

Management Consulting Excellence

Saving consulting from itself

BCS Consultancy Specialist Group

20th October 2022

$$\operatorname{tg} \alpha = \frac{\sin \alpha}{\cos \alpha}$$

$$E = mc^2$$

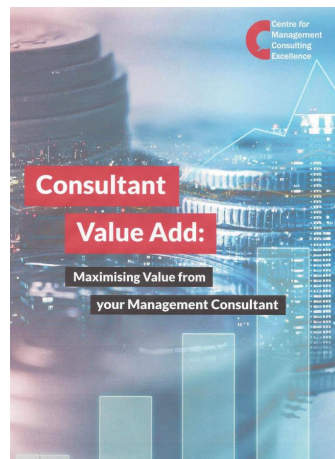


What and why?

An open and collaborative professional community for the assessment and sharing of leading and emerging practices in management consulting

Management consulting...

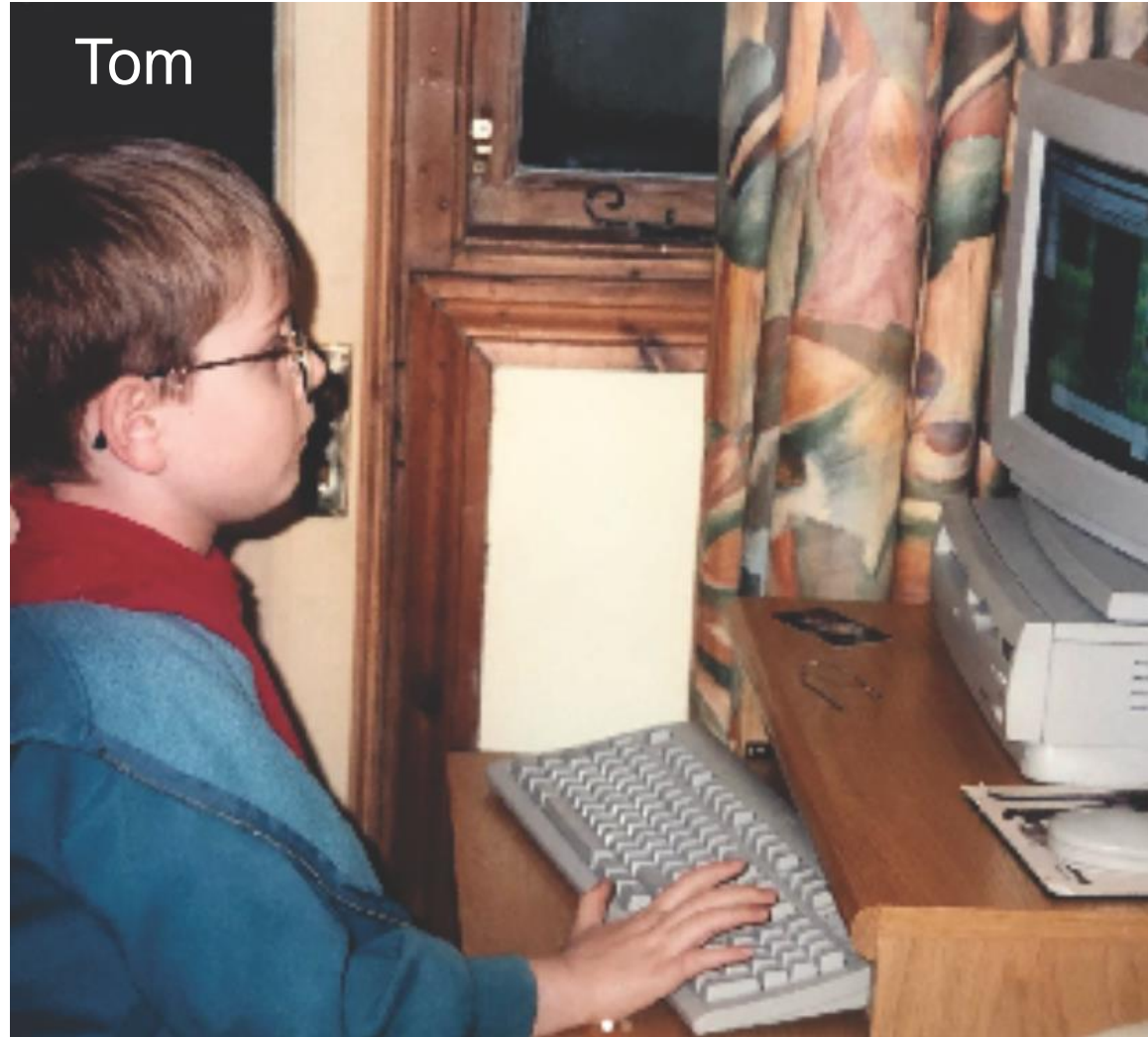
- Is currently thriving
- Delivers value to its clients
- Contains the seeds of its own demise
- Must respond to external threats
- Should address some challenging questions to achieve excellence



