



# Consulting & Project Delivery

## Combining Expertise Across Disciplines

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# In this session we will..

- Part 1 - Explore consulting and project delivery mindsets
- Part 2 - Examine differences and commonalities
- Part 3 - Learn how to combine expertise and build anti-fragile teams

*And most importantly, have fun!*

# My Story



- FAPM
- MBCS, CITP
- Consulting Project and Programme Manager
- Specialist in data-driven delivery



*Aerospace  
Scientific*



# Part 1 – Mindsets

How we see the world *shapes* the world

# Consulting & Project Delivery – *Conflict?*

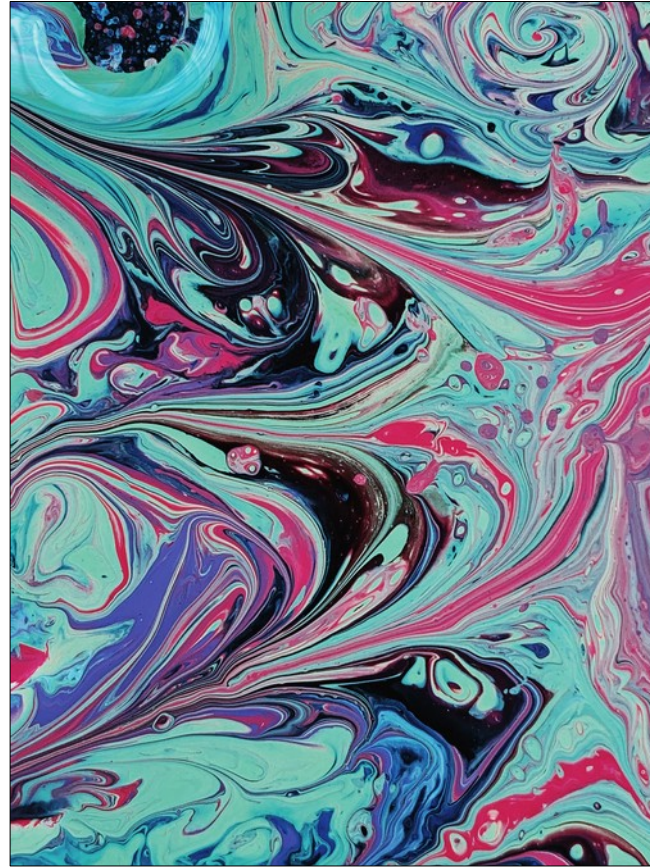


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# What is Consulting?

“The art of influencing others at their request”

*Gerald Weinberg – The Secrets of Consulting*

“You are consulting any time you are trying to change or improve a situation but have no direct control over the implementation”

*Peter Block, Flawless Consulting*

# What is Project Delivery?

## **Project**

“A unique, transient endeavour undertaken to bring about change and to achieve planned objectives.”

*APM Body of Knowledge, 7<sup>th</sup> Edition*

# Professional Services

**Depending on client engagement, our teams include**

- Consultants
  - Solution
  - Business analyst
  - System architect
  - Data design
- Project delivery specialists
  - Project and programme manager
  - Project controls
  - PMO
  - Finance
  - Contract manager



# Zoom Poll 1 - Understanding

On a scale of 1 (not aware) to 10 (exceptional), to what extent does your team understand and support:

