
Working On Behalf Of A Larger Organisation: *Issues & Survival Techniques*

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By Consultants for Consultants Convention
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Process, impartiality, knowledge, reliability & savings on those decisions you *have* to get right

Biwater | Bombardier | Castrol | Connexions | DaimlerChrysler | Department for Work and Pensions
Gateshead MBC | Lancashire Fire & Rescue Service | Lancaster University Management School
Learning & Skills Council | LEGO | Pearson | RNIB | Royal & SunAlliance
SCA | Travelodge | Turtle Wax

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Coverage

- Sub-contracting to a large consultancy
- Representing a large client
- Managing client staff perceptions
- Getting decisions in large organisations

- With interaction!

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Subbing To Large Consultancy

- The 'prime contractor' umbrella is great for
 - Consultants who hate finding work
 - Breaking into new markets
 - Prospects with approved contractor lists
- But
 - Essential to get clarity
 - Terms of reference
 - Especially status in ultimate client's eyes
 - Two sets of
 - Bosses (and Agendae)
 - Management overheads
 - Margins!

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Representing A Large Client

- Such as
 - Specifications
 - Giving instructions to suppliers
 - Price/contract negotiations
- Again, the key is clarity/transparency
 - Establish limits of authority
 - With target box & escalation
 - Distinguish approved/unapproved documents
 - "My own professional opinion" vs "Asked to say"
 - Put on copy client manager/sponsor
 - Possibly impartial 3rd-party for sensitive material

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Managing Client Staff Perceptions

- Dangers within multi-site organisations
 - If client staff do not personally know your client sponsor
 - You can be seen as their ‘promise man’
- ‘Borrow’ authority
 - But *define* relationship & role

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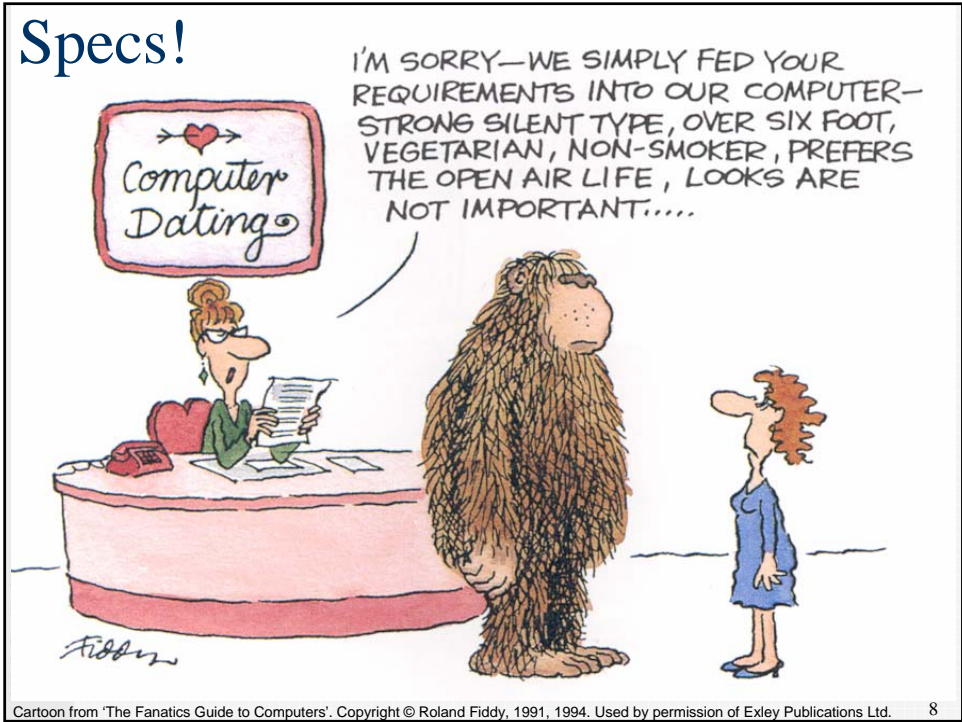
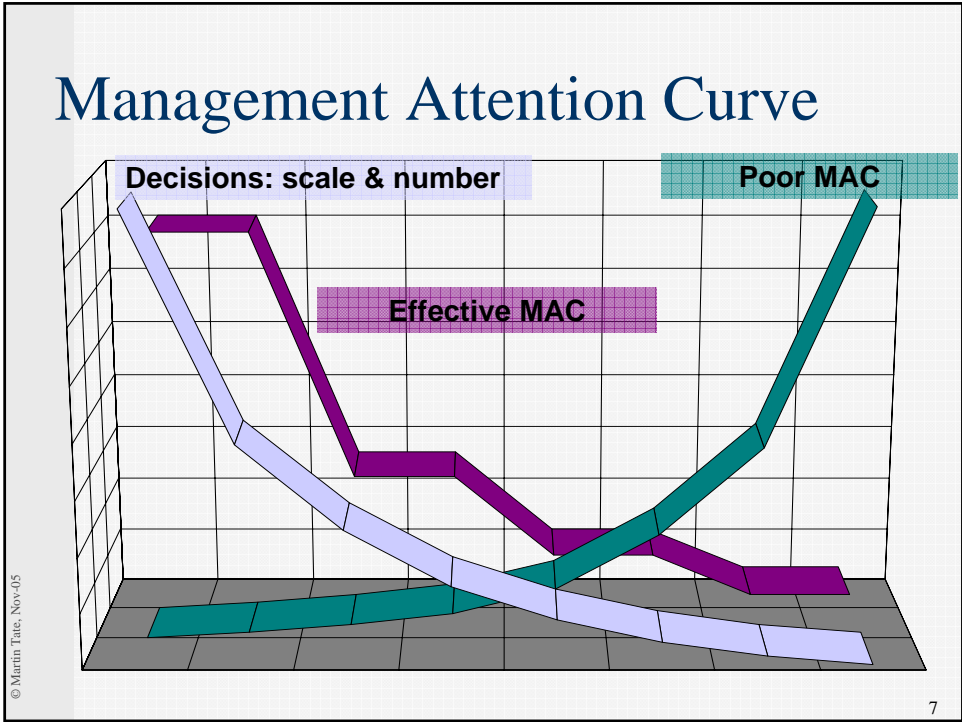
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Getting Decisions In Large Org’ns