Agenda

- 1** The problem with management consulting
- 2** Challenges and opportunities
- 3** Excellence in consulting
- 4** What CMCE is doing about excellence
- 5** Discussion

1 An early critique of consultancy...





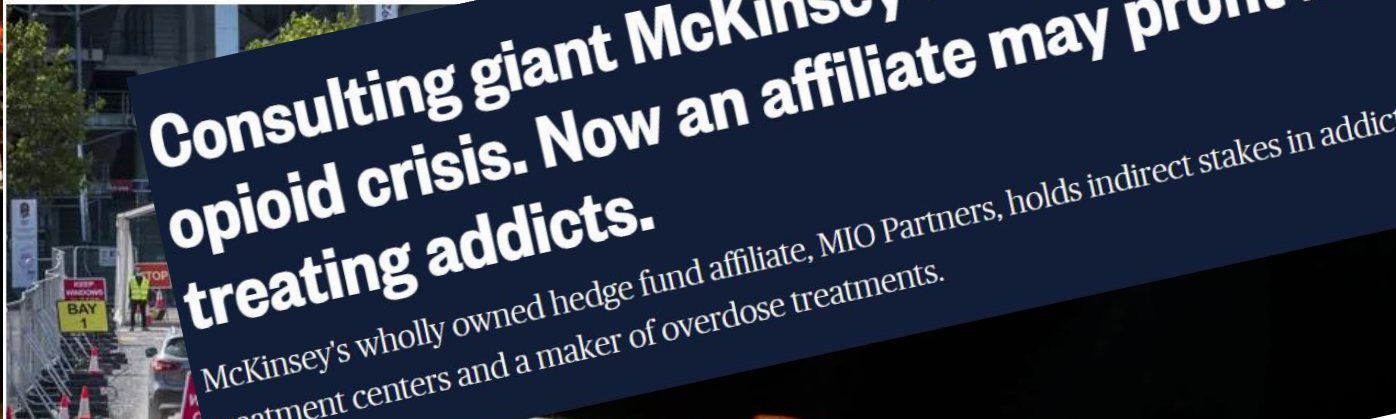
THANK YOU
FOR EVERYTHING YOU HAVE DONE



Consultants' fees 'up to £6,250 a day' for work on Covid test system

Global firm BCG charged £10m over four months to deal with UK test and trace network, source says, as Tory reliance on private sector seen to grow

- [Coronavirus - latest updates](#)
- [See all our coronavirus coverage](#)



