

Benefits & Best Practices of Management Consulting



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March 31st, 2011



JEDCO

المؤسسة الأردنية لتطوير المشاريع الاقتصادية
Jordan Enterprise Development Corporation

*"Project funded by the European Union in cooperation with Jordan
Enterprise Development Corporation"*

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Introduction:

The Institute of Management Consultants and Trainers (IMC-Jordan):

The Institute of Management Consultants and Trainers (IMC– Jordan) is a private not-for-profit professional association that aims to effectively represent, promote, and advance the Jordanian management consulting and training professions and professionals to the best interest of their clients in Jordan and abroad through various activities including: certification programs, training, networking, establishing and regulating standards, and providing guidance. IMC-Jordan has been providing various services since 1995 to its members and to both the public and private sectors in Jordan and abroad.

The Institute's vision is to achieve excellence in management consulting and training for the best interest of its clients, consultants and trainers locally and regionally in order to contribute to the development of the Jordanian economy.

The Institute aims to effectively represent, promote, and advance the Jordanian management consulting profession and training professionals to the best interest of their clients in Jordan and abroad, through various activities including certification programs, training, networking, regulating, establishing standards, guidance and creating database.

General Terms and Definitions:

For the purposes of both documents, "Benefits of Management Consulting" and "Best Practices", the following terms and definitions shall apply;

Term	Definition
Management Consulting	<i>The industry and practice of providing organizations with the needed managerial assistance to improve their performance primarily through the analysis of existing business problems and the development of plans for improvement.</i>
Management Consulting Service	<i>The provision of independent advice and assistance to clients. This advice can take several shapes, as consultants can be external, internal and may take on one or more of a whole array of roles, including being an outsourced function for the client organization. Such services may include gaining external advice and access to specialized expertise, as well as knowledge of the industry's «best practices».</i>
Management Consultant	<i>An individual or an organization; providing independent advice and assistance about the process of management to clients. The individual can be a generalist or a specialist and may approach an assignment with, for example, a purely financial point of view, as required by the client.</i>
Client	<i>An organization or a person that is the recipient of the management consulting service supplied by the management consultant.</i>
Assignment/Project	<i>The management consulting service to be provided by the management consultant to the client.</i>
Requirements/Terms of Reference (ToR)	<i>A set of requirements, needs or expectations that a client states for requiring the management consulting service of a management consultant.</i>

Term	Definition
Request for Proposal (RfP)	The official invitation by a client to a management consultant to provide the required management consulting service according to the set requirements/terms of reference .
Offering/Proposal	The set process of coordinated and controlled activities with start and finish date including the constraints of time, cost and resources, to be undertaken by the management consultant to achieve the objectives of the assignment/project as set by the requirements/terms of reference of the client .
Agreement/Contract	The basic formal outcome from the offering/proposal phase defining the assignment/project , consisting of terms and conditions for the assignment/project including details and requirements regarding the content and the purpose of the assignment/project .
Execution/Implementation	The actual performance of the management consulting service by the management consultant as described and stated in the agreement/contract .
Closure	The last step in an assignment/project .
Final Report	The final document containing a description of the performed activities during the execution/implementation of the assignment/project , and any performed evaluations, conclusions reached and proposed suggestions.
Communication	The process of maintaining clear and systematic two-way flow information between the client and the management consultant throughout the execution/implementation of the assignment/project from the initiating process until closure .
Stakeholder	Any individual and/or organization that are actively involved in the assignment/project or whose interest may be affected as a result of the execution/implementation of the assignment/project .

Document I

"Benefits of Management Consulting"

Document I: Benefits of Management Consulting:

Objectives of the "Benefits of Management Consulting" Document:

This document aims to promote and establish a criterion of how a management consultant and/or trainer should operate, and thereof provide the recipients of the services with key measurement indicators.

It also aims to serve as a general guideline of professional conduct for management consultants/trainers including but not limited to; benefits of professionalism, quality assurance of deliverables, reduction of risks, elimination of recurring errors and reduction of ethical conflicts of interest and dilemmas, etc.

The "Benefits of Management Consulting" Document generally aims to provide the prospective clients with general guidelines which should answer the most common questions clients face when seeking to benefit from the management consulting services, such as;

- Which of my **Managerial Needs** could be fulfilled through a management consultant or a management consulting service?
- What management consulting skills should a management consultant have to fulfill my **Managerial Needs**?
- What would be the role of a management consultant in my organization, once he/she is contracted for an assignment/project?
- As a client, what and what not should I expect from a management consultant?
- How to procure management consulting services and get benefits of it?
- How to assure quality in a management consulting assignment and get "value for money"?

The Need to Procure Management Consulting Services:

Generally, clients would primarily require the procurement of the services of a management consultant, over varying timescales and in different ways, for one or more of the following reasons;

- To increase sales, revenues, cash flow and/or profits.
- To solve internal marketing, sales or personnel problems; impairing or limiting productivity.
- To turnaround a particular department or produce a "cultural" change.
- To meet the competitive pressures in the marketplace.
- To enhance the operations of the company when perceived inefficient or ineffective.
- To manage more progressively by embracing new and innovative ideas.
- When they are convinced that a new or better way will produce better or new results.

Additionally, one of the following typical situations might deem the necessity of having a management consultant onboard;

- The organization has no expertise in the area of need.
- The time of need is considered short-term, e.g., less than a year, with a general start and end time.
- The organization's previous attempts to meet their own needs were not successful.
- Organization members continue to disagree about how to meet the need and bring in a consultant to provide expertise or facilitation skills to come to consensus.
- Leaders want an objective perspective, i.e., someone without strong biases about the organization's past and current issues.

- A consultant can do work that no one else wants to do.
- An outside organization demands that a consultant be brought in, e.g., a funder wants to ensure the organization is well suited to spend the funder's money.
- The organization wants a consultant to lend credibility to a decision that has already been made, although this situation would be looked at by many experienced consultants as highly unethical.

Furthermore, the management consulting services of management consultants may be procured by a client to;

- Provide a strategic overview on the position of the organization in its marketplace or environment, and hence to recommend mid to long term strategic directions. Typically, the client will be looking for a consultancy that not only has deep experience of the client's particular industry, but can bring a broader view of how other sectors have coped with analogous problems or decisions.
- Provide an independent review of a proposed course of action, or of the choice between two or more, typically tactical decisions, based on knowledge of how such decisions have been effected in other organizations.
- Catalyze change by recommending alterations to management processes and organization. Often this will be in cases where the client has a clear idea of problems and solutions (possibly though not necessarily as the result of previous consultancy) but is unsure of 'how to get from A to B'.
- Strengthen a team. Client and consultant may create a joint team to develop in-house capabilities, for example to manage a new process. The intention here is that once strengthened, the in-house team can carry on without the consultant.
- Achieve the implementation of a new system or process. Sometimes the implementation of a new system, may be beyond the client organization not because of any lack of skills but because those skills are fully deployed in other tasks. If there is no longer-term justification for strengthening the in-house team, it may make sense to hand the implementation project over to consultants.
- Be involved in the long term operation of the organization. It may be that the most desirable management solution is to employ the consultants on a long-term contract to manage particular processes or systems. This of course is outsourcing rather than a consultancy, and should be contracted for like any other outsourced service.

It should be noted that the nature of the consultant's assignment/project with the client will change over time as priorities are refined and projects develop. This normal process should be managed well to keep the project focused and stop it becoming an open-ended arrangement.

It is therefore essential that the client retains a clear recollection of what the initial purpose of the consultancy was and that subsequent changes in goals and directions are subject to an assessment at least as rigorous as the initial decision to contract for consultancy.

A consultancy assignment may contain some or all of these elements simultaneously. In other cases there may be a clear sequence, essentially a serial consultancy, working from the strategic, through the tactical, to the purely operational. This may well mean changing consultancies, or adding other practices to the team.

The Role of a Management Consultant:

Following are the most common tasks that a management consultant may undertake throughout an assignment/project;

- **Diagnosis and Assessment:** Through identifying the client's problems and stating them.
- **Problem Solving:** Through suggesting ways of solving the client's problems.
- **Research and Analysis:** Through investigating the trends, events, obstacles and opportunities affecting a client's organization's goals.
- **Training:** Through teaching a client's board and staff essential managerial skills.
- **Mediation:** Through resolving disputes with or within a client's organization.
- **Facilitation:** Through assisting to set goals for an important meeting, such as an annual retreat or membership meeting, and lead group members through a series of structured steps to meet the goals.
- **Contract Services:** Through hiring out to plan and execute high-skill tasks of limited duration.
- **Systems Development:** Through devising reliable methods for conducting daily business or providing the best available equipment to accomplish important tasks.
- **Executive Search:** Through locating candidates to fill key staff positions.
- **Organizational Process:** Through assisting to identify and resolve problems in communication, personnel conflict, and collaboration that hinder a client's organization from attaining its goals.
- **Planning:** Through working with the board to devise and complete a strategy for the organization's future.
- **Fund Development:** Through assisting the board and staff in developing strategies for fundraising or in carrying out fundraising plans.
- **Board Development:** Through assisting a client to identify goals for the organization's board, as well as assisting a client to plan for the recruitment of new members and train the board to meet their goals.

A client should take into consideration that, in practice, consultants rarely take on just one of the tasks outlined here, as a good management consultant can and often will work on several fronts simultaneously and comfortably.

Accordingly, and based on the requirements of the client and on the type and nature of the assignment; a management consultant can perform one of the following roles;

- Generalist versus Specialist; whereas a Generalist would advise clients on areas such as overall company performance, mergers and acquisitions and entering overseas markets, a Specialist would provide clients with expertise in specific corporate disciplines that focus on the departmental rather than organizational level.
- Task versus Process; a Task-oriented management consultant focuses on singular functions within an organization and aims to resolve the drawbacks of these functions as they present a priority "problem" for the client, while a Process-oriented management consultant would provide the client with a holistic, systems' approach, for example; on the entire organization, product or service and especially on the relationships among subsystems within the system, for example; on the coordination among processes, such as strategic planning, marketing and sales.

- Diagnostic versus Implementation; whereas a Diagnostic management consultant focuses on analyzing the problem facing the client and presenting recommendations to resolve this problem, an Implementation management consultant would recommend the resolutions of the problem and assist the client in their execution and implementation; which would involve a considerable amount of performing Change Management practices.

No matter what the role of the consultant is, a client must always remember that a management consultant's general role should be one that leads to "Productivity, Performance or Profit Improvement"; a client's management consultant should become his/ her partner in "Productivity, Performance or Profit Improvement".

