

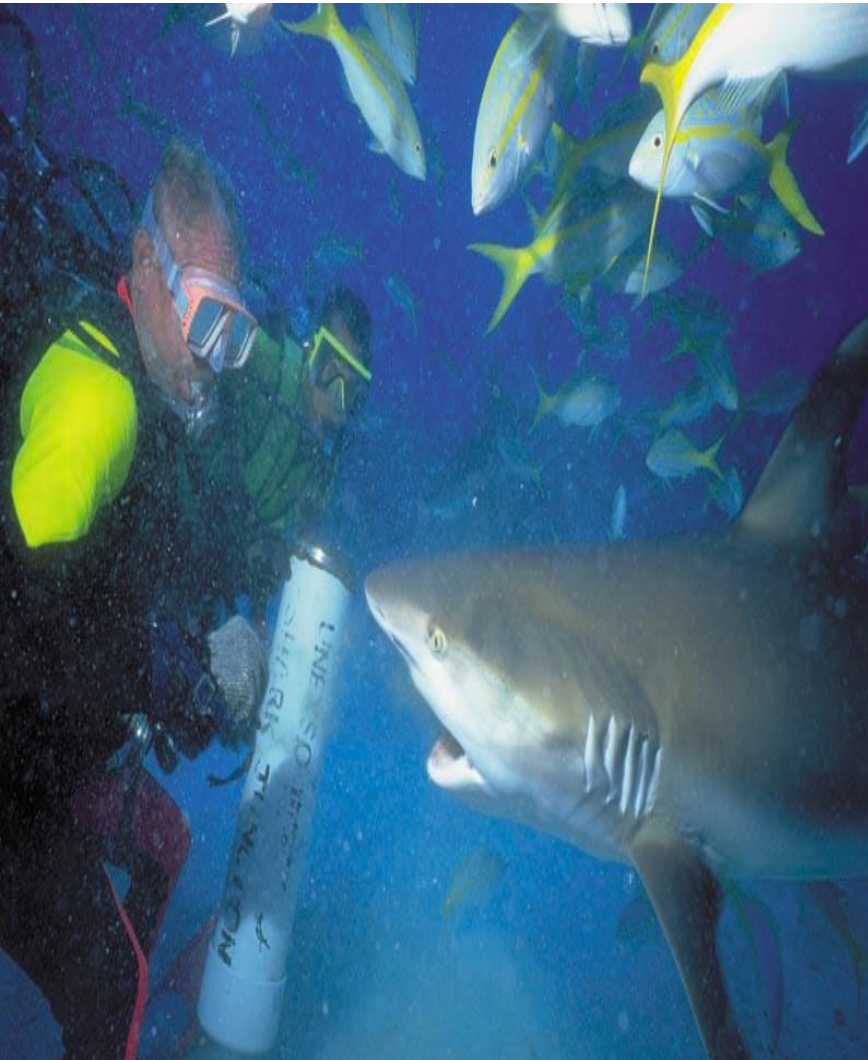
An External Consultant's View of the BA World

Andrew Holmes
10th June 2011

The reality of consulting



Why external consultants?



Organizations use consultants to:

- Act as the catalyst for change
- Plug skill/capability shortages
- Bring new ideas and experiences
- Ask the difficult questions
- Deliver the impossible
- Do the unpalatable

