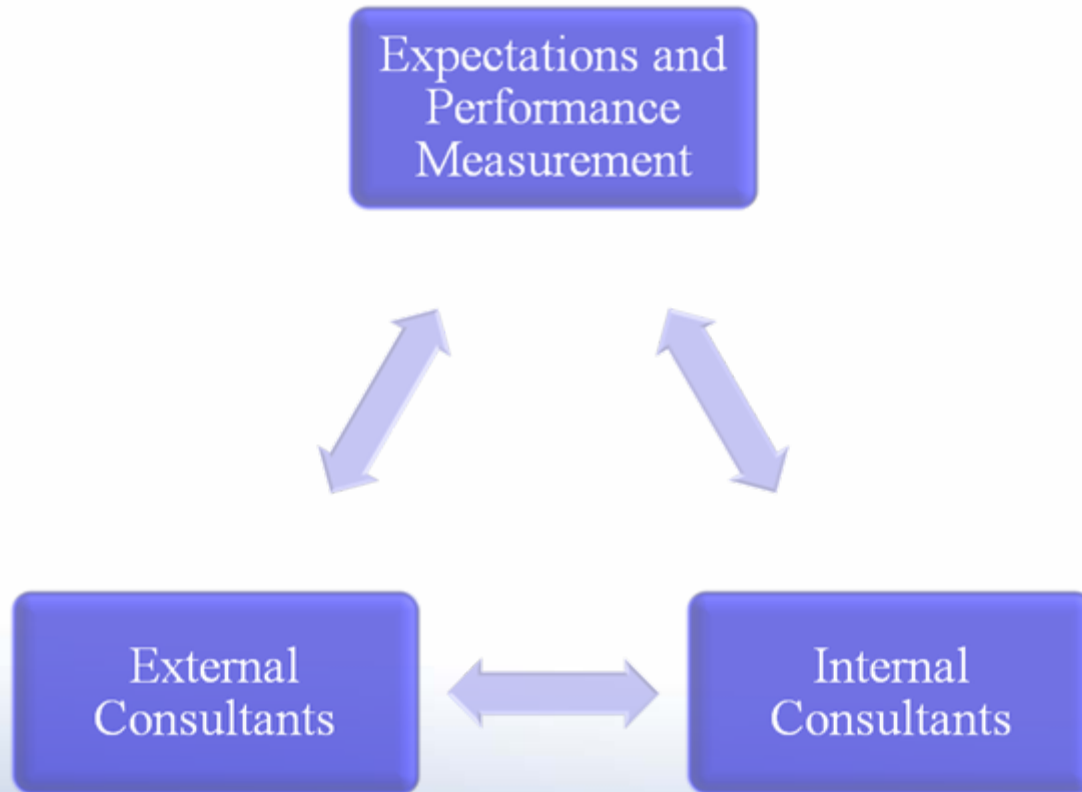
Consultant Expectations



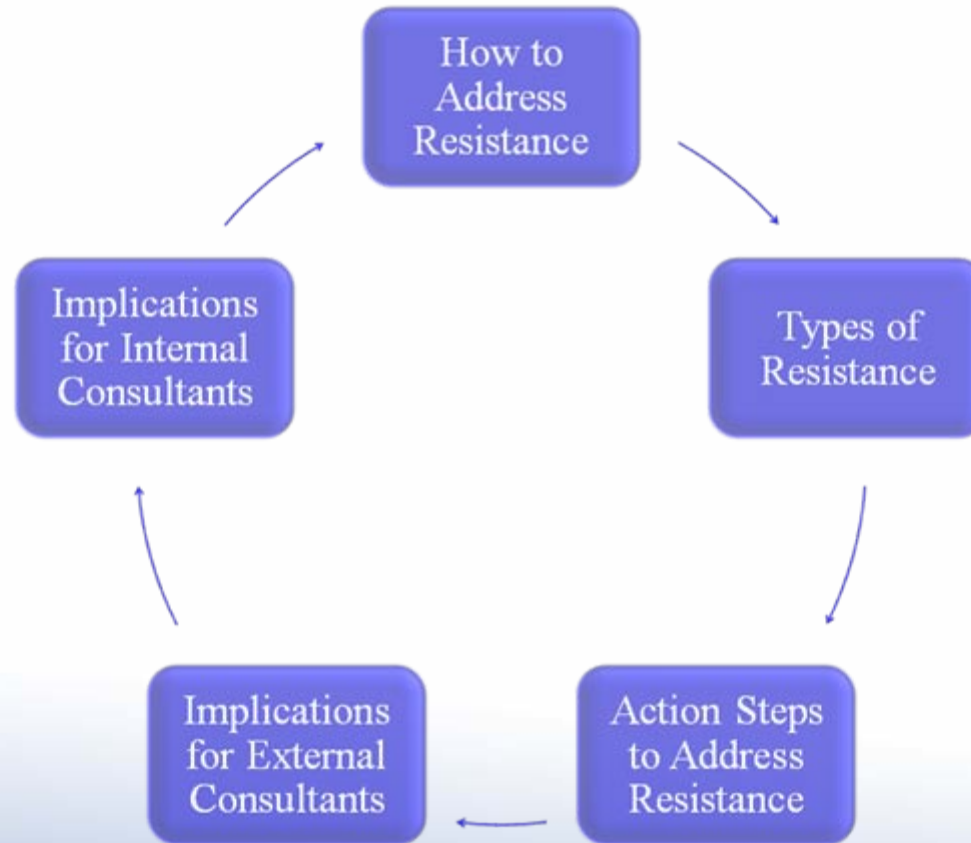
Consultant Expectations



The Project Manager's Conflict



Dealing with Resistance



Action Steps to Address Resistance

- Identify resistance
- Plan/facilitate meeting with conflicted viewpoints
- Encourage articulation of reasons/concerns
- Recommend action item for each reason/concern
- Establish action steps and completion targets
- Conclude meeting with client taking ownership of action items
- Resist tendency to take resistance personally
- Recognize resistance as signal that recommendations are probably correct

Strategies for Successfully Managing Internal/External Consultants



Lessons Learned

- Goals and objectives/end result
- Plan and checkpoints
- Roles and responsibilities
- Vision
- How to treat others
- Confirming commitment
- Communications
- Measurements
- Risk management

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