

SYSTEM DEVELOPMENT PROCESS

M T C P

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BROAD DEFINITION

A CONSULTANT IS ANYONE WHO PROVIDES EXPERT ADVISE AND RELATED SERVICES IN ANY SKILL AREA WITH A RESPECTED LEVEL OF PROFESSIONALISM AT SOME FIXED FEE OR RATE, ON A CONTRACTUAL BASIS.

MANAGEMENT CONSULTING

THE SERVICE PROVIDED BY INDEPENDENT AND QUALIFIED PERSONS IN IDENTIFYING AND INVESTIGATING PROBLEMS CONCERNED WITH POLICY, ORGANISATION, PROCEDURES AND METHODS; RECOMMENDING APPROPRIATE ACTION AND HELPING TO IMPLEMENT THESE RECOMMENDATIONS.

(London, Institute of management consultants)



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DEFINITION

BY THE CONSULTING PROCESS, I MEAN ANY FORM OF PROVIDING HELP ON THE CONTENT, PROCESS, OR STRUCTURE OF A TASK OR SERIES OF TASKS, WHERE THE CONSULTANT IS NOT ACTUALLY RESPONSIBLE FOR DOING THE TASK ITSELF BUT IS HELPING THOSE WHO ARE.

YOU ARE CONSULTING ANY TIME YOU ARE TRYING TO CHANGE OR IMPROVE A SITUATION BUT HAVE NO DIRECT CONTROL OVER THE IMPLEMENTATION ... MOST PEOPLE IN STAFF ROLES IN ORGANISATIONS ARE REALLY CONSULTANTS EVEN IF THEY DON'T OFFICIALLY CALL THEMSELVES CONSULTANTS.



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DEFINITION (CON'T)

MANAGEMENT CONSULTING IS AN ADVISORY SERVICE CONTRACTED FOR AND PROVIDED TO ORGANISATIONS BY SPECIALLY TRAINED AND QUALIFIED PERSONS WHO ASSIST, IN AN OBJECTIVE AND INDEPENDENT MANNER, THE CLIENT ORGANISATION TO IDENTIFY MANAGEMENT PROBLEMS, ANALYSE SUCH PROBLEMS, RECOMMEND SOLUTIONS TO THESE PROBLEMS AND HELP, WHEN REQUESTED, IN THE IMPLEMENTATION OF SOLUTIONS.



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THE CONSULTANT'S ROLE

RESOURCE CONSULTANT

TO PROVIDE EXPERT INFORMATION AND SERVICE OR RECOMMEND A PROGRAMME OF ACTION.

SUCCESS DEPENDS ON CORRECT DIAGNOSES OF NEEDS, EFFECTIVE COMMUNICATION BETWEEN CLIENT AND CONSULTANT, AND THE CONSULTANT'S EXPERTISE.



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THE CONSULTANT'S ROLE

PROCESS CONSULTANT

HELP ORGANISATION TO SOLVE ITS OWN PROBLEMS BY MAKING IT AWARE OF ORGANISATIONAL PROCESSES, OF THEIR LIKELY CONSEQUENCES AND OF TECHNIQUES FOR ACCOMPLISHING CHANGE.

DEFINITION:

“A ROLE OF ACTIVITIES ON THE PART OF THE CONSULTANT WHICH HELP THE CLIENT TO PERCEIVE, UNDERSTAND AND ACT UPON PROCESS EVENTS WHICH OCCUR IN THE CLIENT'S ENVIRONMENT”



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SYNTHESIS METHOD

AS FACT ANALYSIS IS PROGRESSING, CONSULTANT'S APPROACH WILL BE INCREASINGLY SYNTHETIC:

1. TO IDENTIFY
BASIC RELATIONSHIPS
TRENDS AND CAUSES
PRODUCTIVITY INDICES
2. TO DIFFERENTIATE
FUNDEMENTAL FROM MARGINAL EVENTS AND
FACTORS
3. TO DEFINE
FACTORS AND ELEMENTS THAT HAVE TO BE
CHANGED

SOURCES OF DIAGNOSTIC INFORMATION

1. PUBLISHED INFORMATION

1.1 CLIENT'S PUBLICATIONS

- ANNUAL FINANCIAL AND OPERATING REPORTS
- FINANCIAL, STATISTICAL, TRADE AND CUSTOMS RETURNS TO GOVERNMENT, TRADE ASSOCIATIONS, CREDIT ORGANISATIONS AND ECONOMIC SURVEYS.
- SALES PROMOTION MATERIAL
- PRESS RELEASES