Adding value is much harder than it used to be



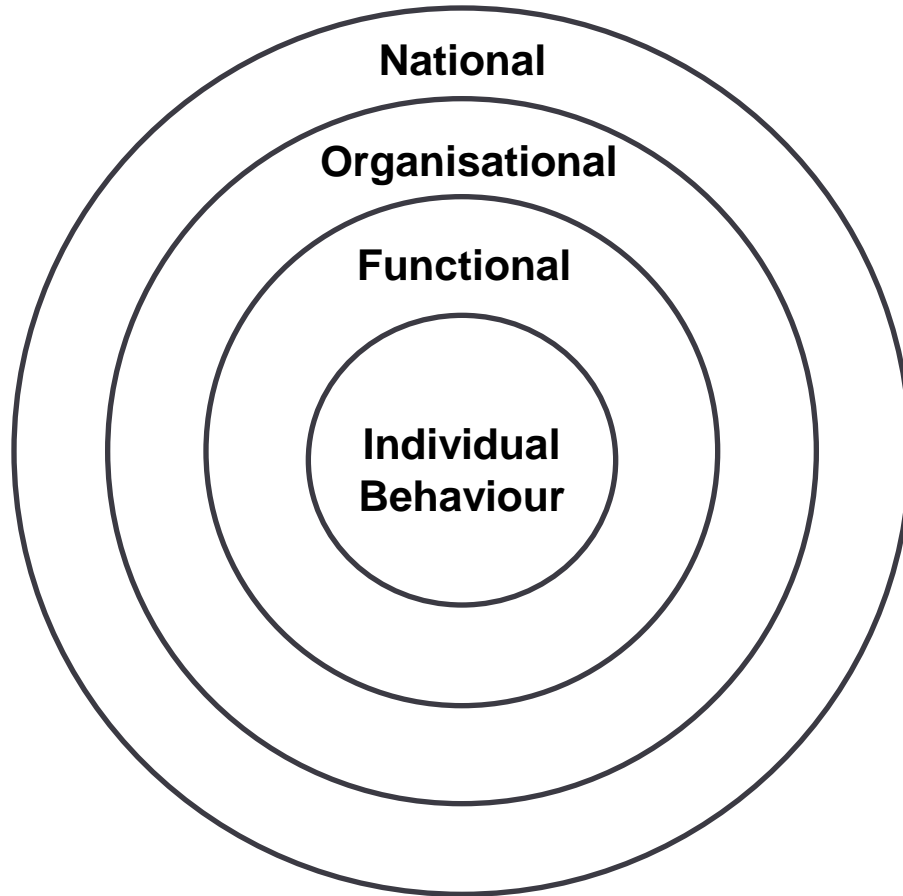
The many facets of consulting



To be truly successful, the consultant has to have a broad range of skills which are:

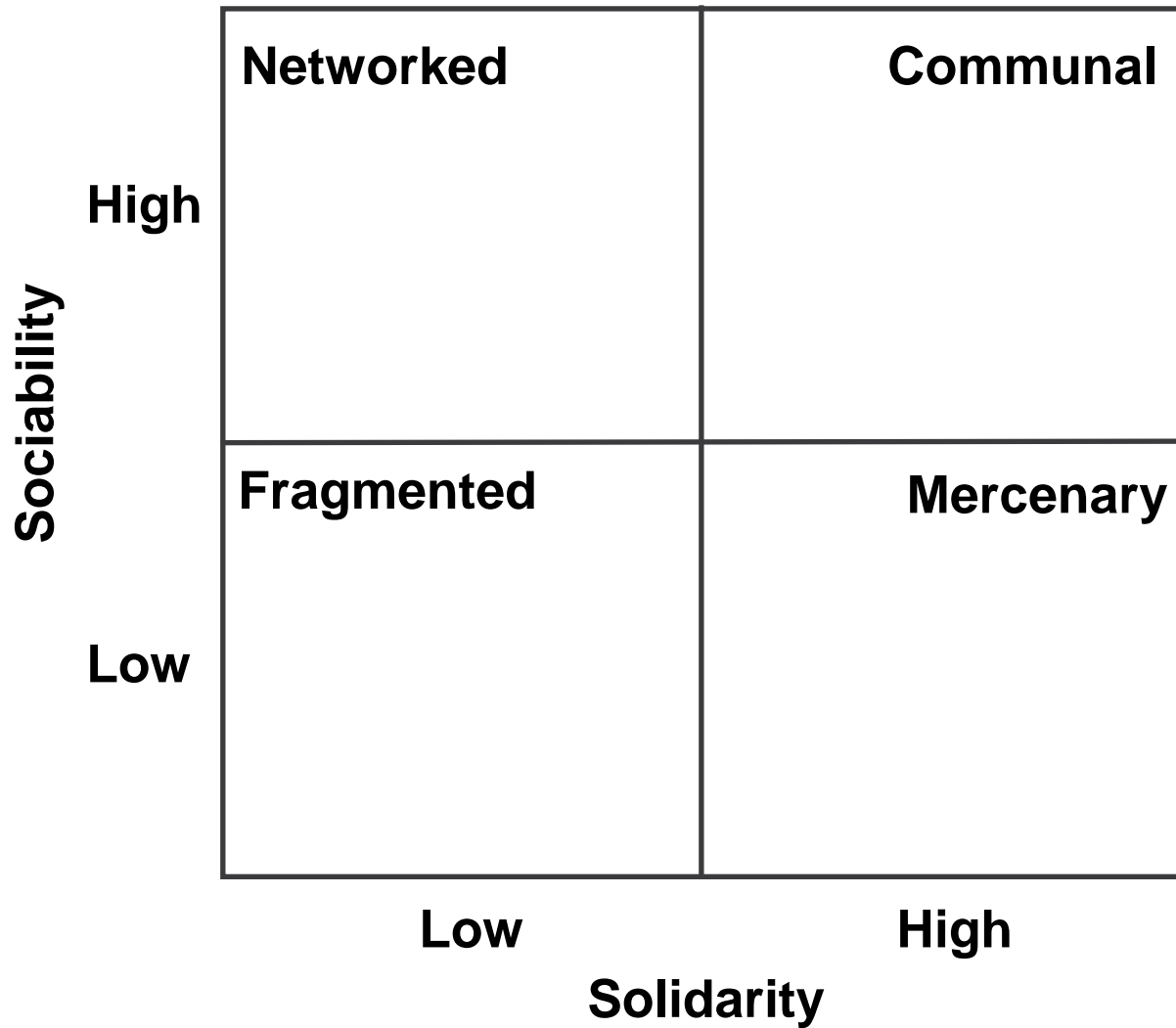
- Client-focused
- Firm-focused
- Individual-focused

