

Some important questions you should ask yourself

- 1. Have you got the right consultant for the job? Yes No
- 2. Have you got the type of working relationship (extra pair of hands/ expertise/ collaborative approach) you wanted? Yes No
- 3. Are you satisfied with your present relationship - is it a partnership? Yes No
- 4. Are you satisfied that the time and effort required to manage your consultant's work are reasonable? Yes No
- 5. Would you re-engage your present consultant? Yes No

If you have answered 'no' to any of these questions then give us a call. Inviting us to put in a proposal for a job costs you nothing. You stand to gain much. And with our guarantee of performance you cannot lose.

Your guarantee of quality

'PACT guarantees to meet agreed performance standards. In addition when providing training services all participants signed off as competent by PACT are guaranteed then to be able to perform to the competence standards or PACT will retrain at no charge'



Contact us now – we're ready to help

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One in a series of special reports from



**A brief affair
or a true partnership**
How to create a partnership with consultants

Consider this for a moment

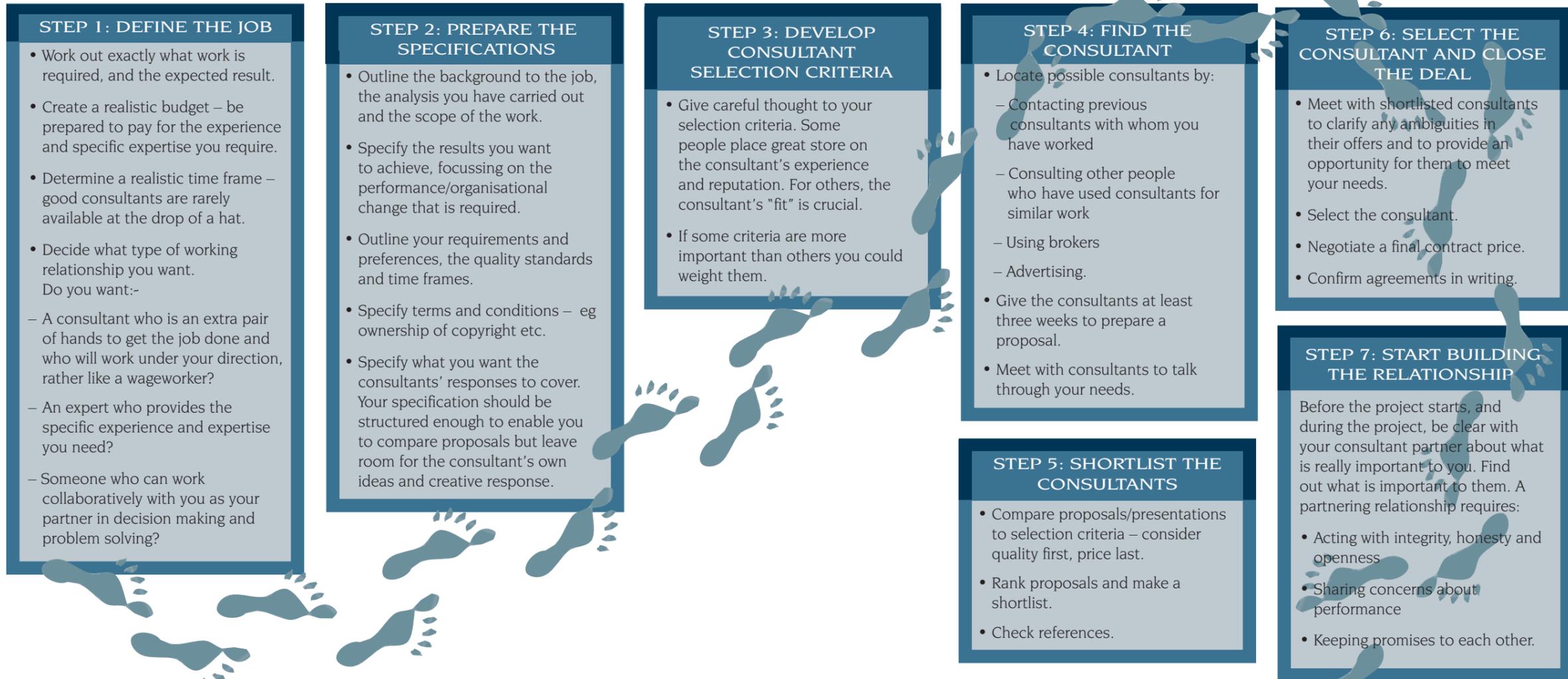
These days many businesses are managing their training costs by outsourcing part of their HR and training function. This trend is predicted to increase. Outsourcing requires effective partnering with the training consultant. Too often companies select a consultant as though it was only a brief affair they had in mind.

- Has the affair already ended with your current consultant - or do you foresee a long-term relationship with them?
- Are you uncomfortable with the amount of time you spend managing the relationship with your consultant and managing their work?
- Are you happy with your choice of training consultant?

This report helps you examine how to select a consultant you can build an effective relationship with. It identifies how you can manage that relationship and their work for maximum effect.

If you are about to start a new relationship or if you want to improve an existing one then read on ...

Most managers follow a careful selection process when employing staff. Your financial investment in a consultant is frequently larger than it is for staff. Be rigorous in your selection of the right consultant. The process may initially be time consuming but the result is very worthwhile.



MANAGING THE RELATIONSHIP AND THE WORK

If you were managing the work of one of your staff you would:

- Be clear about your expectations - what the job is and how well it should be done.
- Ensure that the person had the resources and authority they needed for the job.
- Measure their work against the standards agreed.
- Give feedback.

Should you treat a consultant differently from a staff member? In practice you probably do. However, if you want to get the best from your consultant and to develop a true partnership, we suggest you consider the following points.

• Project management

Your consultants need one person who is the Project Manager for your organisation. In turn they too must provide a Project Manager. These two people are the key to a successful partnership. Each Project Manager must have the authority to make decisions and speak for their team.

• Expectations

Before you started the process of selecting a consultant you provided a specification for the work to be done. Your requirements may change as the project proceeds

and it is important to brief your consultant as to any changes in expectations. Consultants will work to meet your expectations, but they can only do this if you are honest with them about what these expectations are. It is too late for any worthwhile improvement or change in performance if you don't tell your consultants what your expectations are until the end of the project!

• The required resources

Consultants as well as staff need resources to do the work - for example, access to subject matter experts or access to information. Promises to meet deadlines must be kept by both parties in the relationship. Unkept promises and

delays with resources can jeopardise the project's success and put strains on a relationship.

• Monitoring and review

Project reviews should be planned at key milestones and be a two-way process. This allows early detection of problems and quick remedial action. More importantly it is an opportunity for both you and the consultant to celebrate milestone successes, and for you to give them praise and encouragement.