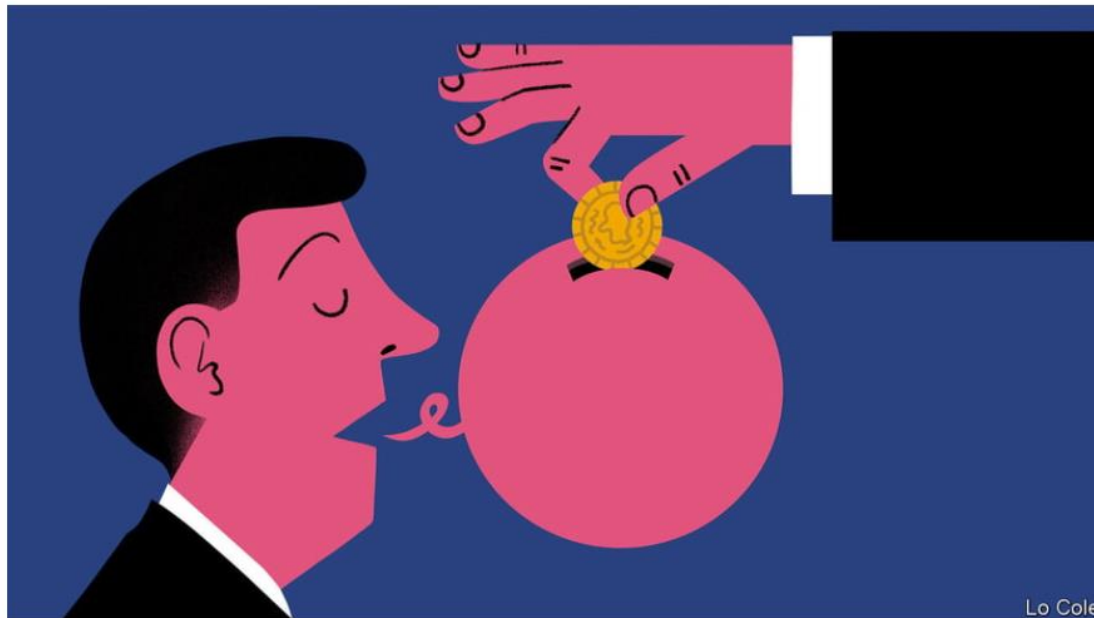
1

And it continues...

Leaders | Consultants under fire

Do McKinsey and other consultants do anything useful?

Though hated, they often provide a valuable service to the economy



Business | Bulletproof suits

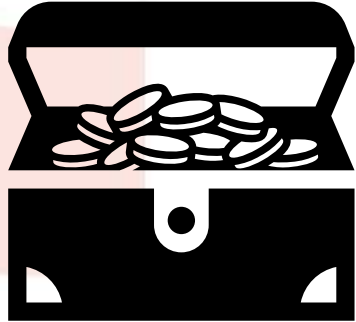
Where next for management's consiglieri?

Forget the scandals. McKinsey and its peers are more powerful than ever

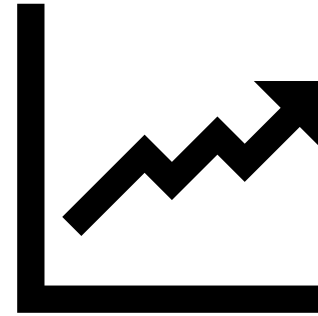


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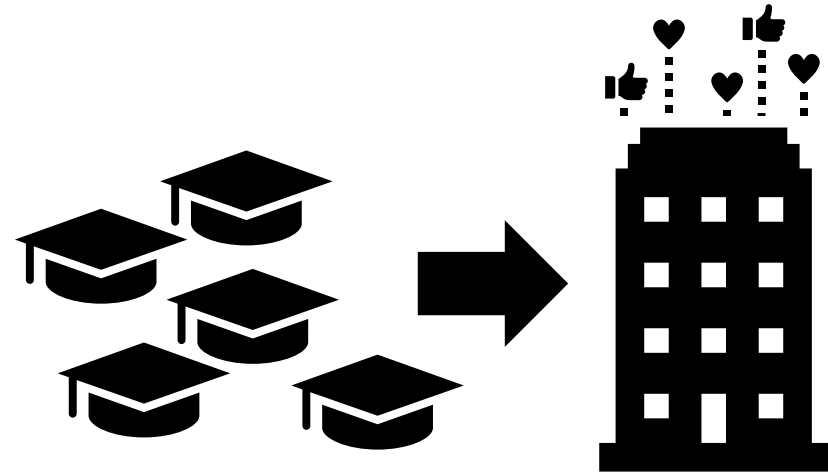
Strengths



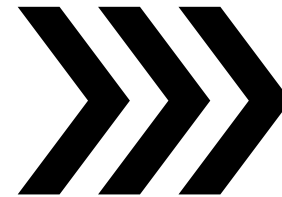
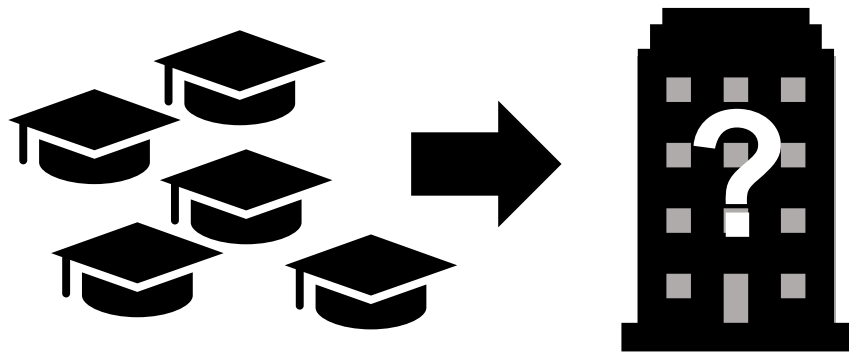
£12.5bn