Key skills – cultural intelligence

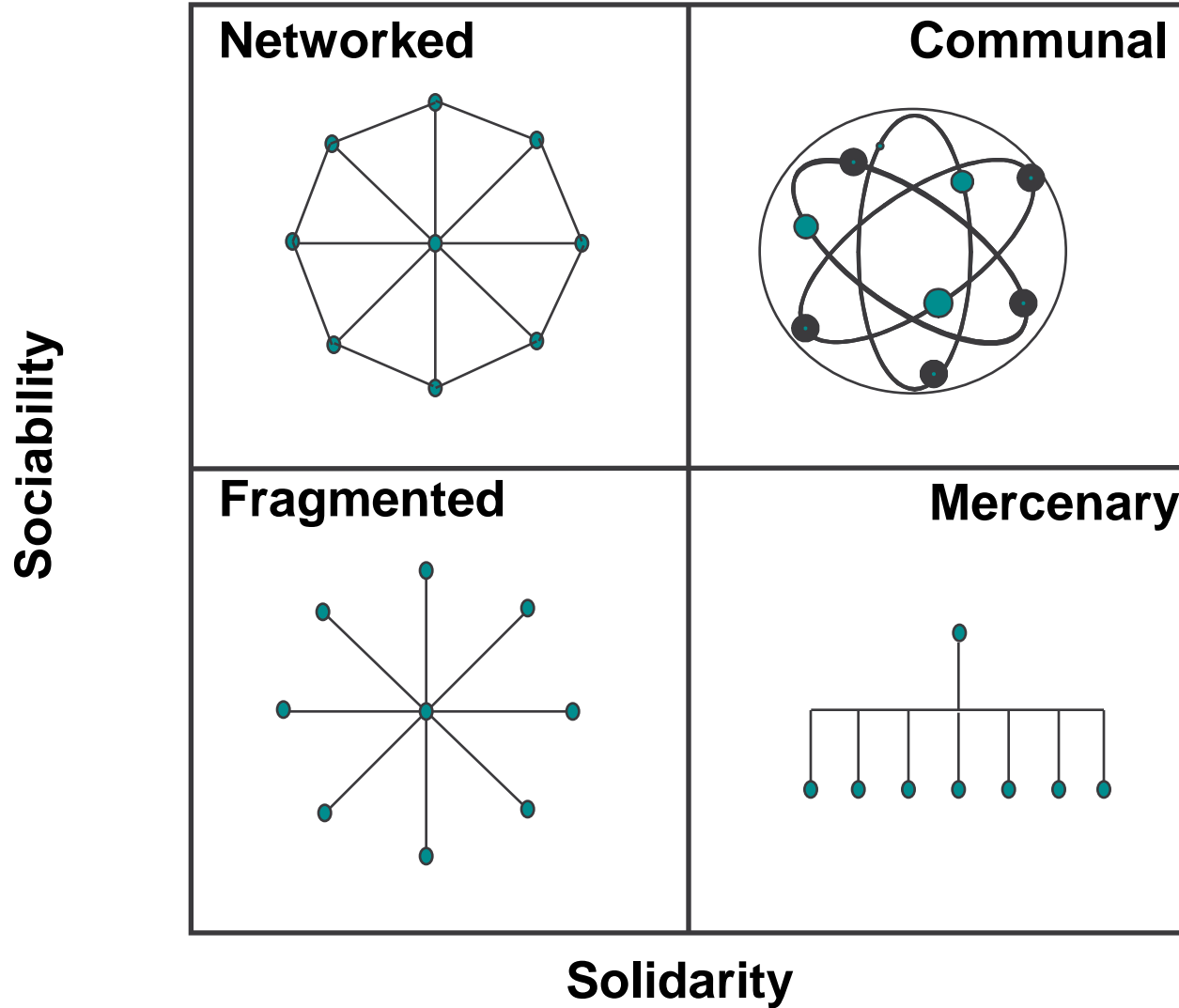


- Culture, in its various guises exerts a strong influence over us all
- At the national level it defines how we are brought up, and how our education, legal and social systems operate
- At the organisational level it defines how the organisation functions, how we get on and how we interact with our colleagues
- At the functional level it defines our local working environment

Key skills – cultural intelligence



Key skills – cultural intelligence



Key skills – dealing with definitional uncertainty



Key skills – building trust

Foundations of Trust

Trust, at its simplest level, can be defined as confidence in those on whom we depend. To build trust, organizations and their leaders must balance three key imperatives: achieving results, acting with integrity, and demonstrating concern.

Achieving Results. First and foremost, people trust those who are willing (because of their drive, discipline and commitment) and able (because of their knowledge, skills and courage) to deliver the results they promise. By contrast, we distrust those we consider misguided or incompetent. Anyone who cannot achieve the performance expectations that our organization imposes will be hard-pressed to earn trust.

Acting with Integrity. Integrity requires honesty in one's words and consistency in one's actions. People trust those who are direct in expressing their views and predictable in acting within a known set of principles. Inconsistency suggests that leaders are dishonest or self-serving. Those who conceal or distort the truth, or who constantly change their strategies and practises, are rarely trusted. The impact of integrity is paramount early in a relationship, as each side assesses the degree to which it can trust the other.

Demonstrating Concern. Fundamentally, trust requires that leaders understand and respect the interests of people at all levels and in all constituencies. More specifically, people trust those who consider their interests even in the face of potentially conflicting pressures. This does not require leaders to place our needs above all others. We do expect, however, that they will not deliberately take advantage of our reliance on them.

Key skills – performing different roles



- Pharmacist
- Nurse
- Brain Surgeon
- Psychologist

Essential behaviours



- Taking personal risk
- Continuous learning
- Adaptation
- Accepting that there is no one best way; no single answer
- Team working
- Leadership
- Delivery – always king