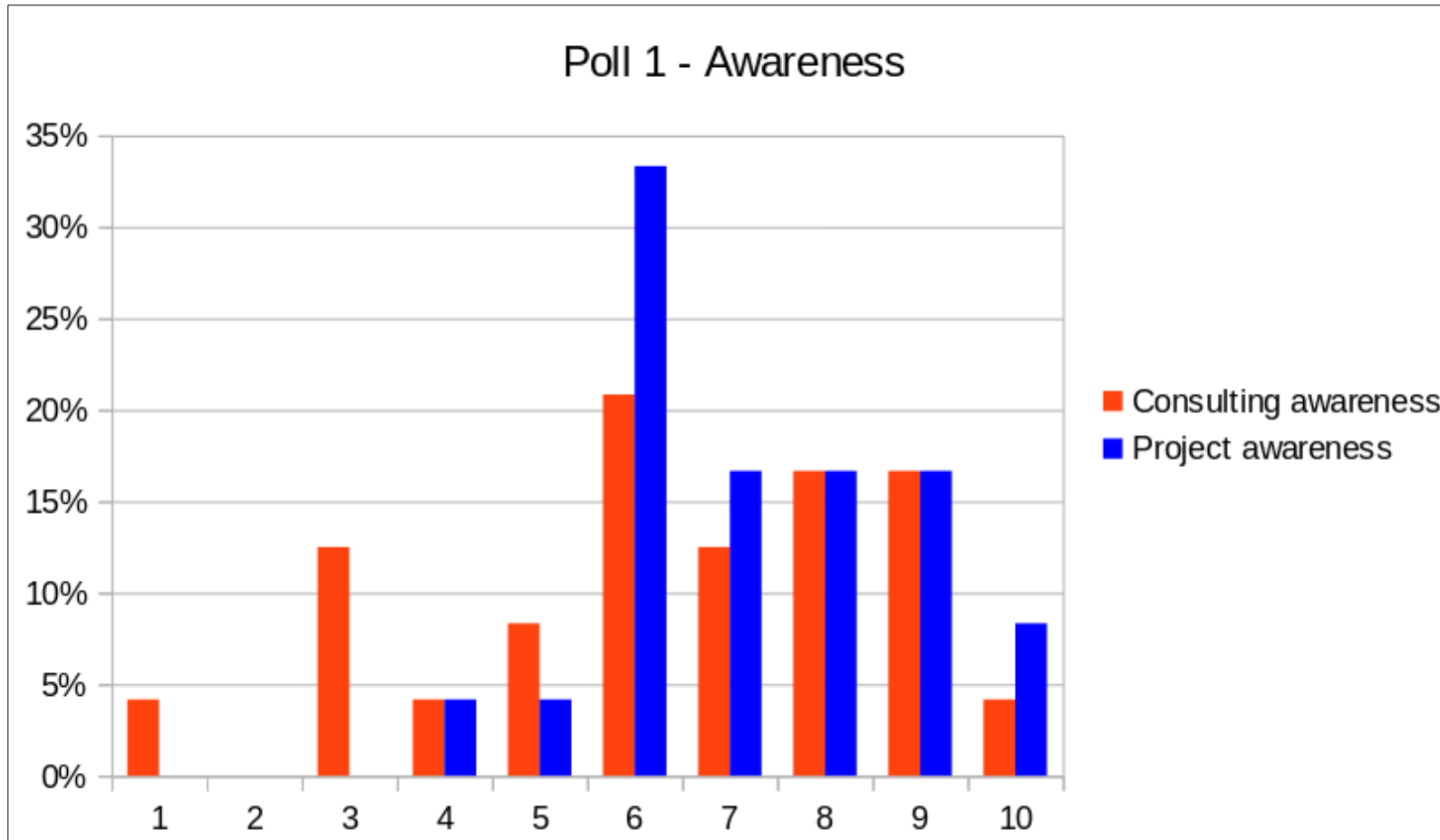
a) Consulting?

b) Project Delivery?

Optional

In the Zoom chat, if the numbers differ, suggest reasons for why.

# Zoom Poll 1 - Results



# Friction

## Consultant

“Why do we need a plan when it keeps changing?”

“We need to demonstrate value *now*.”

“Can we do agile?”

“We need an ‘xyz’ role immediately.”



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## Project Delivery

“We need to form a baseline.”

“What is the technical plan?”

“Stop sending email attachments.”

“Why do we have another client briefing?”

“How long did this take last time?”

# What the Client Wants

A predictable solution to their problem

# Part 2 – Differences and Commonalities

Diversity confers Strength

# Recognising Preferences

## Aptitude Matrix

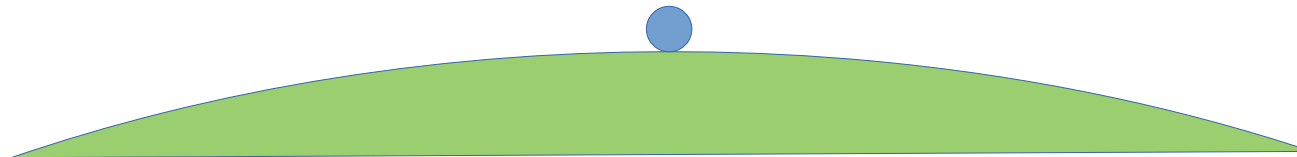
- 30 questions (consulting; project delivery)
- Scale 1 (close supervision) to 10 (industry leader)
- Cluster scores