16% in 2021
13% in 2022



2 Weaknesses and threats



This report is sponsored by
sheffield haworth



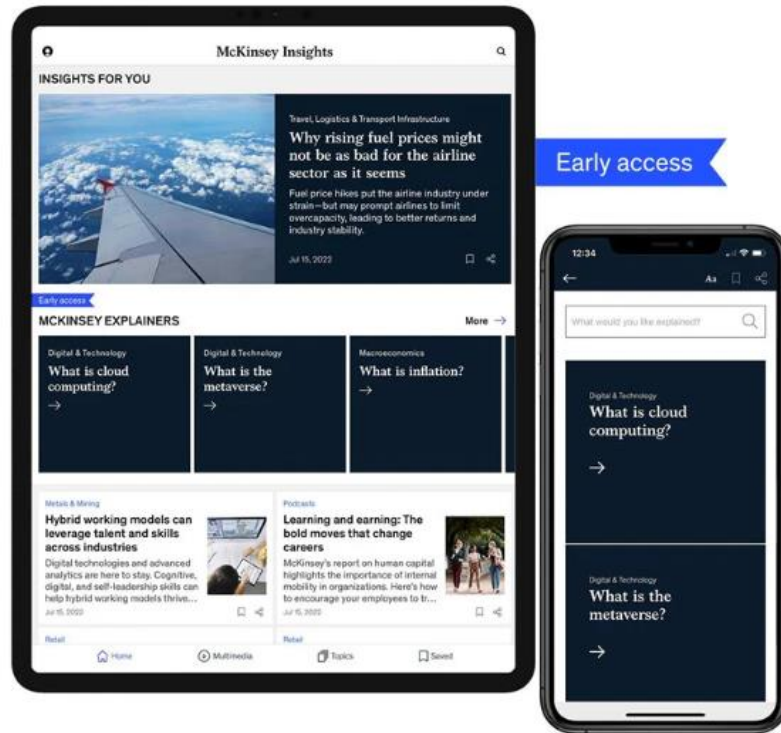
Consulting Skills

for 2030

2 Are we there yet?

McKinsey Explainers

Direct answers to complex questions, backed by McKinsey's expert insights. Currently accessible only on the free McKinsey Insights app (desktop access coming later this year).



Scan to download ↓



2 Not quite...

Recession

No result for "Recessi"

Can't find what you're looking for? [Ask McKinsey](#)

What is cloud computing?



Cost reduction

No result for "Cost reduction"

Can't find what you're looking for? [Ask McKinsey](#)

What is cloud computing?



Automation

No result for "Automation"

Can't find what you're looking for? [Ask McKinsey](#)

What is cloud computing?



Cloud

What are examples of **cloud** computing's uses?

How has **cloud** computing evolved?

What's the main reason to move to the **cloud**?

How much value will the **cloud** create?

What are **cloud** risks?

What kind of **cloud** talent is needed?

How do different industries use the **cloud**?

What is **cloud** computing?

Can't find what you're looking for? [Ask McKinsey](#)

What is the metaverse?

What is the metaverse?

August 17, 2022 | Article

Share Print

The metaverse is the emerging 3-D-enabled digital space that uses virtual reality, augmented reality, and other advanced internet and semiconductor technology to allow people to have lifelike personal and business experiences online.

2

From ELIZA to Ai-da to...?

```
Welcome to
      EEEEE LL   IIII  ZZZZZ  AAAAA
      EE   LL   II    ZZ   AA  AA
      EEEEE LL   II    ZZ   AAAAAA
      EE   LL   II    ZZ   AA  AA
      EEEEE LLLLL IIII ZZZZZ  AA  AA

Eliza is a mock Rogerian psychotherapist.
The original program was described by Joseph Weizenbaum in 1966.
This implementation by Norbert Landsteiner 2005.

ELIZA: Is something troubling you ?
YOU:   Men are all alike.
ELIZA: What is the connection, do you suppose ?
YOU:   They're always bugging us about something or other.
ELIZA: Can you think of a specific example ?
YOU:   Well, my boyfriend made me come here.
ELIZA: Is it important to you that your boyfriend made you come here ?
YOU:   He says I'm depressed much of the time.
ELIZA: I am sorry to hear that you are depressed.
YOU:   It's true. I am unhappy.
ELIZA: Can you explain what made you unhappy ?
YOU:
```

