



## GET THE MOST OUT OF MANAGEMENT CONSULTING

*“When you change the way you look at things, the things you look at change.” – Wayne Dyer*

For organizations of different size, it is quite common to hire consultants or outside experts to advise on specific issues and assist with various business challenges. In this month's InfoPays, we go over helpful tips that you can follow to make sure the decision to hire consultants delivers the expected results:

### **1. Ensure senior management is involved from beginning to end.**

Get senior management's backing regarding consultants and keep them informed from the moment of selection until the end of the contract. This will help ensure that your choice of experts is endorsed by a critical stakeholder, making your daily work significantly easier.

### **2. Assess the nature of the consulting firm you want to deal with to make sure it is in line with your company's needs.**

Some companies offer a broad range of consulting services, while others provide specialized services (e.g. a certain industry, functional area, company size, etc.). Be sure to pick a consulting firm that closely aligns with your firm's needs.

### **3. Shortlist the best-suited consultants.**

Get consultants from personal recommendations, the Internet or traditional directories. Research their work and create a shortlist of the ones best suited for the assignment.

### **4. Request for a preliminary proposal from all short-listed contenders.**

The plan should enable you to establish the extent to which the consultant can help you, the benefits they can provide, and the time required for the assignment to be completed.

### **5. Review and assess the quality of proposals.**

Each proposal should contain an understanding of the situation or need, a program of work, an indication of the consultant's management style and approach, a timetable of scheduled



work, fee breakdown, and a summary of the results and benefits to be achieved by the project.

### **6. Inform your staff about the hiring of consultants.**

All concerned employees should be aware that a consultant has been appointed and why, when the consultant will start their work as well as what kind of cooperation is required.

### **7. Ask for regular progress reports.**

It is not uncommon for management consulting to become a timewaster. Getting regular progress updates can help you not only keep your project on time and budget but also helps you decide if the project meets expectations.

### **8. Debrief at the end of the consultancy.**

Make sure the consultant summarizes their findings and conclusions in a formal report as their final deliverable.

### **9. Assess the effectiveness of the consultancy efforts.**

Ensure that the new developments and procedures are being implemented correctly. Finally, schedule the consultants in for some follow-up visits after the completion of their assignment.

# SPOTTING AND HIRING TALENT

*"Hire character. Train skill." -- Peter Schutz*

Spotting and hiring talent, also known as talent acquisition is a hot topic in today's organizations. That is because finding and keeping talent is more challenging than ever. Regardless of whether your organization is a family-owned business or a global corporation, you need to do your part in finding, attracting and keeping talented employees. In addition to your existing process and planning, the following are useful guidelines to follow:

## 1. Identify the ideal candidate.

Analyze your top performers to determine what defines your most successful employees. Make sure potential candidates fit the description.

## 2. Network.

As the Six Degrees of Separation theory suggests, any one of us is six or fewer connections away from any other person on this planet. While this theory may or may not be true, networking is a tried and tested way of meeting amazing people, people that can become future employees or business partners.

## 3. Follow rules, but trust your intuition.

Just because someone has performed well in one industry or environment does not guarantee that their success will be reproduced within your organization. Intuition can be a powerful ally on your side to judge a candidate correctly.

## 4. Approach hiring as a team.

Involve several people to incorporate a variety of perspectives in the recruitment process. This way you avoid falling into the trap of hiring someone simply because they were nice or they reminded you of yourself.

## 5. Be careful not to oversell your company.

Always be honest with candidates about the stage of development of your firm, the organizational culture and your plans for the future of the enterprise. If you are facing a certain business challenge and are seeking a candidate to address it, clearly communicate this situation as a positive challenge to motivate the candidate and peak their interest in the position.

## 6. Assess prospects' problem-solving skills.

Learn about a candidate's approach to solving problems by asking them how they achieved the results they highlighted in their resume.

## 7. Learn to read non-verbal cues.

Candidates can give you many nonverbal cues, especially in an interview setting. Because there's often a lot at stake with landing a new job, these cues are heightened during interviews. Carefully observe the personality type, level of confidence, and level of formality of candidates, among the rest.

## 8. Look for a cultural fit.

Try to determine if the candidate shares your corporate values, and if they are likely to support and drive your company's mission and vision through their work.

## 9. Make a timely decision.

If you delay your hiring decision, you may miss out on real talent. Sometimes candidates are between jobs, and if another company offers them a position first, they are likely to accept it.

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