# Aptitudes and Inclinations

Scoping the problem  
Understanding client dynamics  
Overcoming objections  
Naming resistance  
Developing solution options  
Influencing and communicating  
Explaining why  
Adapting to change quickly

Establishing the performance baseline  
Setting up configuration management  
Selecting delivery methodologies  
Estimating  
Exploiting delivery data  
Communicating with data  
Tracking to plans  
Identifying change



# Zoom Poll 2 – Centre of Gravity

When faced with a key moment of uncertainty, who “shouts” louder?

a) Consulting voices?

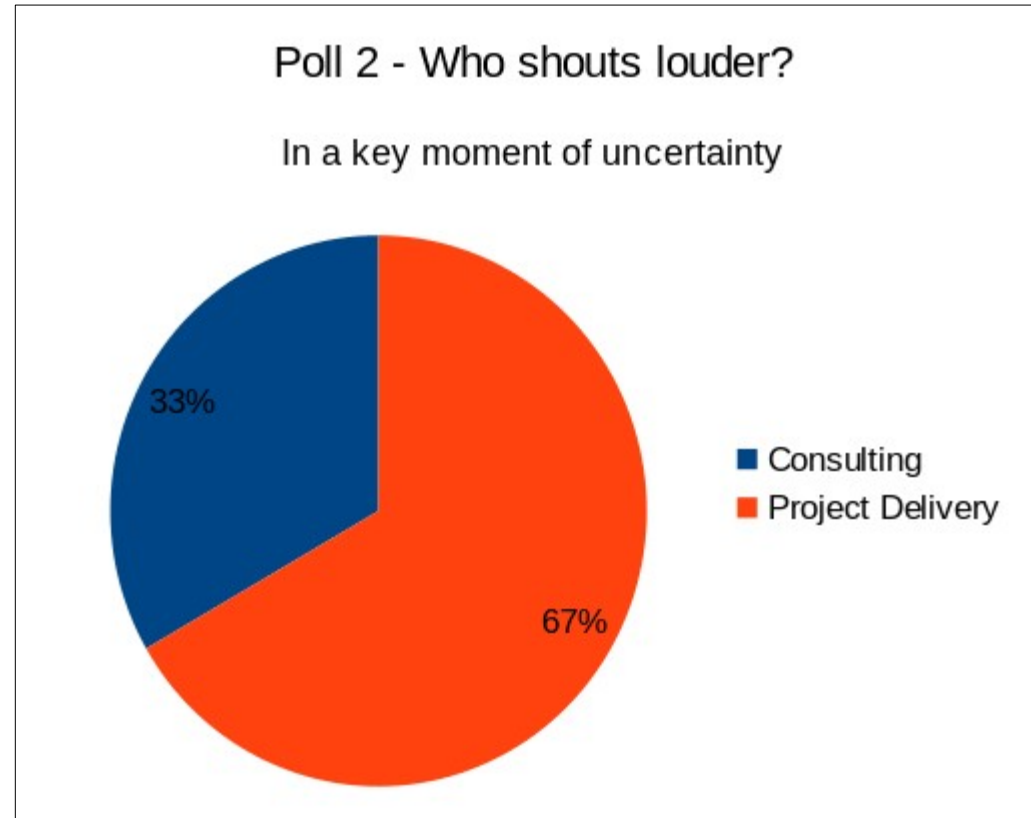
b) Project Delivery voices?

Optional

In the Zoom chat, suggest why.



# Zoom Poll 2 – Results



# Common cause – making predictions



## Consultants

- Shape the scope
- What? Why? How?