Source: Wikipedia



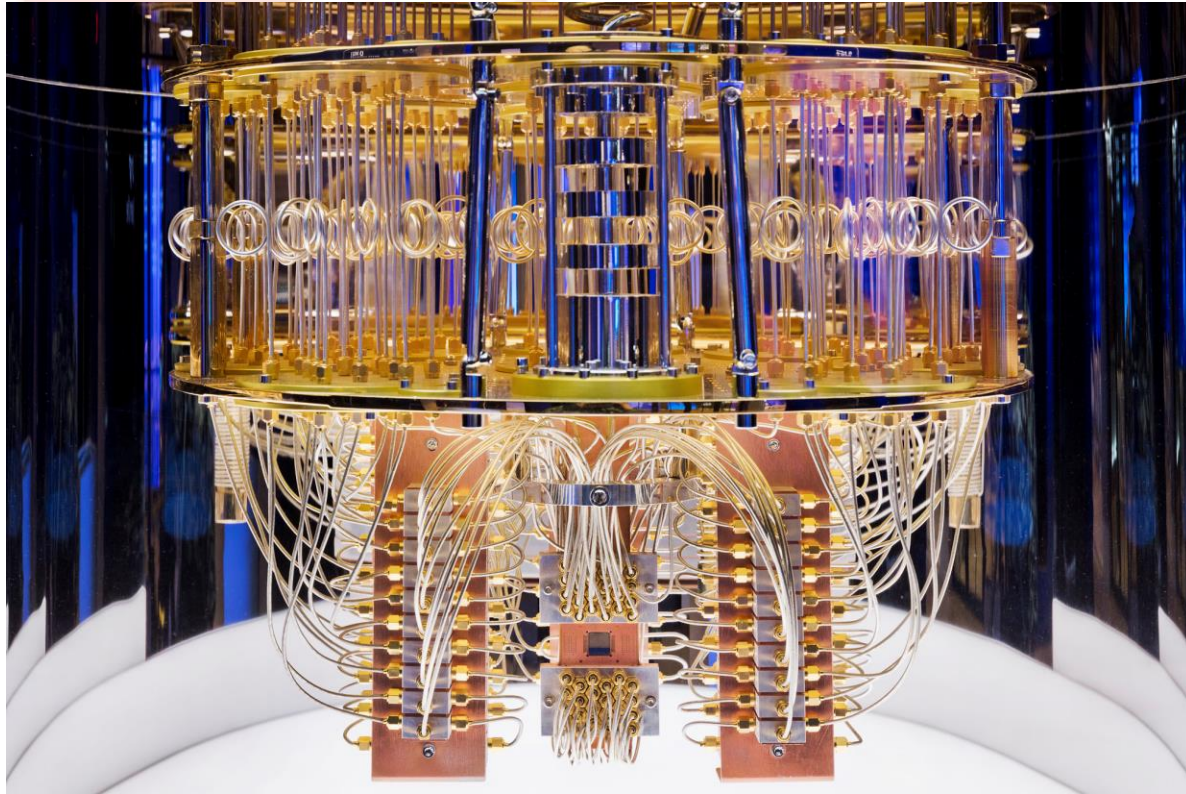
Source: Saffron Interactive



Image © 2021 Lucy Seal via Wikimedia Commons

2

Threats and opportunities



Source: IBM Research, [Creative Commons 2.0](#)

Source: Duncan Rawlinson, [duncan.co](#), [Creative Commons 2.0](#)

2

The in-crowd?



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A Malt Company

Work with world-class consultants

COMATCH is a curated marketplace for independent management consultants and industry experts. We provide a best-in-class matching service for organizations from all sectors.