A client, procuring the consulting management services of a management consultant, is procuring the consultant's knowledge, wisdom, experience and most of all, his/her ability to affect a client's bottom line in a positive way.

Values of a Management Consultant:

Regardless of the role(s) a management consultant will perform during the undertaking of an assignment/project, a client should, in addition to evaluating a consultant's competencies, knowledge and experience (as will be demonstrated in the "Best Practices" Document) be considering the evaluation of the following values;

Value	Description
Professional Behavior	<i>Performing duties with objectivity, due diligence and professional care, in accordance with professional standards and best practices.</i>
Serving the Interest of the Client	<i>Serving the interest of the client in a lawful and honest manner, while maintaining high standards of conduct and character and not to engage in acts discreditable to the profession. Maintaining objectivity in the relationship with all stakeholders, while maintaining absolute independence.</i>
Transparency	<i>Achieved through compliance to openness, communication, and accountability as set in the Code of Ethics, demonstrating the minimum degree of disclosure to which agreements, dealings, practices, and transactions are open to all for verification and making available the full information required for collaboration, cooperation, and collective decision making. Ensuring the scope, timings, cost and deliverables are clear and agreed. Conflicts of interest are identified and resolved.</i>
Efficiency	<i>Optimizing the client's and own resources.</i>
Quality	<i>Excellence in the services provided.</i>
Stability	<i>Sustainability of the recommended solution.</i>
Security	<i>Respect, need to show regard for clients and the other resources involved in management consulting services (people, natural or environmental).</i>
Confidentiality	<i>Protection of any client's intellectual property or information assets.</i>
Honesty	<i>Being truthful in both communications and conduct.</i>

Value	Description
Responsibility	<i>To take ownership for the decisions, the actions and the consequences as a result.</i>
Flexibility	<i>Agility or ability to face changes when required.</i>
Continuous Improvement	<i>Non-stop evaluation of the impact of the service.</i>
Respect	<i>Creating an atmosphere based on human respect, equity and transparency as a prerequisite for well-functioning cooperation and a climate of confidence.</i>
Mutually Beneficial	<i>Relationships should be based on cooperation and collaboration; more of a partnership than a client/supplier relationship.</i>
Performance Excellence	<i>Working at the highest quality level.</i>
Common Understanding	<i>The client and the management consultant share information and each recognize the other's perspective and values.</i>

Making a Management Consulting Service as Productive as Possible:

To ensure that any consulting assignment/project to be undertaken by any management consultant is beneficial and productive, a client should always;

- Know what you want to do through clearly defining your needs and requirements.
- Make sure your company/organization is prepared for the intended change to be introduced.
- Reach an internal agreement with all concerned stakeholders about the consultancy.
- Do not become dependent on the management consultant.
- If possible, do not limit the consultant to recommending action; get the consultant involved in implementing his/her recommendations.
- Fix causes, not symptoms.

The benefits of procuring the management services of management consultants should include;

- Unique solutions reflecting the particular circumstances and aspirations of the client.
- Speed of action (because the management consultant, unlike the in-house management, is not being constantly distracted by other tasks).
- Knowledge of 'best practice' and effective solutions from within the client's own industrial/ commercial sector.
- Exposure to expertise derived from other industries and sectors, or indeed other countries.
- Provision of specific technical skills that are either non-existent or in short supply in-house, and often the transfer of such skills to in-house staff.
- Change management skills, enhanced by the consultant's position as independent and objective.

Determining whether a consulting assignment/project was a "Success" or not is not nearly as easy as it might seem because there are numerous perspectives on what is project "success". Therefore, it is important to consider one or more of the following perspectives as options of "Success", especially in a complex – and usually changing – project;

- **Desired outcomes and results listed in the project agreement are achieved.** Both the client and the management consultant should somehow specify the overall results that the project is to achieve. Ideally, the results are described in terms such that both parties could readily discern if the results were achieved or not. This outcome is often a measure as to whether the project was successful or not.

- **The problem is solved.** More times than people realize, the originally specified project results have little to do with actually solving the most important problem in the client's organization. That occurs because, both the client and the management consultant work together to examine and address their overall problem, they both realize that there is a more important problem to address. At that time, it is wise to change the project plans if both agree to.

Still, later on, the client might believe that any agreed-to results that were achieved from the project were not as important as addressing any current, unsolved problems, so the client might still conclude that the project was not as successful as it should have been. Or, the client might believe that any achieved results were actually more useful than addressing the original problem that was discussed, so the client might still conclude that the project was highly successful.

- **The project is completed on time and within budget.** Often, the client has limited resources in terms of money and time. Therefore, any project that did not require more time and money than expected might be considered successful. That might be true, especially if the client has the philosophy that there are always problems to be solved in any organization and that the project was done as best as could be done.
- **A high-quality, working relationship is maintained between the client and the management consultant.** The quality of this relationship is often directly associated with what the client perceives to be the quality of the project. In a highly collaborative approach to management consulting, as both parties require this relationship to be as open, honest and trusting as possible. The nature of the relationship supports the client's strong, ongoing commitment and participation in the project itself, which, in turn, helps to ensure that the project effectively addresses problems in its organization.
- **Learned to address similar problems in the future.** This outcome is one of the major goals for any management consultant. However, the exact nature of the problem may never arise in the client's organization again, so it is often difficult to assess if the client has learned to solve that problem. Also, few management consultants are willing to scope a project to the time required to assess whether a client can really solve the same type of problem in the future or that he/she has at least gained the know-how to solve the same type of problem should it occur in the future.
- **Looking to hire the same management consultant again.** One of the most powerful outcomes is the willingness to work with each other again. One of the ethical considerations for any management consultant is to avoid creating a dependency of the client on the consultant – where the client cannot capably participate in the organization without the ongoing services of the consultant.

However, it is not uncommon that the client strongly believes that the quality of the relationship with the consultant is as important as the consultant's expertise. The client might choose to use that consultant wherever and whenever they can in the future.

Setting the Client's Expectations:

This section of this document presents a summary of what a client should and should not expect from a management consultant. The topics presented in the tables hereunder should be among the major concerns of a client;

Topic	OUGHT
Consulting Assignment/ Project	<i>The consulting assignment/project Ought to take place in the context of the agreed terms of references and expectations.</i>
Working with a Consultant	<i>Consultants Ought Not to act as an employee member of staff.</i> <i>Consultant Ought to be objective and frank in the judgments, opinions and recommendations made.</i> <i>These opinions May touch upon the competence and credibility of the organization or of its board, management and staff.</i>
Stages of Consulting – Acquiring Business and Promotion of Business	<i>Consultants Ought only to claim experience, qualification and achievement that can be substantiated.</i> <i>Consultants Ought Not to guarantee results.</i> <i>Consultants Ought to make completely clear all fees, expenses and other associated costs, the basis or range upon which fees will be based and the payment schedule.</i> <i>Consultants Ought to advise potential clients of the strengths and weaknesses of their case and objectives.</i> <i>Consultants Ought to ensure that the client understands the scope of the consulting service and responsibilities and what input will be required from the client.</i> <i>Consultants Ought Not to apply undue pressure to secure contracts.</i> <i>Where a prospective Client has already retained other consultants for other assignments or projects, Consultants Ought to establish the referral relationship with the retained Consultants and Ought to confer with the previously retained consultant(s).</i> <i>Consultants Ought Not to criticize in a derogatory manner other bona fide consultants.</i> <i>Consultants Ought to alert the (prospective) Client and other Clients if a Consultant is aware of or perceives a potential conflict of interest (actual or perceived) between the prospective Client and other Clients with whom the Consultant is already working.</i> <i>Consultants Ought to prepare a written proposal for the Client setting out services and costs and timescales.</i>
Stages of Consulting – Contracts	<i>For the relationship to start and continue effectively, both Client and Consultant Ought to have clear expectations of what might be achieved, based on the services and resources committed by each party and, over what period.</i> <i>There Ought to be a contract between the Consultant and the Client.</i> <i>The contract Ought to:</i> <i>• Be clear about with whom the Client and Consultant will deal and where operational responsibility sits in each case;</i> <i>• State to whom the Consultant will report and at what stages (for example, board, senior management); and</i> <i>• State the Consultant's terms of remuneration (including charges for taxes and expenses) and the schedule of payments.</i>

Topic	OUGHT
Fees	Consultants Ought to state the actual basis of remuneration in any proposal or contract. Consultants Ought to be clear about how expenses will be paid (whether separately or covered by the Consultant). Consultants Ought Not to be remunerated by commission only methods.
Conflicts of Interest and their Management	Each party Ought to alert the other party if either is aware of a potential conflict of interest, be it one that actually exists or could be perceived to exist. Consultants Ought Not to represent conflicting or competing interests without the express consent of the parties concerned after full disclosure of the facts.
Confidentiality	Terms governing conditions of confidence and what constitutes confidential information Ought to be stipulated as part of the written contract between Consultant and Client.
Copyright	Clients Ought to ensure that the copyright of materials of which they expect to own the copyright is transferred to them explicitly in the contract.
Data Protection	The obligations of data protection Ought to be included in the contract. In particular, if the Consultant will be using personal data held by the Client, or collecting personal data on his behalf.

Topic	SHOULD - MUST
Consulting Assignment/ Project	The consulting assignment/project Must be based on an agreement of the "Code of Ethics" and "Principles of Engagement"*. The consulting assignment/project Must be based on a contract between the Client and the Consultant.
Working with a Consultant	A Consultant Should be appointed by the Client because he/she has special experience, knowledge, insight and skills; and a track record validating these. A Consultant Should work outside the Client's Management structure as an independent agent. Consultants Should be accountable for their contracted services, within agreed terms, to the Client's board, management and staff. If a Client hires a Consultant on a short term contract, the Client Should be clear about how the Consultant fits into the structure of the organization. A Consultant May work and collaborate with a Client's board, management, staff or any stakeholders as deemed necessary by the terms of the assignment/project. The relationship between a Client and Consultant Should be based on trust and cooperation, with realistic expectations of the course to be taken, the timings and the possible outcomes. Any tender process Should be open, fair and transparent.

Topic	SHOULD - MUST
Stages of Consulting – Acquiring Business and Promotion of Business	Consultants Should exercise due diligence with regard to the credentials of a potential client.
Stages of Consulting – Contracts	The contract Should: • Include a requirement for review points to be agreed between Client and Consultant, allowing for any over-run or under-run in the programme; • Be explicit about copyright ownership of materials; and • Be clear about the terms of disengagement.