- Issue (observed by many consultants)
 - Decisions involving longer lead times
 - With less certainty
- Affects consultancy
 - Sales cycle
 - Project delivery
- Reasons?
- Some proven methods /techniques...

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Method – Role/Responsibility

■ From Goal Directed Project Management

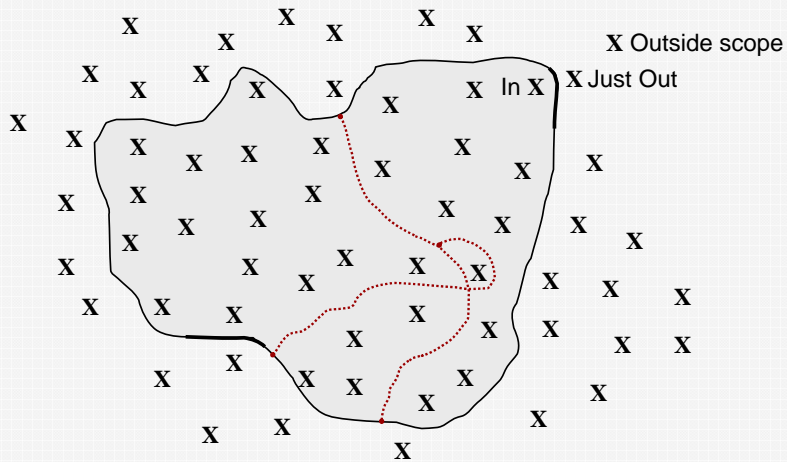
- X – Executes the work
- D – Takes decision solely/ultimately
- d – Takes decision jointly
- P – Manages progress
- T – Transfer of information/knowledge
- C – Must be consulted
- I – Must be informed eg copy documents
- A – Available to advise
- S – Provides support eg techniques or documentation