## Project Delivery

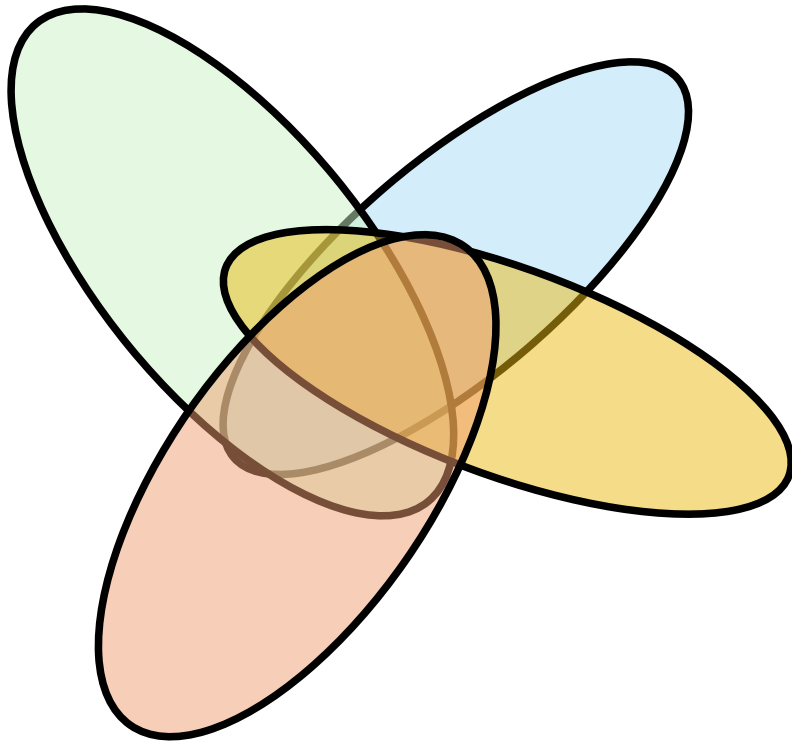
- Shape the time
- When? Where? Who?

We need strong foundations to make reliable forecasts and deliver smoothly

# Part 3 – Build Anti-fragile teams



# Diverse Teams



Challenge → positive response

Anti-fragile

# Perspectives



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## The hidden CV

## What is your viewpoint?

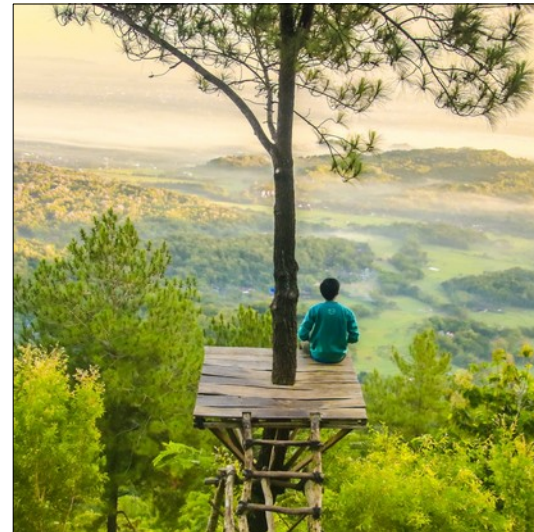
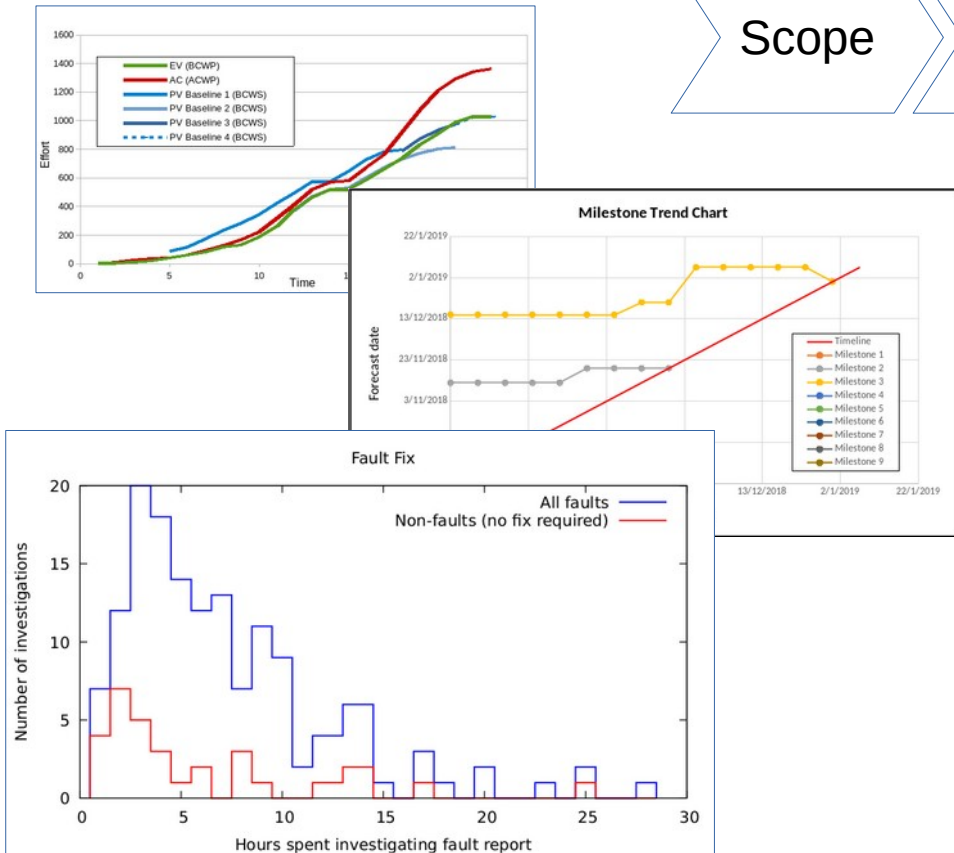
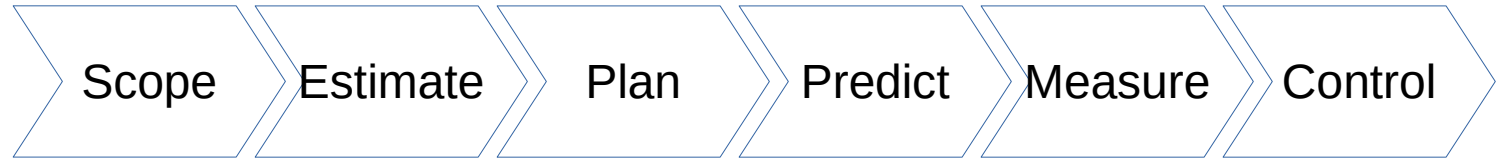