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Solutions

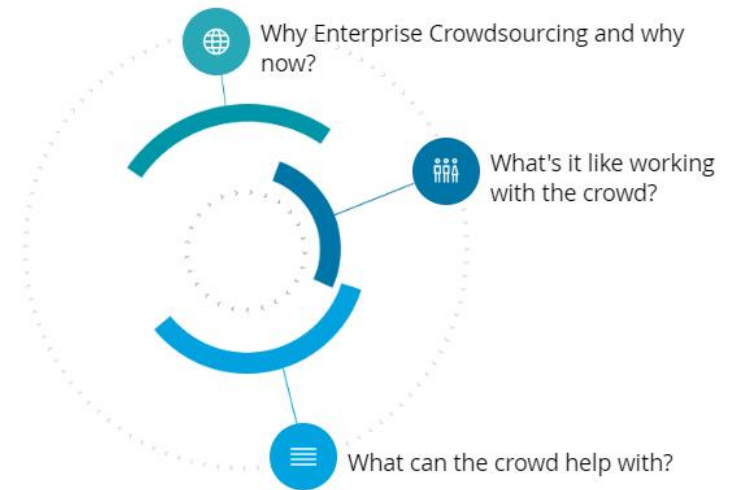
Deloitte Pixel

Engaging the crowd to deliver better, faster, cheaper outcomes

In a market where disruption prevails, views on careers and employment are changing and pressure to do more with less is increasing, businesses are looking for innovative ways to deliver and engage talent. Pixel, Deloitte's Enterprise Crowdsourcing capability, engages the power of the crowd to help Deloitte and our clients meet this challenge.



Working in the crowd



HiveMind Network Home Work Different

People Who Care
Delivering Change
In Ways that Work

Choix Consultants Organisations FAQs Insights

Choix is redefining Consultancy

Connecting buyers and sellers of professional services has never been so streamlined. At Choix we have built a secure platform that helps consultants and businesses meet, benefitting the entire industry.

3

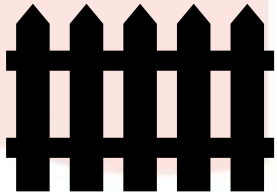
From Hilbert to Dilbert



The Community - Pop Culture Geek from Los Angeles, CA, USA, CC BY 2.0
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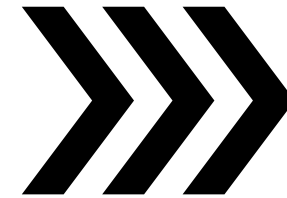
Consulting's Hilbert problems...



Boundaries



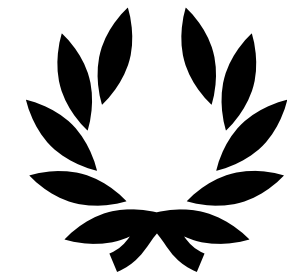
Ethics and professional
standards



Delivery



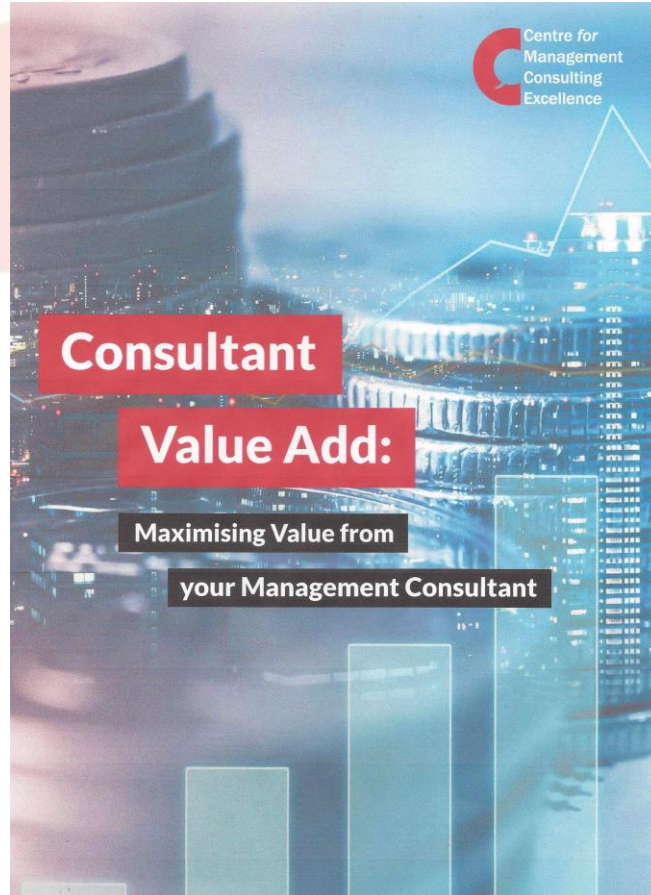
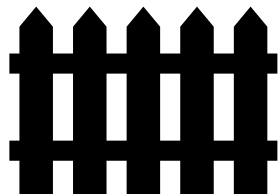
Client relationships



Excellence

3

Relationships and boundaries



Client problem

Need from consultant

Where am I?

