



Consultant and Client: What makes the duet successful?



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Why companies apply to consultants



- The 15-year work experience of our Center in Kazakhstan market of consulting services on the development and implementation of management systems shows that:
 - 1) in 70% of cases, companies are preparing to certification for compliance with the requirements of international ISO standards and turn to our services under the pressure of external circumstances,
 - 2) in 30% of cases - they do this for internal reasons



Why companies apply to consultants

- o In the first case, management systems are considered by companies as a tool of adaptation to external environment
- o This includes the aspiration to improve the image/ reputation of the company, gaining a confidence from customers, consumers and business partners, getting the opportunity to participate in tenders, as well as the need to comply with legal requirements





Why companies apply to consultants

- o In the second case, management systems are considered as a business values themselves
- o It includes the aspiration to create a profound quality control system, improve personnel management, improve business processes, systemize documentation flow, etc. (depends on the implementing standard)





And here the consultant and the company meet



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Dreams of consultants



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Dreams of consultants

- Top management of the company is personally interested and personally monitors the progress of the project implementation
- The personnel of the company has a high qualification and extensive experience
- All employees of the company are interested in the success of the project
- All employees of the company in full and on time perform all consultant's assignment and recommendations
- The company has a stable workloads
- The company allocates all the necessary resources for the successful implementation of the project
- There is no employee turnover



A reality for consultants



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A reality for consultants

- o The top management does not pay attention and time for the project
- o The company does not plan its activities
- o The personnel of the company has a low qualification
- o Employees of the company are overloaded with work
- o Employees resist change
- o There is a high rate of personnel turnover



A reality for consultants

- o Resources for successful implementation of the project are not allocated
- o Industrial and technical infrastructure of the company is outdated
- o The financial position of the company is unstable
- o The external business environment is highly turbulent
- o The consultant has to waste time and effort for the constantly explaining and motivating the client's personnel during the project



What clients dream about



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What clients dream about

- The consultant will not disturb the top management and employees of the company and will hand over the project "on a turn-key basis"
- The consultant does not need in any resources for the project implementation
- The consultant will do everything as soon as possible
- The best is that the consultant will not visit the company at all and will do everything by himself in distance
- The project will be implemented on time and within the approved budget



Objective reality for clients



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Objective reality for clients

- Top management has to devote the time and pay attention to the project
- Top management has to overcome the resistance of employees
- Employees of the company have to spend considerable time to train under the project and to get to know a new area of knowledge
- Employees of the company waste their time and efforts on arguing with the consultant and on the performing his assignments
- The company has to allocate resources for the implementation of the project
- In many cases trained employees leave the company



Management Consulting is

- o "... any form of providing help on the content, process, or structure of a tasks (or series of tasks), where the consultant is not actually responsible for doing the task itself but **is helping** those who are" - *Fritz Steele, Ph.D. - Organizational Ecologist, USA*



Management Consulting is

- o “the creation of value for organizations, through the application of knowledge, techniques and assets, to improve business performance. This is achieved through the rendering the objective advise and/or the implementation of business solutions” – *Management Consultancies Association (MCA, UK) definition*



Management Consultancy Service

- o «...set of multidisciplinary activities of intellectual work, within the field of management, which aims to create value or promote changes, by providing advice and proposing solutions by taking into account actions or by producing deliverables» - *ISO 20700:2017, clause 3.11*



Management Consulting is

- o "... transfer of specialist skills to the client's environment" - from the "Core Consultant's Skills" training course developed by "Elevation Learning", UK



Dilemma for Management System Consultants

Just transfer
knowledge and
skills to the client

Do implementation
themselves:
“turn-key” projects



How to transfer knowledge and skills to the client organization with a high personnel turnover?