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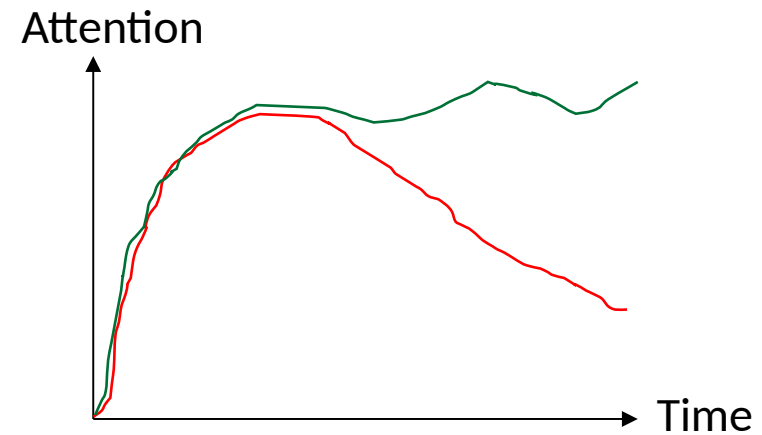
# Project Toolkit



- Product Breakdown Structure
- Work Breakdown Structure
- Systematic delivery
- Quality
- Forecast outcomes
- Early warnings
- The art of the likely

# Consulting Toolkit

- Question styles
- Kotter Change Process
- Opening and Closing
- Cultural Assessment
- Diagnosis Checklists
- Active Listening
- Interviewing
- Handling Resistance
- Situational Leadership



Holding Attention through cues

# Zoom Poll 3 - Skills

On a scale of 1 (not aware) to 10 (exceptional), how well-equipped is your team with the skills for:

a) Consulting?

