



**British Computer Society**  
**The Chartered Institute for IT**

# **HOW TO BE A CONSULTANT**

a programme for new and aspiring consultants

## **Client Relationships**

**by Kate Spalding**

**Head of Northern Europe Consulting Practice for  
Public Sector in Atos and Board Member of the  
Management Consultancies Association (MCA)**

**26th May 2021**





Passionate about Clients

# Client Relationships

Kate Spalding

Head of Consulting

PS&D NE Atos



New and Aspiring  
Consultants

26/05/2021

# Client Relationships - Why is this important?

---

- Consultancy is a people business – we sell people to people
- Understanding of the client and their situation is imperative – business empathy
- People buy from people they like/respect
- Create long lasting business relationships and increase customer loyalty
- Build your own network and brand



# What can go wrong?

---

If you just focus on the deliverable or task:

- Decisions are taken over your head – scope/direction changed
- Your points can be overlooked
- No sell on
- Lose the business to a competitor





# Principles

---

- Communication
- Positive attitude
- Know the Individual
- Share knowledge
- Be open with your opinion
- Exceed expectations
- Stay professional
- Make sure everyone plays their part (ISO44001)

# Principles - Trust

---

- **Reliability** - your client needs to know they can count on you
- **Transparency** - this is important in building a trusting relationship with good communication
- **Proactivity** - think ahead, don't always wait for the client to come to you
- **Availability** – ensure the client can contact you
- **Integrity** - be authentic and honest

# The key steps in a consultancy engagement

---

## Presales

- Identify the decision maker & influencers
- Have a coach
- Understand the business & the environment

## During the work

- Develop the stakeholder network : influencers and detractors
- Create good relationship with the Sponsor – use their influence and access to resources
- Ensure your recommendations are accepted

## After and onwards

- Build relationship with the sponsor or influencers for subsequent or new pieces of work
- Onward business relationships: stay in touch
- General networking



# How do you promote good relationships in Lockdown?

---

Exercise





# Example – Deborah

---

- ✓ **Communication** ... never a week goes by without me hearing from her
- ✓ **Positive attitude** .... she's so passionate about her subject I can't help but listen
- ✓ **Know the Individual** ... she knows I am passionate about things that impact Public Sector
- ✓ **Stay Professional** ... always brings it back to the client or Government issues
- ✓ **Share knowledge** ... always bringing something new to me
- ✓ **Be open with your opinion** ... I don't always agree, but it makes me think
- ✓ **Exceed Expectations** ... she has created close working relationships where others have not
- ✓ **Trust** ... I know she will deliver on her chosen subject

# Clients have a role to play too...

---

Clients should:

- Be clear on the outcome you want.
- Agree on the scope of the project and ensure that both outputs and outcomes are clearly understood.
- Recontract once work has commenced.
- Communicate regularly.
- Successful delivery is a team effort.
- Create the right working environment
- Demonstrate leadership as the sponsor. Capture knowledge periodically.
- Integrate the team to act as one.
- Act as true partners.



....Partnerships work best

**Atos**

# What does a good partnership look like?

---



- Same goals
- Understanding
- Trust
- Complimentary skills
- Pulling in the same direction
- Shared rewards
- Manage risks together
- Delivering the correct products/ processes



# Questions?

---