**Challenge for Consultants
on a Management Systems**





Risk management is a good tool
for making dreams come true

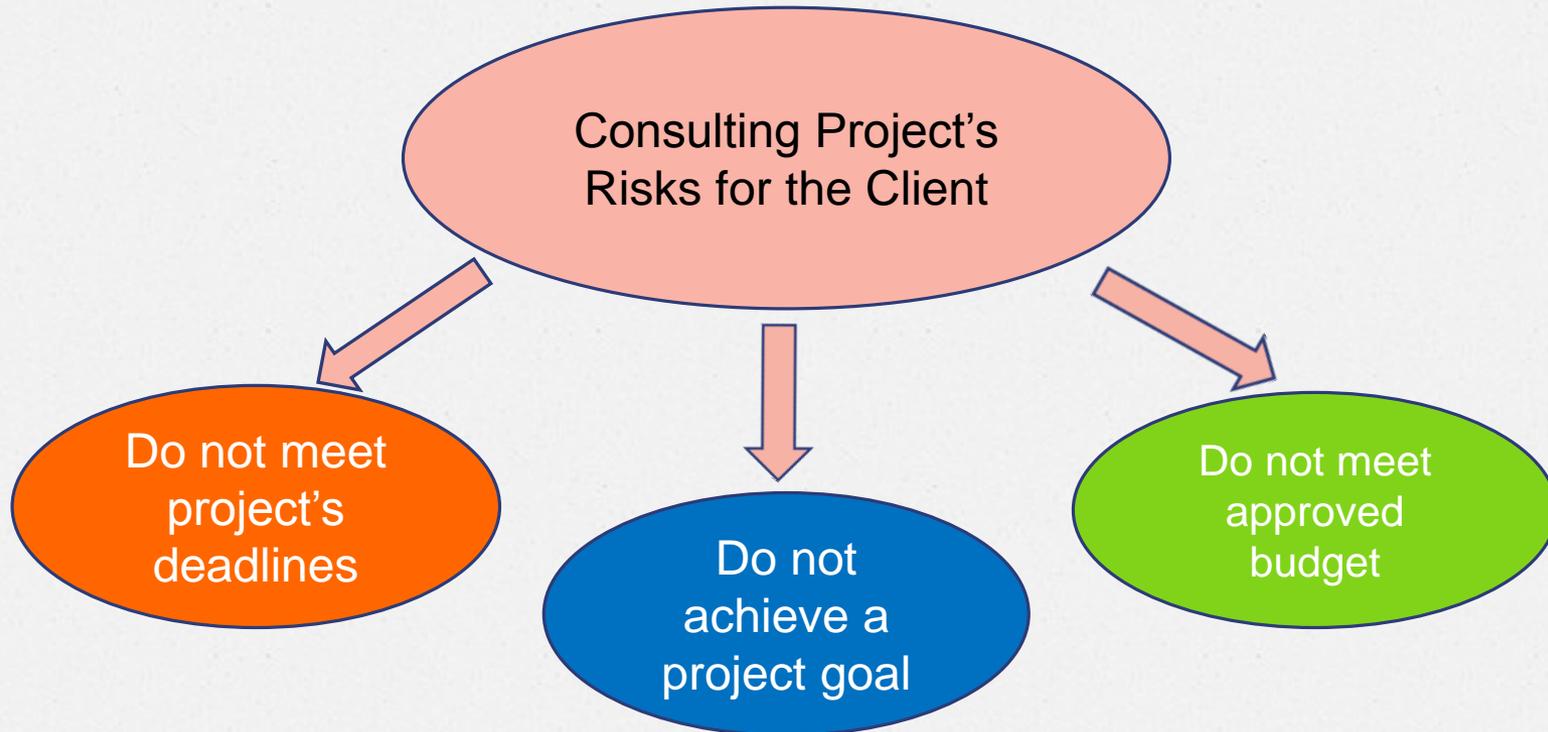
Risk is the effect of uncertainty on objectives
(ISO 31000, clause 2.1)

Risk = Consequences x Likelihood





Dreams come true through the risk management





Dreams come true through the risk management

Risk not
Achieving the
Project Goal

- o because of a “wrong” consultant(s)
- o because of a “wrong” project manager,
- o due to ineffective coordination of the project working group,
- o due to a misunderstanding of the project objectives by the company's employees,
- o Due to the ineffectiveness of the interaction between the consultant/s and the personnel of the client company



Dreams come true through the risk management



The client has an opportunity to assess a risk of not achieving the goal of the consulting project (do not solving a problem) because of a "wrong" consultant



Risk assessment of not achieving the project goal because of a "wrong" consultant

Likelihood	Severity of Consequences		
	Insignificant (1)	Minor (5)	Significant (10)
Low (1)	Common risk (1)	Acceptable risk (5)	Moderate risk (10)
Average (2)	Acceptable risk (2)	Moderate risk (10)	Significant risk (20)
High (3)	Acceptable risk (3)	Significant risk (15)	Unacceptable risk (30)



How Can the Client Reduce a Risk?



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How can the client reduce a risk?

- o **Client need to be able to choose “right” consultants, who:**
 - o **constantly improve their qualification,**
 - o **have the necessary experience,**
 - o **follow professional ethics,**
 - o **have got appropriate certification(s)**
- o **Please, refer to ISO 10019, ISO 20700**



How to choose a consultant?

- A good consultant is the source of the company's necessary knowledge, skills and experience
- The knowledge and skills of the consultant is the accumulated professional and life experience, the result of continuous professional development through the training, communication with the professional community, participation in various projects



How to choose a consultant?

Option 1

- Consultant - "individual", a unique professional

Option 2

- A consulting company is a team of professionals
- Each individual consultant has a collective experience, knowledge and responsibility



Professional Knowledge and Skills of a Consultant

4 main groups of knowledge, skills and personal characteristics of the management consultant

Knowledge and skills in the field of specialization (for example, ISO standards on management systems)

Communication skills

Knowledge and skills in the field of consulting (skills of diagnosis, data analysis, recommendations development, etc.)

High emotional intelligence, ethics and honesty



Knowledge Management

- **Since 2012 knowledge management is a requirement in all ISO standards on management systems**





Knowledge Management

Cluse 7.1.6 ISO 9001:2015:

- «The organization shall determine the knowledge necessary for the operation its processes and to achieve conformity of product and services.
- This knowledge shall be maintained and be maid available to the extent necessary...»





Knowledge Management

- o The consultant can prove his professionalism through membership in professional associations, by obtaining the certification in the field of specialization, for example:



CERTIFIED
MANAGEMENT
CONSULTANT





Knowledge Management

- In 2012-2017 QMC spent more than 20 million KZT (82 thousand USD) for its consultants' training and certifications
- Our consultants maintains various professional certifications:
 - CMC, IRCA, PECB and others.



Client Evaluates the Consultant

Client addresses himself two questions:

- o **Do I want to work with these consultants again?**
- o **Will I recommend them to my business partners?**



Thank you for attention

I wish you further professional
achievements and many
successful projects!

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