* **Annex A** presents the **Code of Ethics and Principles of Engagement** of the IMC-Jordan

Topic	SHOULD - MUST
Fees	Consultants Should use time-based fees (for the actual, professional time a consultant spends on an assignment/project) or some other form of remuneration that is not commission based, such as a fixed fee. Fee payments and structure Should be agreed with the Client and Must be set out in the contract.
Conflicts of Interest and their Management	The aim of managing conflicts of interest Should be to resolve problems within a working relationship. Escalation of a dispute Should be anticipated in the contract through the provision of an agreed practical dispute resolution procedure.
Confidentiality	Consultants Must keep in confidence any information of a confidential nature obtained during the consulting assignment/project with a Client, unless it is information available within the public domain or may otherwise be legally disclosed (e.g. with consent).
Copyright	If a Consultant expects to own the copyright, the Consultant Should agree to this with the Client in the written contract. As copyrights may also be licensed exclusively/non-exclusively, for limited terms/irrevocably, for royalties/no payment, with or without sub-licensing rights. Post-contract ownership Should be considered. If a Client expects to own the copyright, they Should agree this with the Consultant in the written contract. Rights in the compilation and ownership of databases and mailing lists Should be clear and may need assignment in the same way as copyright in the contract.
Data Protection	Both parties Must ensure that they comply with their obligations under data protection legislation. Terms of Data Protection Must be covered by a written agreement.

What Makes Procuring Management Consulting Services Difficult:

Clients, organizations or managers, who are seeking to hire or work with management consultants, are usually faced with the following challenges;

- **Clients find it difficult to differentiate between management consultants.** Due to the different terms used to describe their services, as well as the wide range of work that might be undertaken by a management consultants; making it harder to make comparisons.
- **Clients find it hard to assess whether they are getting value for money.** The range of consulting activity makes it difficult to identify meaningful metrics for all types of projects. Also, it is not always easy to attribute cause and effect, even where performance has improved. As a result, almost half of all organizations do not attempt to quantify the return on investment from using management consultants.
- **The relationship between a client and a management consultant must balance objectivity, perspective, and potentially divergent objectives.** A blurred line between management consultants' advisory work and their implementation and outsourcing work can compromise a firm's ability to provide independent advice. Long-term relationships can be beneficial; however when management consultants perform a role for too long, they may lose their independence, their accountability may become blurred, and clients may become overly dependent on them. Clients need to know that management consultants are working in their (the client's) best interests.
- **The way a consulting firm is structured, and how consultants are incentivized, can focus on the supplier's rather than the client's needs.** The archetypal consulting firm has a pyramid structure in which the expensive time of a small number of people at the apex of the pyramid is spread across a large number of projects. More junior, less experienced staff often provides the majority of the resource on the project. Clients may receive less input from the senior people whose time they thought they were buying. Management consultants may also be encouraged or incentivized to sell more work, even where it is not necessary.

Procuring a Management Consulting Service and Benefiting from It:

This section presents, in summary, the project cycle a client has to go through in order to ensure that; (a) he/she procures the right type of Management Consulting Service and (b) that the maximum benefit from procuring this Management Consulting Service is achieved. Drawing the attention of the reader that this section is further discussed in details in "Document-II "Best Practices"" under the section "Best Practices – Client's Perspective."

The project cycle starts with the project concept identification stage **"Defining the Problem"** and enters the preparation stage where project design and development takes place **"Clarifying Expectations (Requirements/Terms of Reference (ToR))"** and **"Preparing the Request for Proposal (RfP)"**.

When the project has taken shape and the project content is near completion, the appraisal stage **"Screening Potential Proposals"** and **"Interviewing Candidate Management Consultants"** provides a comprehensive review of all aspects of the procurement process, historically and into the future, focusing on achievement of concrete results through carefully managed implementation of the Consulting Assignment/Project.

At this stage, a client must make all the necessary documentation in a **"Project Appraisal Document (PAD)"**; which becomes one of the key documents of good project implementation and ensures that the planning, execution and monitoring of the Consulting Assignment/Project are done efficiently, in a timely manner, and in compliance with best practices. However, a client should be aware that despite the most carefully crafted plans, a combination of unforeseen issues may arise, and so a continuing level of undiminished care and vigilance is necessary to achieve the Consulting Assignment/Project success.

The evaluation stage **"Evaluating the Success of the Consulting Assignment/Project"** is the final step in the project cycle. At this point the effects of good procurement, planning, implementation and follow-up can be readily seen, and qualitative and quantitative information is consolidated to provide a balanced view of lessons learned.

In terms of specific procedures of procuring Management Consulting Services, the following stages should normally be followed;

- Preparation and documentation of project requirements including; Terms of Reference (ToR), Technical Specifications, Letters of Invitation (LoI) and Request for Proposal (RfP) to prospective Management Consultants.
- Preparation of proposals and candidate Management Consultants' selection criteria.
- Selection of potential candidate Management Consultants through general market intelligence and other available resources.
- Technical and Financial evaluation of candidate Management Consultants and proposals.
- Formal approval of the selected Management Consultant for the Consulting Assignment/ Project.
- Contract preparation and signing.
- Monitoring and verification of the delivery of the Consulting Services with particular emphasis on the Management Consultant's performance in meeting specifications and adhering to other contractual obligations.
- Consulting Assignment/Project closure and evaluation.

Getting "Value for Money" from a Management Consultant:

Once a client has decided on a Management Consultant to undertake the Consulting Assignment/Project, there are several things he/she should do to get the most from the Management Consultant's work and the client's invested money. Among the key issues are the following;

- **Clients should schedule adequate time to meet with the management consultant.** A client should be certain of his/her availability when the management consultant is in his/her office or company premises.
- **Clients should not leave the management consultant in a vacuum.** A client should promptly provide the management consultant with all the information needed to complete the Consulting Assignment/Project; efficiently and effectively.

- **Clients should arrange interviews and travel schedules to most effectively utilize the management consultant's time.** A client should make sure that all individuals to be interviewed by the management consultant will be available when the management consultant is in the company's premises.
- **Clients should impose reasonable time constraints.** A client should make sure that his/her company can hold up its end of the Consulting Assignment/Project and its set deadlines as well. Remembering that the management consultant's information needs must be met before the work can proceed.
- **Clients should know and communicate to the management consultant how much documentation is needed in their reports.** A client should clearly communicate with the management consultant whether every recommendation must be supported with the exact logic used to reach it or is the "bottom line" adequate. A client should also clearly communicate whether he/she requires a personal presentation of the study results. A clear understanding of the number and kind of needed reports and presentations will avoid wasted time and unnecessary consulting fees.
- **Clients should determine in advance whether the management consultant's work may require access to confidential materials.** A client may wish to have the management consultant sign a confidentiality agreement in which the management consultant agrees not to release to third parties any information obtained during the Consulting Assignment/Project. Additionally, a client may wish to require the management consultant to return to the client all information and work generated during the course of the Consulting Assignment/Project at its closure and conclusion.

Managing Risks and Quality Assurance Issues in Consulting Assignments/Projects:

Prior to engaging a management consultant on a Consulting Assignment/Project, clients should keep in mind the protection of their business interests and reducing their liability with legally binding contracts, signed by both contracting parties.

During the initial stages of project development, management consultants may tend to rely on informal documentation methods, such as retaining e-mails to and from the client. E-mail can provide a convenient record of written communication between the client and the management consultant, but legally, it is not a substitute for a signed Agreement/Contract governing the relationship of both client and management consultant during the implementation of the Consulting Assignment/Project, as well as setting a strong foundation for a project risk management strategy.

Well-crafted project Agreements/Contracts are an important first step in project management, as well as an integral part of a client's project risk management plan to protect his/her business; as this can reduce or eliminate any complications that may develop during a Consulting Assignment/Project.

Establishing project deliverables, milestones and limitations early - and in writing - may help a client avoid legal trouble later, saving him/her from a costly legal defense as well as valuable time spent in a courtroom.

Most consulting Agreements/Contracts clearly establish each contracting party's responsibilities, as well as compensation, terms, expenses, project reporting, confidentiality and termination rules.

Having stated the aforementioned, the following should constitute integral parts of any consulting Agreement/Contract;

- **Risk Assessment;** An initial summary of the anticipated risks associated with the Consulting Assignment/Project. A preliminary assessment of the potential severity of the risks will determine the level of time and resource that should be invested in further evaluation of the key risks. It may well be the case that some risks are judged to be so fundamental as to potentially undermine the rationale for the Consulting Assignment/Project.
- **Assumptions;** A summary of the key facts upon which the Consulting Assignment/Project will be planned and executed. The key assumptions should be documented and validated as early as possible during the lifecycle of the Consulting Assignment/Project.
- **Constraints;** A summary of any restrictions within which the Consulting Assignment/Project must be planned and executed, for example resources, immovable milestones, limits to funding and basic quality criteria.
- **Client Quality Requirements and Acceptance Criteria;** An outline of the quality characteristics that the client is expecting for each of the Consulting Assignment/Project's key deliverables. Quality requirements must be measurable and will be integral to the acceptance criteria against which the client will ultimately sign-off and accept the deliverables of the Consulting Assignment/Project.

Document II

"Best Practices"

Document II: Best Practices:

Objectives of the "Best Practices" Document:

This document aims to promote and establish a criterion of how a management consultant and/or trainer should operate, and thereof provide the recipients of the services with key measurement indicators.

Additionally, It also aims to promote and set the criteria and best practices of how clients should approach their activities of procuring Management Consulting Services available in the market through outlining the steps of; defining their requirements and expectations, allocating, selecting and contracting management consultants, managing the consulting assignment/project and finally evaluating the success of any given consulting assignment/project.