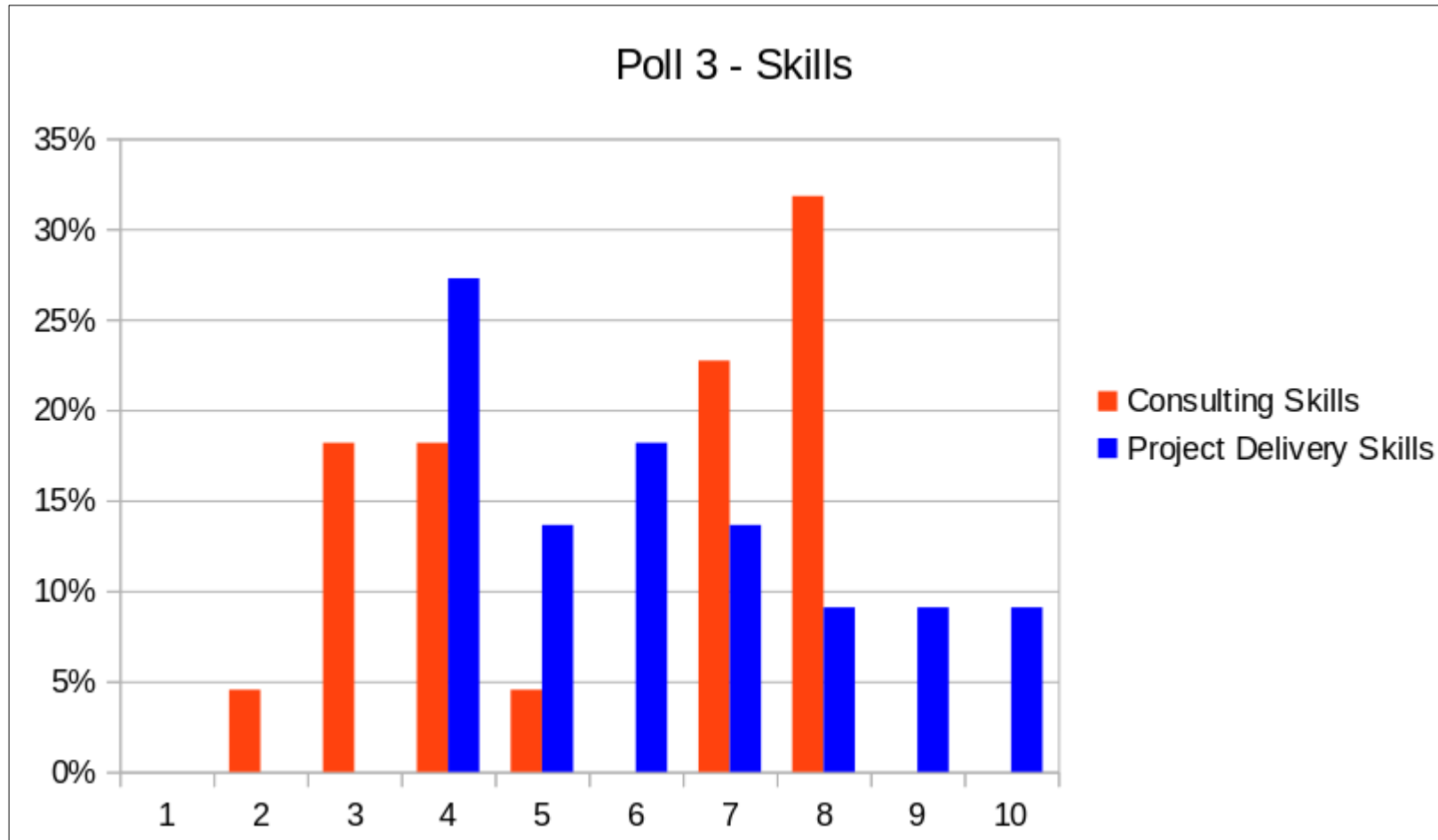
b) Project Delivery?

Optional

In the Zoom chat, suggest reasons for any variance. Do you have the right mix for the assignment?



# Zoom Poll 3 - Results



# Convergence

- Recognise common ground and **common cause**
- Acknowledge **how we deliver** matters as much as what we deliver
- “Name” and **share understanding** of diverse skill sets
- Work together to **control uncertainty**
- **Gain strength** through challenge

# Reflections

- **Engineered tension and co-operation**
  - No one party will accept all events – what matters is the collective
  - If no tension, then diverse perspectives not being brought to bear
- Talk the walk and walk the walk
  - The team must behave **consistently**
- **Communicate**
  - Put energy into the team rhythm and dynamics

# Checklist

	Listen
	Seek diversity
	Share your hidden CV
	Be open about aptitudes and preferences
	Learn each other's Tools of the Trade
	Practice continuous learning and reinforcement
	Reinforce success - celebrate wins!

# Consulting and Project Delivery - *Complementary*



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# Conclusion

Consulting and Project Delivery  
are complementary and diverse.  
Build on both.

Thank you. Let's continue the conversation.

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# Questions

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