SOURCES OF DIAGNOSTIC INFORMATION (CONT')

2. CLIENT'S INTERNAL RECORDS AND REPORTS

- INFORMATION ON PLANT AND EQUIPMENT
- REPORTS TO MANAGERS ON FINANCIAL RESULTS AND COSTS OF ACTIVITIES, SERVICES AND PRODUCT.
- SALES STATISTICS
- PRODUCTION PERFORMANCES
- MATERIAL MOVEMENTS
- PERSONNEL APPRAISAL

3. THE FILES OF CONSULTING UNIT NOT FOR NEW CLIENTS



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SOURCES OF DIAGNOSTIC INFORMATION (CONT')

- 4. OBSERVATION AND INTERVIEWING
FIRST-HAND KNOWLEDGE OF HOW ORGANISATION
WORKS IN PRACTICE**
- 5. CONTACTS WITH OTHER ORGANISATIONS
TRADE UNIONS, EMPLOYERS' FEDERATION,
SECTORAL RESEARCH AND TRAINING
INSTITUTIONS.**

DEVELOPMENT IS TO BE ACCOMPLISHED BY



The wheel of Individual Development Progress



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PHASES OF THE CONSULTING PROCESS

- 1. ENTRY**
 - FIRST CONTACTS WITH CLIENT
 - PRELIMINARY PROBLEM DIAGNOSIS
 - ASSIGNMENT PLANNING
 - ASSIGNMENT PROPOSALS TO CLIENT
 - CONSULTING CONTRACT
- 2. DIAGNOSIS**
 - FACT FINDING
 - FACT ANALYSIS AND SYNTHESIS
 - DETAILED PROBLEM EXAMINATION
- 3. ACTION PLANNING**
 - DEVELOPING SOLUTIONS
 - EVALUATING ALTERNATIVES
 - PROPOSALS TO CLIENT
 - PLANNING FOR IMPLEMENTATION
- 4. IMPLEMENTATION**
 - ASSISTING WITH IMPLEMENTATION
 - ADJUSTING PROPOSALS
 - TRAINING
- 5. TERMINATION**
 - EVALUATION
 - FINAL REPORT
 - SETTLING COMMITMENTS
 - PLANS FOR FOLLOW-UP
 - WITHDRAWAL



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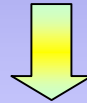
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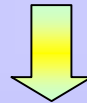
THE CONSULTANT'S APPROACH TO A MANAGEMENT SURVEY



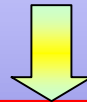
STATE OF CLIENTS AFFAIRS



STRENGTHS AND WEAKNESSES



POSSIBLE IMPROVEMENTS

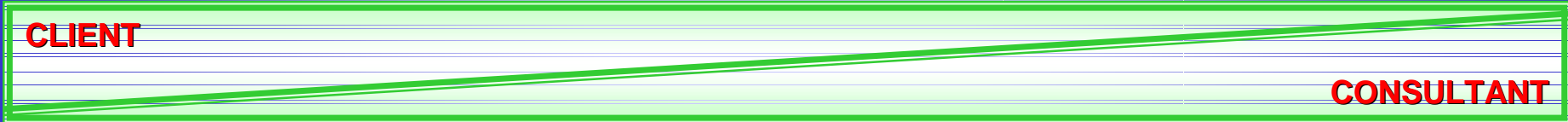


ACTION NEEDED AND HELP PROPOSED

DESCRIPTION OF THE CONSULTANT'S ROLE ON A DIRECTIVE AND NON-DIRECTIVE CONTINUUM

MULTIPLE ROLES OF THE CONSULTANT

REFLECTOR
PROCESS SPECIALIST
FACT FINDER
AL-TERNATIVE IDENTIFIER
COLLABO-RATOR IN PROBLEM SOLVING
TRAINER/ EDUCATOR
TECHNICAL EXPERT
ADVOCATE