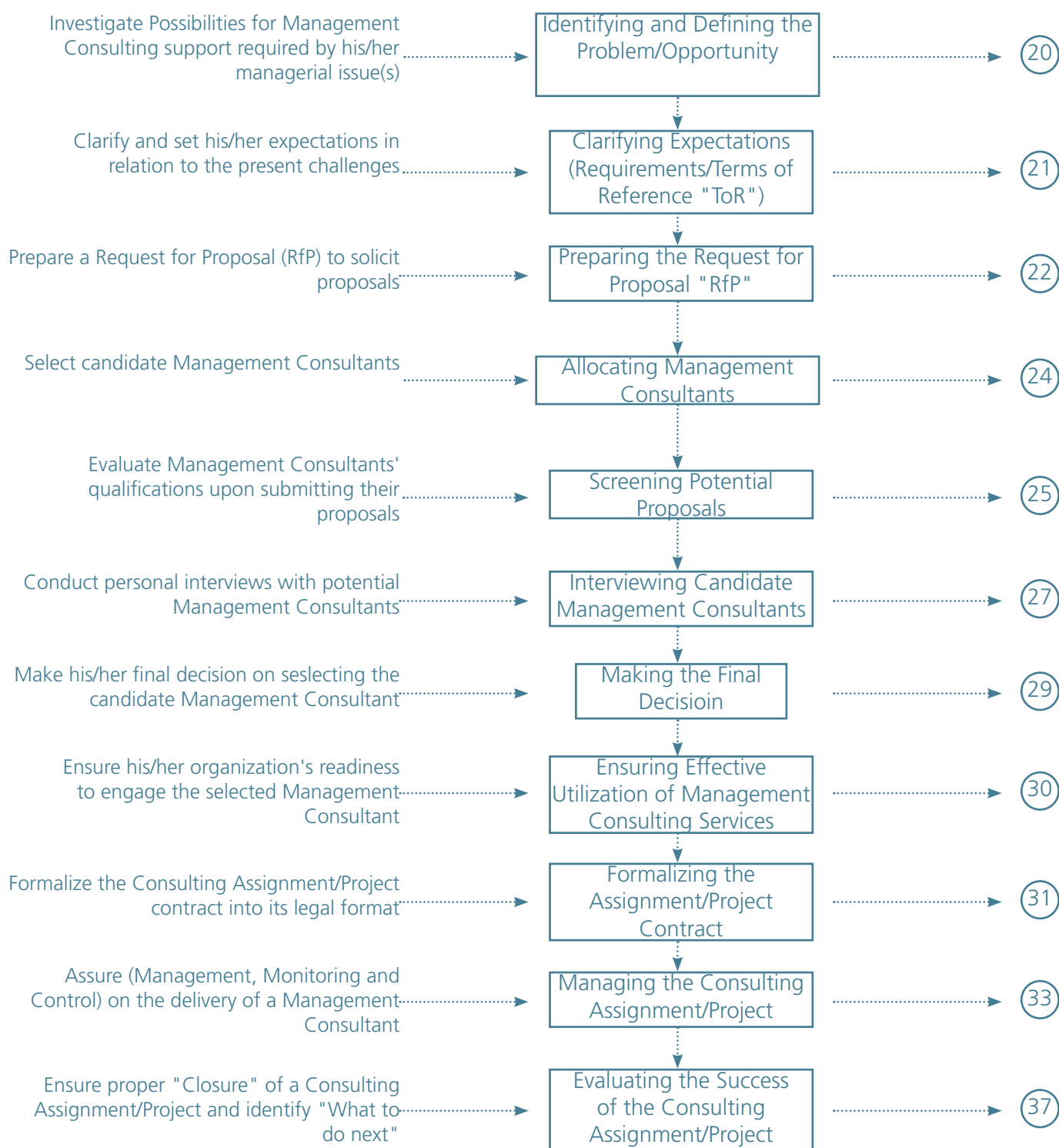
Finally, this document aims to increase the level of maturity among businesses towards the Management Consulting/Training Sector and its services; resulting from the utilization of this document as a general guideline for both clients and management consultants/trainers on the usage of management consulting/training services throughout all the steps of a consulting/training assignment.

The "Best Practices" Document generally aims to;

- Present the "Best Practices" from the perspective of both clients and management consultants; clarifying the two sides of the coin of process being carried out by both parties involved in the management consulting service.
- Improve transparency and understanding between clients and management consultants; leading to better results from management consultancy projects, as well as reducing barriers to management consultancy services.
- Enable management consultants to provide better value for clients and reduce risk in management consultancy assignments.
- Improve the quality, professionalism and compatibility of management consultancy services to enhance the effectiveness of the management consulting sector and accelerate the development of the profession.

The Consulting Process - Client's Perspective - A Quick Guide:

The following diagram aims to provide any prospective client with a comprehensive flow of the steps to be followed in any consulting process. It also aims to provide the reader with a quick reference to any specific topic;



Best Practices – Clients' Perspective:

The following tables aim to provide any prospective client with a comprehensive, logical walk-through of the steps required to identify and analyze his/her own needs for improvement within his/her organization, as well as the steps of how to procure the management consulting services of a management consultant to achieve these objectives, while ensuring the maximum utilization of the management consultant, protecting "Value for Money" and maintaining quality and trust.

Sequence	Activity	Activity Description	Activity Objective
1	Identifying and Defining the Problem/ Opportunity	As a client reviews symptoms, he/she should begin to outline the organization's needs in relation to the present outcomes. For instance, if an organization is consistently over-budgeting on campaigns to raise the awareness of its mission; a symptom would have been identified. With the system the organization is currently using; too much is being spent on direct mail, for example.	Management Consultants are available in more than 800 specialized categories, offering assistance on everything from absenteeism to Xerox copiers. To identify the type of consultant a client needs, he/she must first accurately define the problem within the organization which requires the services of a management consultant. Clients often mistake symptoms for problems. Such an error could interfere with the management consultant's ability to offer his/her services, as that person may be misled by statements pointing her/him in the wrong direction. However, looking at the symptoms is a necessary step in the client's effort to identify the source of the problem.

Sequence	Activity	Activity Description	Activity Objective
2	Clarifying Expectations (Requirements/ Terms of Reference "ToR")	Answering the following questions should assist a client in clarifying and setting his/her expectations; • What work needs to be accomplished Will there be a report, new system in place, a new person hired, etc.? • What skills are required, a facilitator, someone with specific technical skills, a generalist who can achieve agreement? • Which members should be on the project committee, to scope out the work, develop a request for proposal (RfP) and identify and screen potential consultants? • What would be the required time-frame? How much time will be allocated to the project? How quickly does it need it to be performed? • Who will be responsible for the project and who will be the lead contact for the consultant, who will make decisions when they are required? • Who will do the work internally? • Who are the stakeholders for the project? How many staff members will be allocated to this project and how will they be supervised? • Where to find information about specific consultants?	Once the symptoms of the problem and the organization's needs have been clearly identified, a client should set his/her expectations; which should clarify the type of management consulting service and management consultant to procure.

Sequence	Activity	Activity Description	Activity Objective
3	Preparing the Request for Proposal "RfP"	A typical Request for Proposal (RfP) should state the following information about the client; • Organization Mission & Description; a brief description of the organization, its mission, programs, services and sources of funding. • The Problem or Need (Purpose and Scope); the issues, factors and/or problems that are driving the client's organization to undertake this project at this time. It is essential to start with a clear and honest statement of why the consultancy is being commissioned. Clarity and honesty, both within the client organization and in the relationship with the consultants, is really the key to success. The scope of the project must be defined. This will need to look both forwards, anticipating as far as possible directions in which the project may develop, and backwards, reviewing the circumstances that have lead to the decision to hire consultants. • The Expectations/Requirements/Terms of Reference of the client; as defined by the client in the previous section. • Anticipated Outcomes of the Consulting Assignment/ Project; a brief description of the client's expected results that the consulting assignment/project should accomplish, in addition to the anticipated final products of the assignment/ project; i.e.; a report, a list of suggestions and recommendations, an implemented system, etc. • Other issues of concern the client may have concerning the Consulting Assignment/Project; such as; the assignment/project time-frame, quality assurance requirements, conflict resolution policies, confidentiality and non-disclosure terms, monetary concerns (if any), support to be supplied by the client in terms of facilities, staff, etc.	Now that a client has isolated the problem and clarified his/her expectations/requirements/Terms of Reference (ToR); a Request for Proposal (RfP), to solicit proposals from management consultants interested to offer their services for the project, should be developed. A client should make sure that his/her Request for Proposal (RfP) format allows for flexibility in the response; making it easier for management consultants to present their ideas, and not design his/her Request for Proposal (RfP) with the expectation of soliciting conclusions from management consultants. A client should keep in mind that the ultimate purpose of the proposal is to specify how the management consultant will approach the problem. A final point a client should remember is that consultants are not paid for developing their proposals. However, if the Request for Proposal (RfP) entails a huge time commitment, it may deter qualified, but busy management consultants that simply do not have the time to respond. The best bet for a client is to create a Request for Proposal (RfP) format that allows management consultants to answer in a two or three page proposal.

Sequence	Activity	Activity Description	Activity Objective
		Additionally, a typical Request for Proposal (RfP) should establish a general format for the proposals to be solicited, which would allow the client to evaluate and compare management consultants and their proposals equally and efficiently. The Request for Proposal (RfP) should request the following information to be stated in any submitted proposal; • Management Consultant Information; including complete name, address, phone and fax numbers and email address. • Anticipated Scope of Work and Time Frame; specifying the activities, format, and timeframe for each phase, as well as a description of expected time commitments of the involved staff and their respective duties. • Budget and Cost; providing the number of hours and hourly or daily rates for each of the consultants assigned and the cost for each phase, as well as the maximum fee for this project. • Resumes of Personnel; providing resumes of each consultant who will work on the project, and their respective responsibilities for this project. The resumes should include a summary of relevant experiences of each of the consultants in working on similar projects with similar organizations. • References; provide a list of references for each of the consultants assigned to the project, as well as a brief description of the scope of the work for these references, the year completed and a contact name and phone number for each one.	

Sequence	Activity	Activity Description	Activity Objective
4	Allocating Management Consultants	Various sources of allocating management consultants exist. A client may utilize one or more of the following sources to contact; • Professional associations; e.g., networks of organizational development practitioners, facilitators, trainers, fundraisers, accountants, lawyers, computer users, etc. IMC-Jordan is one good example for such professional associations. • Requests for Information; a formal or non-formal way of investigating the capabilities of management consultants and what could be expected from them, as well as at what price. • Local large corporations; as they often have community service programs and can provide a wide range of management and technical expertise. • On-line Databases; IMC-Jordan's Management Consultants' "Classification System" is one good example. • Local telephone Yellow Pages. • Local universities or colleges; contacting the departments of Human Resources, Training and Development or Business Administration. • Other organizations; for ideas, particularly those that have similar services and head-count size, for contacts and references.	When asking for recommendations on management consultants, a client should determine whether the prospect management consultants have demonstrated the following capabilities; • Ability to diagnose problems, as well as sources of "know-how" for benchmarking and transfer to client. • Ability to see "The Big Picture" in terms of the client's situation, as well as that of the business environment. • A track record of presenting workable solutions to clients. • The ability to implement suggested/recommended solutions. • The ability to facilitate consensus and commitment to the plan of action among staff. • The ability to fulfill the client's expectations, an acceptable style of work, as well as respect and consideration to the client's resources and constraints.