Help me find out

What do I do?

Create strategy/plan

How do I do what I need to do?

Help me execute

I don't have the capability

Expert bodies

What's the risk?

Independent evaluation

Source: Paul Vincent, Randstad

3

Professionals have...

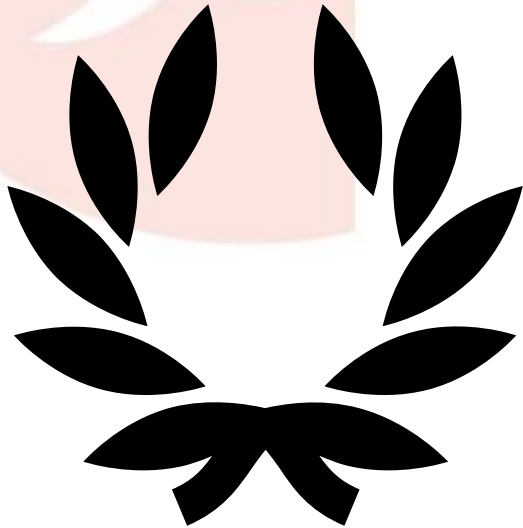


- Agreed standards of conduct
- Certification from a recognised body and/or a licence to practice
- Qualifications and a route to obtain them
- Professional development pathways
- Research in the profession's subject areas
- An independent complaints process.

How should these apply to management consultancy?

3

Excellence in consulting



- Is it possible to evaluate the performance of a management consultant effectively? If so, how should we do it?
- What should be the role of standardised methods in delivering management consulting services?
- What is the dependency between client relationships and excellent consulting?

4 Living up to our name...

- Broadening the conversation
- Seeking views of
 - Practitioners – large firms to sole traders
 - Academics
 - Buyers of consulting services
- Round tables
- Surveys

4

Excellent work in progress...

- Role/Capability Matrix
- Ethics and professional standards
 - Study on accreditation with Coventry University Business School is underway
- Performance Evaluation Round Table – Nov
- Golden Questions Round Table – Jan/Feb
- Management Consultant Value
 - With Bayes Business School – Jan/Feb

4 Consultant role/capability matrix

Capability	Role			
	Expertise	Externality	Extension	Endorsement
Industry experience	●●●	●●●●	●●	●●●●
Business process expertise	●●●●	●●●	●●●	●●●
Client organisation knowledge	●	●	●●●●	●●●
Proven methodology	●●●	●●	●●	●

Conclusions

- Different roles require different sets of skills and experience
- Specialism is important
- Use of a proven methodology is unlikely to be an important factor