NON-DIRECTIVE

LEVEL OF CONSULTANT ACTIVITY IN PROBLEM SOLVING

DIRECTIVE

RAISES QUESTIONS FOR REFLECTION

OBSERVES PROBLEM-SOLVING PROCESSES
RAISES ISSUES
MIRRORING FEEDBACK

GATHERS DATA AND STIMULATES THINKING

IDENTIFIES AL-TERNATIVES RESOURCES FOR CLIENT AND HELPS ASSESS CONSEQUENCES

OFFERS ALTERNATIVES PARTICIPATES IN DECISIONS

TRAINS THE CLIENT AND DESIGNS LEARNING EXPERIENCES

PROVIDES INFORMATION SUGGESTIONS FOR POLICY OR PRACTICE DECISIONS

PROPOSES GUIDELINES PERSUADES OR DIRECTS IN THE PROBLEM-SOLVING PROCESS



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STRUCTURE OF AN EFFECTIVE CONSULTING PROPOSAL

**SECTION 1 : THE OPENING/INTRODUCTION
INDICATE THE PRECISE REASON FOR THE COMMUNICATION**

SECTION 2 : BACKGROUND/THE COMPANY

OBJECTIVES : TO COMMUNICATE/SHOW/ENSURE

- 1. YOU ARE SUFFICIENTLY FAMILIAR WITH THE FACTS ASSOCIATED WITH THE PROJECT TO DEVELOP A CONSULTING PROPOSAL.**
- 2. THE PROPOSAL IS BASED ON THE CORRECT ASSUMPTIONS ABOUT THE PROSPECT ORGANISATION'S REQUIREMENT.**
- 3. ALL PARTIES TO HAVE SUFFICIENT BACKGROUND.**

STRUCTURE OF AN EFFECTIVE CONSULTING PROPOSAL (CONT')

SECTION 3 : OBJECTIVES

- * TO STATE WHAT WE PLAN TO HAVE ACHIEVED BY THE END OF THE CONSULTING ENGAGEMENT.**
- * FROM THE MOST GENERAL TO THE MOST SPECIFIC IN A LOGICAL ORDER.**

SECTION 4 : SCOPE OF ENGAGEMENT

MUST OUTLINE IN AS MUCH DETAIL AS POSSIBLE ALL THE AREAS THAT THE CONSULTANT WILL BECOME INVOLVED DURING THE COURSE OF AN ASSIGNMENT.

STRUCTURE OF AN EFFECTIVE CONSULTING PROPOSAL (CONT')

SECTION 5 : APPROACH TO THE ASSIGNMENT

- * EXPLAIN HOW THE ASSIGNMENT WILL BE WORKED
- * OUTLINE IN CHRONOLOGICAL ORDER EACH MAJOR TASK THAT YOU WILL PERFORM.
- * AN OVERVIEW OF THE STEPS FOR INFORMATION GATHERING AND EVALUATION OF THE INPUTS FOR PRESENTATION.
 1. PRIMARY RESEARCH
 2. SECONDARY SOURCE RESEARCH
 3. INTERVIEW
 4. COMPUTER MODELS
 5. GROUP MEETINGS

STRUCTURE OF AN EFFECTIVE CONSULTING PROPOSAL (CONT')

SECTION 6 : TIMING

- * ANY DATES INCLUDED IN A PROPOSAL WILL BE CONSIDERED BY THE CLIENT ORGANISATION TO BE SACROSANCT. UNLESS THERE IS A VERY GOOD REASON FOR A CHANGE.**
- * A FLOW CHART (ONE PAGE) WHEN EACH STEP OF THE PROJECT WILL BE COMPLETED.**

SECTION 7 : STAFFING

- * TO ENSURE THAT THE PROSPECT ORGANISATION UNDERSTANDS THE ROLES OF THE VARIOUS PEOPLE.**
- * TO BUILD CREDIBILITY FOR THE PROPOSAL BASED ON THE QUALIFICATION AND EXPERIENCES OF THE PEOPLE ON THE PROJECT TEAM.**



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STRUCTURE OF AN EFFECTIVE CONSULTING PROPOSAL (CONT')

SECTION 8 : QUALIFICATION

- * DESCRIBE THE PRIOR EXPERIENCE OR YOURSELF, YOUR CONSULTING FIRM AND YOUR ASSOCIATES.**
- * OTHER RELEVANT PRIOR EXPERIENCE TO THE WORK FOR WHICH THE PROPOSAL IS BEING DEVELOPED.**

SECTION 9 : FEES AND EXPENSES

- * THE TOTAL FEES.**
- * THE ANTICIPATED PAYMENT SCHEDULE**

STRUCTURE OF AN EFFECTIVE CONSULTING PROPOSAL (CONT')

SECTION 10: THE CLOSE

- * SHOULD STATE HOW INTERESTED YOU ARE IN CONDUCTING THE ASSIGNMENT.**
- * SHOULD INDICATE THE PROSPECT CONTACT.**
- * SHOULD ALSO INDICATE THE NEXT STEPS IN THE PROCESS.**

SECTION 11: VALIDIBILITY

IT IN TERM OF TIME

- * TIME**
- * AUTHORIZATION**