
HOW TO MANAGE CONSULTANTS



YOU WILL LEARN HOW TO:

- Recognise the myths and realities about using consultants
- Properly define your consulting projects
- Select the right consultant for the project
- Get what you want from consultants
- Communicate your needs more effectively
- Manage using effective and flexible methods
- Minimise disputes, delays and other problems
- Get your projects done on time and within budget
- Get the best value for your money

WHO SHOULD ATTEND:

- Engineers, Accountants, Supervisors
- Project and Maintenance Managers
- Human Resources Professionals
- Financial and Marketing Managers
- Purchasing and Procurement Officers
- Occupational Health and Safety Professionals
- Contract Administrators
- Quality Assurance Co-ordinators
- All users of Consulting Services

The Program

CONSULTANTS - WHO THEY ARE AND HOW THEY WORK

- Advantages and disadvantages of using consultants
- Internal consultants - when to use them and how
- 10 reasons why you may consider outsourcing services
- Avoiding outsourcing pitfalls - the warning signs
- The right and wrong reasons for hiring outside consultants
- How to recognise qualities of top consultants
- Ten wrong reasons for hiring consultants

MODELS OF CONSULTATION

- 3 types of client-consultant relationship - which one should you use and how?
- Various roles consultants should and should not play
- Why role-confusions occur

SELECTING CONSULTANTS

- How to justify the use of consultants on your project
- Developing the process and criteria for evaluating and selecting consultants
- Establishing your needs and requirements
- Problems with under- and over-specification of requirements
- The 7 most common project proposal flaws and how to spot them
- 4 things to look for when comparing and evaluating proposals
- Recognising the 7 types of bias in hiring consultants and minimising its impact
- Interviewing and evaluating consultants

Exercise: Assessing the consultant

MANAGING CONSULTING CONTRACTS

- 3 ways to create a consulting contract
- Types of consulting contracts and charging methods - which one to choose and when
- How to negotiate favourable consulting contract terms
- 6 tactics you can use to reduce consultants fees
- An overview of contract law
- 14 items you should always include in your consulting contract

Case Study: Withdrawal of tenders

MANAGING CONSULTING PROJECTS

- What is project management?
- 5 aspects of each consulting project
- Goals of an engineering system or project - technical, economic, operational health, safety and environmental
- Estimating and budgeting issues
- Balancing risk versus cost

Exercise: Budgeting dilemma

CONSULTING PROJECT TEAMS

- Team issues
- Team roles and personalities
- 3 ways of managing a consulting team
- 7 most common team problems and how to overcome them

Teamwork and negotiation exercise: The road building project

HOW CONSULTANTS SOLVE PROBLEMS

- Dealing with problems. The ice-block theory.
- Fallacies (Faulty reasoning)
- 2 ways towards finding a solution to client's problems
- Changing your frame of mind - paradigm shifting in consulting

Problem solving exercise: The case of pokey elevators

MONITORING AND CONTROLLING CONSULTANTS

- 10 most common client complaints
- 5 basic clients' management styles
- Methods for effective control of consultants
- Comparing proposals with final reports
- Evaluating the evaluation process

Case Study: From negotiation to litigation in the construction industry

COMMUNICATING WITH CONSULTANTS

- Levels of communication
- The impact of your communication
- 4 types of consultants and how to communicate with them
- Barriers to effective communication - how to identify and remove them
- 7 rules of communicating with consultants
- Progress reports and meetings - practical communication issues

Exercise: Broken squares

CRISIS MANAGEMENT

- SWOT analysis
- Dispute avoidance and minimisation
- Signs of trouble
- The psychology of a crisis
- How to use flexibility and contingency plans instead of fire-fighting
- Strategies for conflict resolution

FOCUSING ON CLIENTS

- Analysing yourself and your organisation
- Various types of clients and where they go wrong - discover which type is you!
- Case Study: The Sydney Opera House
- Client's fears about consultants and how to overcome them
- Evaluation: your consulting ethics
- Productive and counter-productive client's attitudes and strategies
- Common mistakes clients make and how to avoid them

WHY CONSULTING PROJECTS FAIL

- Individual factors
- Organisational factors
- Corporate constraints and resistance to change
- The games consultants play

REVIEW OF THE COURSE, QUESTIONS AND CLOSE

- Questions and answers
 - Overview of literature and further reading
- Exercise: Action steps to be taken from the workshop to the workplace*