Sequence	Activity	Activity Description	Activity Objective
5	Screening Potential Proposals	The Screening Process may be divided into Three Phases as follows; Phase-I: During this phase a client should eliminate proposals that are obviously unsuitable; those proposals that show a lack of clarity and understanding of the client's problem and that do not provide the necessary information. Additionally, and during this phase, a client should screen a management consultant's list of references. Following are sample questions a client might utilize in screening a management consultant's references; • Were deadlines met? • Did the project stay on budget? • Was the management consultant's analysis of the problem accurate? • Did he/she offer solid recommendations? • How well did he/she interact with the organization's representatives? • How well was the organization's mission understood? • Who did the work? Who was expected to do the work? • How well did the management consultant prepare for/and follow-up meetings? • What evaluation process was used? Phase-II: For this phase, the client should look at the proposed actions; to answer questions like; will the management consultant's strategy work within the organization? Although the client needs change, are the consultant's techniques appropriate? Phase-III: The phase at which the careful selection of the proposals that adequately address the client's needs takes place. It is advisable that the top management should be involved at this phase of the proposal review process.	After completing the process of building the Requirements/ Terms of Reference (ToR), the Request for Proposal (RfP) and disseminating the request to candidate management consultants, a client needs to develop a screening process for the management consultants who respond. This process should allow the client to evaluate the consultants' qualifications for submitting their proposals, establish their dependability as contractors and most importantly, assess the soundness of their plans. A note highly worth mentioning during the screening process is that although Cost is an important factor when hiring a management consultant, but a client should not allow price to eliminate a proposal too quickly. A client might be able to negotiate an acceptable fee with the potential management consultant when it comes to the interview. Concerning this issue, what a client would want to avoid is eliminating a good plan, maybe the best plan, based solely on an estimate of cost. A client may be able to reduce the fee by narrowing the scope of the assignment/project, providing more leeway in scheduling the work, or having internal staff assume some of the tasks in the project. Additionally, turning the assignment into phases of activity can also spread the payments. Before a client reaches the final phase of the process, he/she might want to give promising management consultants the opportunity to rewrite their proposals; through conducting personal interviews to let them know the areas in which they need to improve to give their proposal a better chance of being accepted, as well as allowing for an opportunity of negotiating the proposal's cost, should there be a need for that.

Sequence	Activity	Activity Description	Activity Objective
		A client should make sure that the responding management consultant clearly understands what is expected; through demonstrating a clear picture of what the outcome of his/her work will look like. Additionally, the client should check to see if the management consultant's plan of action is supported by the specific techniques proposed to rectify the problem, as well as by the suggested timeframe for the anticipated work. Finally, the client should check the management consultant's references; which demonstrate the consultant's dependability and capabilities to deliver as promised.	

Sequence	Activity	Activity Description	Activity Objective
6	Interviewing Candidate Management Consultants	Following are general guidelines for conducting these interviews; Setting the Interview Process. - Decide who will initiate the interview by outlining the situation. - Develop a list of questions and decide who will ask them. Annex B presents a list of screening questions a client may utilize during the interview process. - Define the process for evaluating consultants. During the Interview. - Begin by outlining the problem then ask how the consultant would proceed. - Review your objectives. - If this is a consulting firm, ask if the presenters will be the ones doing the work. - Ask the consultant what they expect of you and what you can expect of them. - Ask the consultant about his/her competence to perform the work. - Discuss the type of interim materials you will be expecting. - Discuss fee estimates and project time-lines. - Evaluate the consultant's personality, chemistry and working style by observing; - How well the consultant listens to what is being said. - What questions the consultant asks. - How well the consultant analyzes the situation. - What solutions are presented and how realistic they are.	When the final few proposals are selected, a client should be ready to conduct personal interviews with the potential management consultants.

Sequence	Activity	Activity Description	Activity Objective
		After the Interview. The questions that follow will help a client to evaluate his/her meeting with a prospective consultant; • Was the consultant able to cite engagements that addressed challenges similar in type and scope to the client's situation? What was the consultant's role in those engagements? • Was the consultant comfortable discussing the specifics of an engagement without divulging confidential information? • Did the consultant portray a positive attitude and demeanor regarding past client assignments? was he/ she candid about difficulties and responses to unexpected events? Could he provide lessons learned?	When the final few proposals are selected, a client should be ready to conduct personal interviews with the potential management consultants.

Sequence	Activity	Activity Description	Activity Objective
7	Making the Final Decision	<i>A client should issue a letter of appointment to the successful bidder</i>, with the contract documentation appended. As with the rest of the process, <i>clients should avoid undue delays</i>, as successful management consultants schedule their 'assets' - their working consultants - quite tightly, and the team they have proposed, and which the client is expecting or even insisting on, will have been put up on the assumption of particular start and finish dates and excessive delay in appointing the consultancy may mean that some of these individuals will be no longer available. On the other hand, <i>a client should also promptly notify unsuccessful bidders</i>. It may be appropriate to provide some form of de-briefing, explaining why their offer was not accepted. It is important to release unsuccessful bidders promptly, as they may well have been withholding key staff from other assignments so as to be prepared for an early start on the client's project in mind.	Once each management consultant's experience has been confirmed and references checked, a client should utilize the following considerations to make his/her final selection with key project stakeholders in attendance; • Breadth of experience that encompasses and goes beyond the situation as defined. • Demonstrated ability to complete assignments within budget and on schedule. • Demonstrated past performance ability to develop practical recommendations and, when requested, to have them implemented successfully. • Demonstrated ability to work with people diplomatically and effectively and to minimize disruption of ongoing operations. • Degree of trust and rapport established with reviewers during initial contacts. It should be possible to award the contract on the basis of these final presentations.

Sequence	Activity	Activity Description	Activity Objective
8	Ensuring Effective Utilization of Management Consulting Services	Prior to engaging a management consultant to undertake the assignment, clients should ask the following questions to ensure that the management consulting service will be highly effectively utilized, as there is little doubt that calling on the service of a management consultant can often prove to be a valuable investment provided; • Was enough time allowed for the whole exercise? • Was the problem area carefully defined? • Is it clear what the consultant is required to do, and have all the necessary steps for the task at hand been clearly identified? • Has the proper criteria been used in selecting the right consultant? • Have the proper Key Performance Indicators (KPIs) to measure progress towards a solution been clearly identified? Annex C presents an Action Checklist which may be utilized by prospective clients to ensure the effective utilization of management consulting services.	This activity's importance comes from the point of assuring the client that he/she and his/her organization is ready to engage the management consultant selected to undertake the Consulting Assignment/Project. This activity, which is usually overseen by the client, would usually constitute a major obstacle in the efficient, effective and successful completion of a Consulting Assignment/Project.

Sequence	Activity	Activity Description	Activity Objective
9	Formalizing the Consulting Assignment/Project Contract	A Letter of Agreement (for short-term assignments/projects) should be drafted between the client and the management consultant. This Letter of Agreement should; - Describe the work to be accomplished. - Record the expected date of completion. - Clarify the specific reports or presentations that are anticipated. - Detail fees and how they will be paid. A Formal Agreement/Contract (for long-term projects) is recommended. This protects both parties from the common complaints of cost overruns and missed deadlines. The contract should include; The Objective and Scope of the assignment/project: As stated and agreed-upon in the client's Request for Proposal (RfP) and the management consultant's proposal. Consulting Assignment/Project Charter: The objective of the charter is to document the information as it is known at the beginning of the Consulting Assignment/Project. Annex D presents a sample of a Consulting Assignment/Project Charter and its contents. Work Plan: Tasks to be completed, expected outcomes, timetables. What the consultant will do, what the client should do, and what they will do jointly during and following the project's completion to assure its success. The nature of completion or agreed upon evidence of delivered value.	Formalizing the Consulting Assignment/Project contract into its legal format. The Letter of Agreement or the Contract should be reviewed by both the client and the management consultant and any questions or misunderstandings should be resolved. Portions of the Letter of Agreement or the Contract may have to be rewritten to provide desired assurances and clarity prior to its signing by both parties.

Sequence	Activity	Activity Description	Activity Objective
		• Fees: Hourly/or daily rate. Billing monthly/ on completion/ or retainer basis. • Payment Method: Determine type of invoice required and schedule of payments. • Direct Costs: Determine how to bill travel, long-distance phone and fax, subcontracted services. • Workplace: Where will the consultant work? What administrative support, equipment, supplies are expected? • Contract Dates: Define when contract begins and ends. Consider how time-line will be amended or extended. • Termination Clause: Under what conditions will one or both parties walk away from the work before completion? Notification may be 30-days, 60-days or less. If disputes arise, arbitration may be needed. • Rights to Data: If proprietary information is collected, determine conditions under which data can be used and who has access once work is completed. If confidentiality is involved, consultant must be informed.	

Sequence	Activity	Activity Description	Activity Objective
10	Managing the Consulting Assignment/Project	The client organization should appoint a project manager and possibly a small management team. The project manager is responsible for maintaining a complete record of the project, and all its variations, with records of payments made, right up to post-contract evaluation. The project manager will also call and facilitate review meetings between the consultants and relevant client personnel at intervals specified in the contract documentation, and on other occasions as necessary. From its perspective, the client organization should confer with the management consultant early on to establish criteria from which the overall consulting effort can be evaluated at the mid-point and end of the project; through specifying what constitutes a successful consulting assignment/project. The descriptions of the criteria should be as detailed as possible to later know if the project was clearly a success or not. After the start date is set, the management consultant will probably meet again with the client, the project team and other relevant stakeholders. The management consultant will use this post-award orientation meeting to introduce the consulting staff, describe the plan of action, and to be certain everyone is on board together. After this meeting the management project team will begin the process of generating as much information as possible in a limited period of time; which could entail; • One or more methods of data collection and review. • Analysis of the findings. • Testing of assumptions. • Development of alternative solutions. • More testing of viability and practicality. • Drawing conclusions.	Successful management of a consulting assignment/project requires effort by staff at many levels in the organization. This needs to be managed, to ensure that the management consultant receives the help and information he/she needs promptly, while preventing undue disruption to normal business. All employees need to be made aware of what is expected from them, what they are expected to provide to the management consultant on demand, and equally in what circumstances they should refer a request to higher authority. Additionally, the client organization should assist management consultants to understand their organization. A few basic techniques which can greatly help a management consultant to understand a client's organization, particularly if they are brought in to work on an organization-wide level and/or on non-technical issues, are; • Assisting a management consultant understanding the client's service(s), market(s) and stakeholder(s), through providing them with copies of the organization's strategic plans, budgets, policies, most recent annual report, organization charts, and advertising/promotions/sales literature. If there is a full range of these types of documents, which shows that the organization probably values careful documentation when making important decisions, and will likely prefer the same from the consulting project. If these documents appear to be very comprehensive and include a great deal of graphs, figures and numbers, the organization probably highly values careful research, analysis, and conclusions, and will prefer the same in the consultation project.

