

# **DEVELOPING EFFECTIVE EXTERNAL PARTNERSHIPS**

## **SELECTING AND MANAGING TRAINING & DEVELOPMENT CONSULTANTS**

### **CONSULTANCY APPLICATIONS**

	<i>Operational</i>	<i>Advisory</i>
<i>Process</i>		
<i>Functional</i>		

# **DEVELOPING EFFECTIVE EXTERNAL PARTNERSHIPS**

## **DEFINING THE PROJECT**

- ***What needs to be done?***
- ***To which business objective(s) will it contribute?***
- ***Why now?***
- ***What outcome(s) do you require?***
- ***What are the minimum requirements?***
- ***By when does it need to be completed?***
- ***How much are you prepared to pay?***

# **DEVELOPING EFFECTIVE EXTERNAL PARTNERSHIPS**

## **SELECTION - INITIAL CONSIDERATIONS**

- ***Might you have internal consulting capability?***
  
- ***Internal training consultants - advantages:***
  - ***Understand your business / culture***
  - ***Known by staff***
  - ***Cost already carried on the payroll***
  - ***Development opportunity***
  - ***Around to support implementation***
  
- ***External training consultants - advantages:***
  - ***Not pre-occupied with operational responsibilities***
  - ***Depth / breadth of experience / expertise***
  - ***Able to share best practice***
  - ***Objectivity***
  - ***Not known by staff!***

# **DEVELOPING EFFECTIVE EXTERNAL PARTNERSHIPS**

## **CHOOSING AN EXTERNAL TRAINING CONSULTANT**

- ***Ideally get to know a pool of consultants before a specific need arises***
- ***Seek recommendations from***
  - ***Other companies***
  - ***Trade associations***
  - ***Professional bodies***
- ***Larger consultancies offer 'security' and breadth***
- ***Smaller consultancies may offer niche expertise***
- ***No good consultants will come cheap***
- ***Beware consultants who oversell***
- ***Get consultants to provide evidence of their success***
- ***Take verbal references from existing clients***

# **DEVELOPING EFFECTIVE EXTERNAL PARTNERSHIPS**

## **WHAT TO EXPECT IN A PROPOSAL**

- ***The project outcomes***
- ***Your objectives replayed***
- ***Timescales***
- ***Which consultant(s) allocated***
- ***Cost basis:***
  - ***Daily rate***
  - ***Fixed price***
  - ***Retainer***
  - ***Combination of these***
- ***Price***
- ***Why you should select them***
- ***Terms & conditions***
- ***You should not expect a detailed 'how'***

# **DEVELOPING EFFECTIVE EXTERNAL PARTNERSHIPS**

## **STAGES OF THE CONSULTING PROCESS**

1. AWARENESS OF SERVICES
2. REQUEST FOR SERVICE
3. PROPOSAL
4. CONTRACT
5. PERFORMANCE
6. HANDOVER
7. EXIT
8. EVALUATION

# **DEVELOPING EFFECTIVE EXTERNAL PARTNERSHIPS**

## **OPTIMISING THE USE OF TRAINING CONSULTANTS**

- **Clearly define:**
  - **required outcomes and their success criteria**
  - **price, terms & conditions**
  - **consultant boundaries**
- **Take the consultant(s) into your confidence**
- **Agree two-way communication processes**
- **Develop plans for knowledge / skills transfer at the outset**
- **Consider appointing an in-house shadow(s)**
- **Agree project review points and keep to these**
- **Flag any concerns / difficulties as soon as they arise**

# **DEVELOPING EFFECTIVE EXTERNAL PARTNERSHIPS**

## **OPTIMISING THE USE OF TRAINING CONSULTANTS (continued)**

- ***Draw a line under completed phases / projects***
- ***Evaluate projects against the success criteria: upon completion and after an interval, say six months***
- ***Be prepared to recommend good consultants to others***