Level 1 - All Company Projects

Principle Responsibility	X – Executes the work D – Takes decision solely/ultimately d – Takes decision jointly P – Manages progress T – Transfer of information/knowledge C – Must be consulted I – Must be informed eg copy documents A – Available to advise S – Provides support eg techniques or documentation	Role/Responsibility			
		CEO	Affected Director	Affected Line Manager	Project Manager
1	Principle responsibility chart	D	C	C	X/P
2	Milestone plan & project responsibility chart	I	D	X	X/P
3	Allocation of resources (global level)	D	d	X	P
4	Milestone report		D	C	X/P
5	Activity planning binding completion date		C	C	X/P
6	– select implementer			d	C
7	– determine duration of activity				X/P
8	– determine start time & sequence				D
9	– commit line resources			d	d

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Project Method – Scoping Process



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Note slide numbers in lower corner, for questions and reference.

Method – Weighted Attribute

Package + Supplier Evaluation Shortlist After Responses To Requirements Document IT Evaluation Ltd

Categor	Requirement Title	Nbr	Wgt	Perfect	Package A			Package B		
					Max	MatchA	Fit Xtd	Fit %	MatchB	Fit Xtd
Customer/Supp	Customer & Supplier De	0081	5	15	3	15	100%	2	10	67%
Customer/Supp	Grouping Contacts	0082	9	9	2	6	67%	2	6	67%
Customer/Supp	Hold Company Registrat	0083	2	6	0	0	0%	2	4	67%
Customer/Supp	Contract Questions Stat	0084	4	6	0	0	0%	2	4	57%
Customer/Supp	Customer Changes Own	0085	4	12	1	4	33%	3	12	100%
Customer/Supp Total					87	45	52%	71	82%	
Sales/Marketing	Customer		5	15				3	12	100%
Sales/Marketing	Teleph		1	3				3	3	100%
Sales/Marketing	Report		5	15				2	10	67%
Sales/Marketing	Cost c		3	9				3	6	100%
Sales/Marketing Total								31	86%	
Tech & Design	Staff		4	12				2	10	67%
Tech & Design	Drill D	3	2	6				2	4	67%
Tech & Design	Screen		2	6				2	10	67%
Tech & Design	Archiving & Retrieval		4	12	0097	4	12	2	8	67%
Tech & Design	Fax From Desktop		3	9	0098	3	9	2	6	67%
Tech & Design	Contribute To ISO 9002		4	12	0099	4	12	2	8	67%
Tech & Design	Report Generator		2	6	0100	2	6	1	2	33%
Tech & Design Total				87	75	50	67%	54	72%	
Supplier Consid Total			63		51	81%		33	52%	
Grand Total			261		168	64%		189	72%	
Supplier Consid	Formal Implementation Method	0106	3	9	3	9	100%	1	3	33%
Supplier Consid Total				63	51	81%		33	52%	
Grand Total				261	168	64%		189	72%	

Project Method – Skunkworks

- Projects by stealth
 - 3M Post-it Notes
 - Du Pont Kevlar
 - Lockheed Stealth Fighter
- Innovation triggers the corporate immune system
- So...
 - Like the customer
 - Start small and build up
 - Maintain low visibility
 - Find senior sponsor
 - Create team from the right people

There is nothing more difficult to carry out, nor more doubtful of success, nor more dangerous to handle, than to initiate a new order of things. For the reformer has enemies in all those who profit by the old order and only lukewarm defenders in all those who would profit by the new order.

Machiavelli, *The Prince*, 1513

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Resources (A)

- Top Consultant: news, register, courses
www.top-consultant.com
- Networking & peer support groups
www.ecademy.com
www.linkedin.com
- Your own professional body

Resources (B)

- PDFs (+ more references in articles)
 - Skunkworks (article & presentation)
 - How To Select... (Weighted Attribute)www.itevaluation.co.uk/resources.shtml
- Secure, web-based, document management & project support
www.projectplace.com

Resources (C)

■ GDPM ('Responsibility Charts')

Goal Directed Project Management: Effective Techniques and Strategies

Erling S. Andersen, Kristoffer V. Grude, Tor Haug
Kogan Page, 2004 – ISBN: 0749441860

■ Problem & Decision Analysis

The New Rational Manager: An Updated Edition for a New World

Charles H. Kepner, Benjamin B. Tregoe
Kepner-Tregoe, 1997 – ISBN: 0971562717

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Thank you

Any questions – or observations?

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