Sequence	Activity	Activity Description	Activity Objective
		Throughout this process the management consultant should provide the client with continuous, informal feedback so that he/she understands what is being done and why. The client should also receive and review the findings and conclusions before the management consultant delivers recommendations. Once the recommendations are in the client's hands, they should provide him/her with clear guidance on how to proceed, either with or without further assistance. The progress of the consultancy should be formally reviewed at appropriate intervals, although a fixed frequency; i.e.; monthly, is not always realistic or possible. Some phases of the project, for example the initial data-gathering, may take a long time with little to report; other aspects, particularly in implementation phases, are likely to throw up issues that require decisions much more frequently. The purpose of a review meeting is to review progress against the project brief and identify any areas where work is either falling behind or moving off track. In some contracts this will be linked to the release of staged payments. A review meeting also provides an opportunity to consider and, if appropriate, approve variations in the project specification. Typically, these will include suggestions by the consultants of ancillary issues that would merit further study for approval or otherwise after consideration of the need and desirability of additional work against the costs and time involved. It must not be possible for the consultant to obtain the go-ahead for new activities simply by suggesting it to the line manager most closely affected.	• Give the management consultant a sense for the overall nature of the organization, e.g., Are staff highly independent and work alone or do they prefer working in teams? Does the organization go for consensus on decisions even if it takes a long time to get or does it want timely closure on decisions? Are their strong traditions the organization requires based on the diversity of its workforce? How does the staff feel about using consultants? • Give the management consultant a sense for the overall priorities of the organization, e.g., an attempt to identify the general life stage of the organization, e.g., start-up, developing/building, stabilizing, declining, etc. The stage will indicate the organization's overall priorities, as well, e.g., getting any help it can get, grabbing market share and/or more clients and/or more revenue, developing a wide range of careful documentation, divesting resources while ensuring client needs are met, etc.

Sequence	Activity	Activity Description	Activity Objective
		When the management consultant reports his/her interim findings, the client should listen carefully even if he/she does not like what he/she hears. If any conclusion is not well founded, the client should direct the management consultant to an internal source who may provide additional information. In getting to the heart of a problem, the management consultant may uncover other issues that need to be resolved. Some may be prerequisites to resolving the issue at hand, but many will not. It is tempting to add these new issues to the project, but if meeting the client's original schedule and budget is important, he/she should not ask the management consultant to include them in the current assignment/project. When it is necessary to expand the scope of an assignment/project, the client must make sure the management consultant tells him/her what impact this will have on the assignment/project's schedule and fee. Variations to the project may equally arise from the client. Again, these must be formally evaluated and approved - it must not be open to junior and middle management to redirect the consultant. In many consulting assignments/projects a key part of the deliverable is in the form of reports at various stages. The client must have an internal mechanism for receiving, discussing and if necessary acting upon these. The consultants are being paid to be honest. Therefore they may have quite harsh things to say about certain functions and operations or, in some cases, about specific individuals. It is desirable that the consultants should be asked to raise these issues before a written report is finalized, so that sensitivities and proprieties are respected. An inappropriate comment by the	

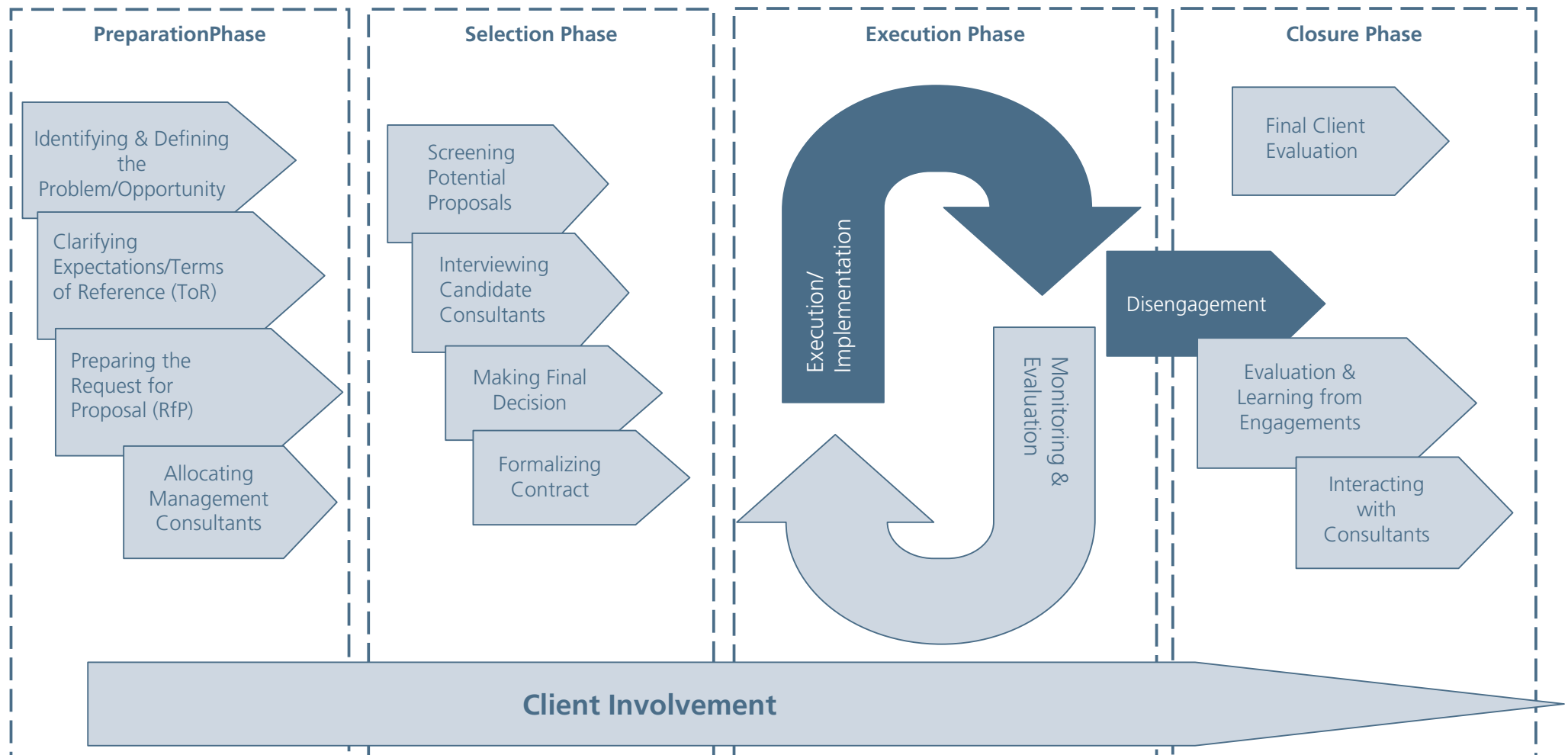
Sequence	Activity	Activity Description	Activity Objective
		consultant could constitute grounds for an Industrial Tribunal. Advice from the human resources department should be sought if ever such issues arise. At the end of the project, reviews should be held to discuss the way forward, to ensure that the client understands the recommendations, possibly to propose follow-up projects. The client will also need an internal review that will report on the success and 'value for money' of the whole project in business terms, for future reference. A post-project review with the consultants should be held, probably between six and twelve months after completion. This serves several purposes; • It allows both sides a chance to make a considered judgment on the success or otherwise of the project - something not easy to do immediately after what is likely to have been a period of excessively hard work by all concerned. • It gives the opportunity for the review of progress in implementing recommendations, and of correcting any misinterpretations. • It allows a continuing relationship with the consultants to develop.	

Sequence	Activity	Activity Description	Activity Objective
11	Evaluating the Success of the Consulting Assignment/Project	Following are sets of questions which a client may keep in mind to evaluate the management consulting assignment/project during its progress as well as at its end; eventually reaching an overall evaluation towards the level of accomplished success of the consulting assignment/project; During the Consulting Assignment/Project. • Did the management consultant ask questions that helped the client clarify or think differently about his/her situation? • Did the management consultant probe to ensure adequate understanding of the client's situation? • Did the management consultant "jump to a solution" before discovering the client's unique circumstances? • Was the management consultant focused on making the client's organization better, or was the focus on their own ideas? Did the solution seem "canned" or unique to the organization's needs? • Did the management consultant question or challenge the client's data and assumptions? • Did the management consultant work with the client to develop objectives and measures of success for the engagement? • Did the client feel comfortable divulging sensitive or confidential information about his/her organization to the management consultant? • Did the management consultant provide information that the client may not have liked, but needed to know?	The success of a consulting assignment/project can be measured in many ways. Frequently, the change that results from an assignment/project is obvious; for example, measurable savings realized, new workplace efficiencies, or delays eliminated. Some other assignments/projects, however, may have payoffs that are only realized gradually. In such situations the client should be able to see progress in achieving the assignment/project's goals. To make sure a client gets the maximum benefit from the efforts of his/her organization and those of the management consultant, a client should implement the management consultant's recommendations before they are lost in the inertia of his/her organization. The client should instruct his/her staff to report in one month on the progress they are making, and call for regular reports until the work has been completed. A client can expect the management consultant to take an equal interest in seeing that their recommendations result in benefits. Additionally, a comprehensive revision of the Consulting Assignment/Project Charter should be done by the client, as one of its major elements are the quality criteria upon which the deliverables of the Consulting Assignment/Project will be accepted or rejected.

Sequence	Activity	Activity Description	Activity Objective
		After the Consulting Assignment/Project. • Did the management consultant deliver what was promised earlier? • Did the management consultant deliver what was promised according to the agreed timeframe and budget? • Have the real issues of the consulting assignment/project been addressed? • Were the recommendations of the management consultant logical, and will they work in the organization? • If there are potential savings involved, did the client achieve them or learn how to achieve them? • Have the client's employees learned how to find and solve problems on their own? • Will the management consultant return to check on the success of the assignment/project? • On balance and considering everything, would the client hire the same consultant again? • On balance and considering everything, would the client recommend the same consultant to another client and/or organization? Depending on the nature of the assignment/project, if all the relevant questions were positively answered; the client should consider the assignment/project a "Success". The client should provide the management consultant with a written feedback concerning his/her level of "satisfaction" with the assignment/project, as well as keeping documented records for his/her future references.	

The Consulting Process – Client's Perspective:

The following diagram summarizes the Consulting Process from a client's perspective;



Best Practices – Management Consultants' Perspective:

The **Code of Ethics (Annex A)** of the Institute of Management Consultants and Trainers (IMC– Jordan) constitutes the core basis of this section.

