

# Management Summaries

At the conclusion of each chapter, for ease of reference a summary of key messages is provided as a reminder of the key lessons or for the busy executive to quickly understand the contents of the chapter..

## **Example of Management Summary from Chapter 11**

- Continually remember that the engagement is the basis upon which consultants define success while the project is what delivers value to your business. You need to bring the two definitions into alignment.
- Tie bonus payments to realization of the target project or business metrics.
- Projects should have a secondary benefit of increasing the capabilities of your organization's personnel by allowing them to participate in the work and to learn from the various approaches of consulting firms within their engagements.
- To maximize value from projects, roles should be assigned in a way that leverages the distinct competencies of each party.
- Be cautious of large-scale consulting projects in which the absolute number of consultants or the ratio of consultants to client personnel is large. It is better to break down such initiatives into manageable stages, even if implementation takes more time.
- To successfully realize your business objectives from projects that use consultants, you must be able to apply key project management principles and refrain from entirely outsourcing such responsibility to your consultants.