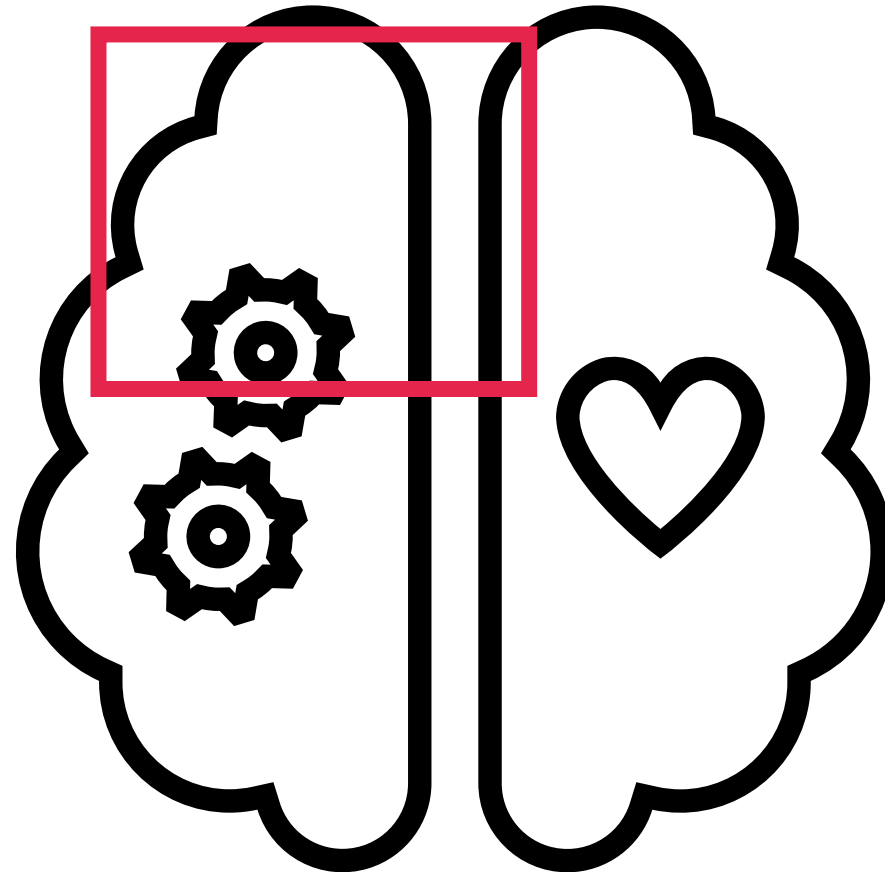
4 Digging deeper

- Academic input
 - Building better relationships between research and practice
 - BAM Consultancy Network
- Working groups
 - Starting with Excellence in Consulting
- Next Gen initiatives
 - Post-pandemic world of work
 - Behavioural risk (2023)

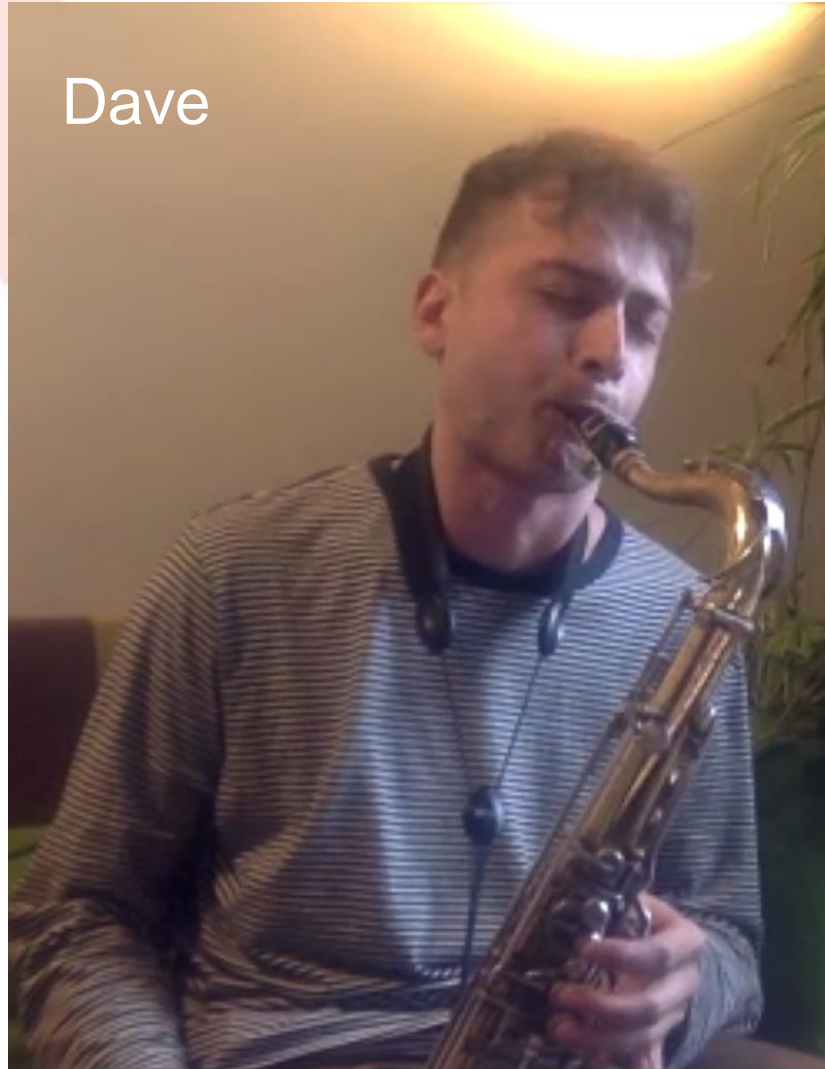
Further details at www.cmce.org.uk



5 Final thought (1)



5 Final thought (2)



Management Consulting Excellence

Further info:

www.cmce.org.uk

nick.bush@cmce.org.uk

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