General Knowledge of Management Processes and Functions:

The following are core managerial processes and functions which management consultants should be competent in, to varying degrees of depth and breadth, depending on the type and/or nature of the project they may undertake. They are equally as important for understanding clients' activities as they are for consultants to manage their own teams.

Clearly, in the latter case, some of what is outlined in the table below may not apply unless the management consultant is acting as a team leader or more senior member of the team.

Projects may be highly specific requiring a specialist's perspective, but it may also be highly strategic in nature, in which case broader knowledge of these items would be beneficial. Some may even apply to the management of consulting work specifically;

Management Processes	Planning Organizing Leading Controlling Directing
Management Functions	Organizational Analysis and Behavior Organizational Development Project/Process Management Change Management Strategy Marketing Information Technology Economics Finance and Accounting Leadership and Human Resources

Personal and Interpersonal Attributes of a Management Consultant:

Acting, communicating and thinking are inherent personal abilities, or competencies, that we have at our disposal, but that a consultant must strive to refine through experience.

- **Acting:** There are many ways in which a consultant may act; objective observer, fact finder, coach, technical expert, etc. They should all be according to professional and ethical norms of attitude and behavior.

It is important for a consultant not to over-stretch and try to be all things to all people. There are certain criteria to consider when selecting which role to adopt; the client's culture; the consultant's knowledge, experience and personality; the nature of the problem that the consultant has been called in to deal with.

Facilitating, mentoring and coaching are three distinct options available to the consultant in order

to motivate and develop people, but there are many more – and within each of these exist types of (e.g.) facilitating.

It is important to consider that although different forms of acting are at a person's disposal quite naturally, the consultant should aim at refining them through experience and conscious efforts. The management of conflict is a good example of when different approaches may be validated in different circumstances by either stimulating or resolving the conflict to achieve a desired result.

- **Communicating:** There are two main ways of communicating: oral and written. It should be noted, however, that listening is another form of communication, as is body language. Each of these is an important element to the overall impression that a consultant will give.

The tie with culture is inextricable as in some countries even a hand-gesture could be misinterpreted. Many clients may prefer regular oral communications rather than written reports, or conversely, might prefer to receive updates by email. These aspects of the relationship should be defined from the outset to minimize inconveniences.

Nonetheless, consultants will need to know appropriate proposal and report-writing techniques and demonstrate good oral presentation techniques. Each should be properly adapted to the respective audience.

- **Thinking:** It may seem obvious, but thinking is the single most important and fundamental competence that a consultant must be extremely good at. The consultant's mind should be capable of nurturing thoughts and ideas on several different planes simultaneously to enable flexible and contingent thinking.

Lateral thinking and the ability to look into the future, 'to view the end from the beginning' are also important.

The Consulting Process – Management Consultant's Perspective:

The following tables clarify the sequential steps through which any consulting process should follow;

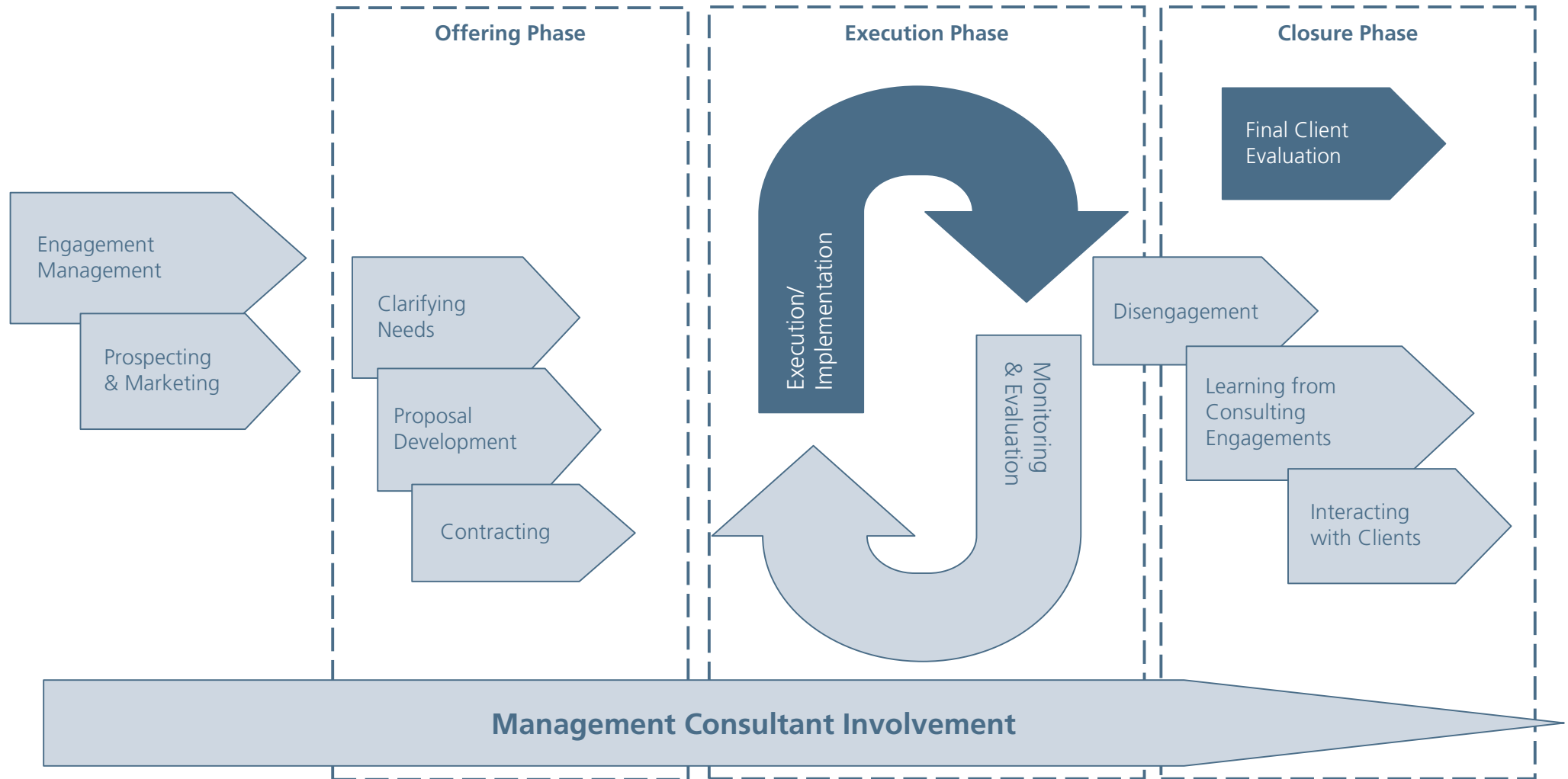
Sequence	Activity	Activity Description	Activity Objective
1	Engagement Management	Covering all activities regarding the consulting process and can be seen to be the project management function in the consulting process.	To ensure that all deliverables are to the required quality, on time etc.
2	Prospecting and Marketing	The initial stage at which the consultant markets his/her services and explores market opportunities. Promotional activity will form an important part of this phase, and include direct methods such as telephone calls, mailing of promotional materials, or targeted Internet e-mail campaigns. This will eventually lead to the identifications of a client and the making of first contact. The consultant should impress the potential client by, among other things, his/her professionalism and track record. Direct methods will be needed less by those organizations with such a reputation that they would be sought out by the client rather than the converse. It is these organizations that typically benefit from a large proportion of repeat-business.	To identify and engage clients and to convince them of capabilities, professionalism and ethics.
3	Clarifying Needs	The continuing relationship will serve to explore the client's needs and further define them. The client and the consultant must come to some understanding on what the desired procedure and outcomes will be, although flexibility should be integral to the discussions. The desired outcomes will generally revolve around the concept of a real added value to the bottom line, i.e., a measurable difference. This stage will culminate with a formal proposal from the consultant that delineates some idea of time scope and fees. Equally important will be a demonstrated understanding of the client's political, economic, social, technological, legal, environmental situation as they relate to the projected outcome of the consulting engagement.	To ensure that the consultant identifies and agrees the need with the client. Following this agreement that the client requires a proposal based on these needs.

Sequence	Activity	Activity Description	Activity Objective
4	Proposal Development	Once an agreement has been reached, the consultant will explore which method of intervention would best fit the situation. Among the choices would be roles ranging from reflector, through collaborator, to advocate. A modern trend, though, is the utilization of the consultant as an outsourced function, reflecting the implied need for organizations to streamline operations. This phase implies exploring the client's readiness for change. The client may be an individual, but the effects will be felt by the whole organization. It will be important to manage relationships with key individuals and recognizing who the particular dissidents might be. Interviews, fact-finding procedures, diagnostic and analytical methods to assess the company's position will become important at this point. Eventually, this should lead to a clearer delineation of the problem and the task at hand that could formulate the basis for a hypothesis. Benefits will be identified and range from strategic guidance and direction, to greater competitiveness, to the identification of market opportunities.	The production of a proposal at the required price in order to get the business.
5	Contracting	Contracting is an optional step which could be completed informally on acceptance of the proposal or formally during a legal process.	To ensure the formal and legal commitment of the consultant and the client to all aspects and terms of the proposal.
6	Execution/ Implementation	A plan for resolution will begin to emerge and the consultant may begin to prepare a set of recommendations. These can be derived from brainstorming sessions, linear problem solving or lateral thinking, among other means. This will need to be validated, requiring an understanding of the client's values and objectives, as well as its culture. Rarely will an assignment succeed if it is not supported by, at least, the most senior people.	To bring about beneficial change to the client.

Sequence	Activity	Activity Description	Activity Objective
		Increasingly, consultants are finding that their recommendations will also require implementation. This latter stage requires many different skills that may force the consulting team to change somewhat by introducing members to the organization who are more experienced and better equipped to manage specific outcomes. It is also during this stage that evaluations will be scheduled to monitor progress of implementation and, if necessary, introduce contingency tactics.	
7	Disengagement	The project will have come to an end. This phase will include specific steps to be taken to achieve, and document, proper closure. • Relating back to expectations • Evaluating • Closing	To ensure that the client can continue without the consultant, to ensure satisfaction and to potentially on sell services.
8	Learning from Consulting Engagements	Very much a continuous improvement process.	To have processes and systems in place to record and learn from consulting assignments.
9	Final Client Evaluation*	Evaluation may be required for contractual reasons to determine the fees paid. If this is the case, the consultant and the client should agree on the most appropriate method of evaluation.	A process through which the consultant learns from the assignment he undertook, so that he can capture knowledge from the assignment to use for improvement.
10	Interacting with Clients	The consultant must never forget that the end of a project does not signify the end of the relationship. It is much less expensive to handle assignments on a repeat business basis than it is to be continually marketing oneself and trying to attract new clients. The maintenance of the relationship is extremely important, both for the consultant and the client.	To establish, build and maintain good relationships with the client.

* Please refer below for Final Client Evaluation

The following diagram summarizes the Consulting Process;



The Consultant/Client Communication:

Keeping an open line of communication between the consultant and the client throughout the Consulting Process is a very important and critical attribute towards the success of the consulting assignment.

Proper, regular and effective communication creates a clear understanding between the client and the consultant as it maximizes understanding, creates confidence and minimizes risks.

Communication involves maintaining a clear, appropriate and continuous flow of information from the beginning to the end of the consultancy service; including an agreed process for resolving differences. Hence, an effective communication strategy and policy should exist for the duration of any consulting assignment.

Final Client Evaluation:

As stated above in the Consulting Process, and whether it is a contractual clause or not, both parties (the client and the consultant) should agree on a feedback methodology for the final evaluation of the concluded assignment.

Some typical metrics for such an evaluation (from the consultant's point of view) may include;

- Innovation (development of new services).
- Process Effectiveness.
- Process Improvements.
- Team Performance.
- Utilization.
- Climate and Motivation.
- Sales Leads/References.
- Client Satisfaction.

The consultant should maintain expertise in the evaluation process and should have a systematic process for ensuring that strengths and opportunities for improvement are recorded and shared among the staff.

Some other typical metrics for such an evaluation (from the client's point of view) may include;

- The consultant's expertise compared to the requirements of the assignment.
- Timely service delivery.
- Service delivery within allocated budget.
- Consulting work met the stated purpose of the assignment.
- Consultancy service was performed in accordance with professional standards of competence, independence and integrity.
- Should similar consulting services arise in the future, the same consultant would be considered.
- If asked, this consultant would be recommended to others.

Continuous Improvement of the Management Consultant:

A management consultant should have his processes to evaluate, capture, record and disseminate internally, if working within a consulting organization, the good practices identified during assignments.

The scope of continuous improvement available for a management consultant could include;

- Knowledge Management.
- Knowledge Database.
- Technology Improvements.
- Case Studies.
- Training and Briefing.
- Communication.

"Annexes"

Annex A: IMC - Jordan Code of Ethics:

We, the members of the Institute of Management Consultants & Trainers of Jordan (IMC-Jordan), believing in the importance of management consulting and in the necessity of upgrading the standards of the profession, hereby declare that we commit ourselves to the following code of ethics:

1 Dealing with clients

1-1 Confidentiality

We will keep client information confidential and will not use them for personal purposes or allow others to do so.

1-2 Servicing Clients

We will serve our clients with integrity, competence and objectivity.

1-3 Conflicts of Interest

We will not allow any conflict of interest that would provide a competitive advantage to a client through our use of confidential information from another client who is a direct competitor without that competitor's permission.

1-4 Recruiting

We will not recruit employees of a client or assist them in getting employment anywhere else without prior consulting with the client.

2 Principles of engagements

2-1 Qualifications

We will not engage in any consulting assignment unless we are qualified to perform it based upon our experience and competence.

2-2 Contracts

We will make sure that the objectives, scope of work, work plan, the professional fees and payment arrangements have all been agreed upon with the client in writing before commencing the execution of any consulting assignment.

2-3 Expectations

Based upon our honesty and objectivity, we will refrain from encouraging unrealistic expectations or guarantee specific results to clients that might arise from our management consulting services.

2-4 Objectivity

We will immediately inform our clients of any influences on our objectivity and integrity and will offer to withdraw from a consulting assignment when they are impaired.

2-5 Coordination with Others

We will not engage in any consulting assignment with clients if there are other management consulting firms or individuals working with those clients, without prior consultation with them and ensuring that there is no conflict between the concerned parties.

3 Conducting consulting assignments

3-1 Quality

We will conduct any consulting assignment with professionalism and high quality commensurate with specialization, experience, expertise and gained knowledge.

3-2 Guidance for Implementation Purposes

We will educate and guide client staff regarding the principles, techniques and methodologies adopted in conducting an assignment, to assist them in implementing the proposed solutions successfully.

3-3 Documentation

We will document all reports submitted to clients, to maintain continuity of understanding of their problems and the solutions that have been designed for them in order to refer to them when needed.

3-4 Review of Other Work

We will review the work done by other consulting firms or individuals for the same client without issuing any judgmental remarks on the standard of the work being reviewed.

3-5 Commitment

We will commit ourselves to the agreed - upon scope of work and conditions.

4 Fees

4-1 Fees

We will charge reasonable fees that are commensurate with the services we deliver, the responsibility we shoulder and the time we spend.

4-2 Commissions

We will not accept any commissions, fees or remunerations from other parties in connection with any recommendation to a client to buy equipment, materials or services as a result of our consulting assignment.

5 Profession

5-1 Advertising the Services

We will not advertise our services in a deceptive or exaggerated manner or in any other way that may impair the integrity of the profession of management consulting.

5-2 Property Rights

We will protect the intellectual property rights of our clients, other consulting firms and individuals and will not use their proprietary information or methodologies without their permission.

5-3 Professionalism

We will maintain a fully professional standard in our dealings with clients, the public and fellow consultants.

5-4 Cooperation and Professional Development

We will assist our fellow consultants in developing their capabilities, support them in practicing the code of ethics of the profession and cooperate with them in a constructive manner. We will strive for our professional development by continually improving our knowledge, skills and techniques and exert efforts for the advancement of the management consulting profession.

Annex B: Interview Questions:

Following is a list of questions that a client may utilize during the interviewing process of potential candidate management consultants:

1. What are your areas of expertise?
2. How long have you been in business?
3. How large is your organization?
4. What experience do you have working with nonprofits?
5. What other projects have you worked on that are similar to this? How are they similar, different?
6. Who would work with us on this project? Can we interview that person?
7. Can you give references, including the type of projects and outcomes you provided?
8. Can you provide samples of your work?
9. What type of reports will we receive from you?
10. What are your expectations of our board/staff's involvement in this process? What can we expect from you? What do you require of us?
11. What does a typical session with you look like, in terms of time and work? How many sessions, typically? What follow-up is there once we have completed the process?
12. How would you describe the way you go about a job?
13. Will your written scope of work include a timeline and statement of fees?
14. What is your fee structure? Is it hourly or a lump sum? What is included?
15. Will there be a rate breakdown by task and an allocation of the number of hours per task? How do you relate costs to work completed?
16. What is the average size project that you prefer? How many hours? Cost?
17. Are you willing to take on short-term projects and projects that would be (specify an amount) or less?
18. What is your project workload at present? How long will it take to complete our project?
19. Why do you think you are the best suited for this project? Why should we hire you?

Annex C: Action Checklist:

	Checkpoint	Description
1	Involve senior management from the beginning	Gain their approval for the decision to use consultants and keep them informed during the selection process. This will help ensure that your choice of consultant will be accepted at the top level.
2	Gain an awareness of the number and scope of management consulting firms	Some consulting firms offer a wide range of services, while others specialize in particular industries, certain areas of business activity or smaller or larger organizations.
3	Prepare a short list of possible consultants	There are a number of available sources for identifying consultants but recommendation is also commonly used. Make sure you obtain references from previous clients to establish a consultant's track record.
4	Ask for a preliminary survey from consultants on your short list	This would enable you to establish the extent to which the consultant can help you, the likely benefits, and the duration of the job. It should also help you to study the consultant's approach to the problem and to your organization. Ask for a written report of the survey. This should be free, although in certain circumstances a nominal charge may be made.
5	Study the consultancy proposals submitted	Following are some of the common features; • An understanding of the situation or need. • A program of work. • The style and approach of the consultant. • A timetable to accomplish the work. • Details of staff involved, including relevant qualifications and experience. • The required resources to accomplish the work, such as; time, information and equipment. • Estimates of fees and costs. • A summary of the results and benefits to be achieved from the project.
6	Explain to all concerned why a consultant is being employed	All relevant staff must be fully briefed on why a consultant has been appointed, when he or she will arrive, and the required level of co-operation of each involved member. Appoint someone as the main contact with the consultant.

	Checkpoint	Description
7	Ask for regular reports on the progress of the assignment	Enabling you to measure actual progress against the agreed objectives of the assignment. Ensure that your requirements are not being overshadowed by the consultant's preferences.
8	Have a debriefing session before the end of the consultancy	Ensure that the consultant summarizes the findings and conclusions of the project either in a report or in a presentation. Ensure there are no misunderstandings or errors.
9	Assess consultant effectiveness	Check that the new development and procedures proposed are being implemented and properly applied, and that they are not being undermined by old methods and concepts. Discuss with the concerned staff any particular difficulties which arise during implementation. Regularly examine the results being achieved and insist on follow-up visits from the consultant at appropriate intervals after completion of the project.

Points to avoid:

- Never presume that staff will readily accept an outside expert - be prepared to manage the resentment which may come from staff at the employment of consultants.
- Never lose sight of the most important objectives.
- Never become overly reliant on a consultant.
- Never forget that once the assignment starts, the work may be left to junior consultancy staff or that personnel may change during the project.

Annex D: Sample of a Consulting Assignment/Project Charter:

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Version	XX
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Project	Project Name		
Created By	Management Consultant Name	Date	Creation Date
Phone		Email	

Mission	The mission or goal of the Consulting Assignment/Project.
Objectives	Why is it important to achieve the project mission? What do you hope to achieve by executing the project?
Deliverables	What will the project actually produce? These should be measurable items.
Stakeholders	Who will be on the team? Who is the project sponsor? What other stakeholders have already been identified? Include contact information if possible.
Roles and Responsibilities	Are there some roles/responsibilities that need to be clarified now before the detailed planning begins? Are you clear on your responsibilities as the project manager?
High-Level Work Breakdown Structure	How will the project be structured at a high-level?
Assumptions	What high-level assumptions have already been made about the project?
Communications	What will be the main channels of communications? Do you anticipate any communication problems that should be clarified here? How often will the team meet?
Risks	What are the main high-level risks that have already been identified?
Quality Assurance	What are the main Key Performance Indicators (KPIs) against which the deliverables of the Consulting Assignment/Project will be measured?
Documentation	Where will project documentation be kept? How will it be kept up-to-date?
Boundaries	Are there specific items that are NOT within the scope of the project?
Decision Making Process	What will be the decision making process(s) for the project?
Signatures	Stakeholders should be requested to sign an agreed-upon final version of the charter to document everyone's agreement.