



# WARREN COMPANY

Harness of the Power of Collaborative Excellence

**Do you need a Consultant or Resultant?**

*Defining the Resultancy<sup>sm</sup>*

*Providing Full Spectrum Results to Collaborative Leaders,  
Strategic Alliances & Networked Enterprises*

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**The Problem**

◆ **Most consulting companies frustrate clients**

- Too many junior people running around costing lots of money
- Not enough real operational “dirty finger-nails” experience
- Very Costly with Often-Questionable Value
- Little “skin in the game”
- Too often consultants tell the company what the staff already knows
- Not enough creativity

**Differentiating a Consultant from a Resultant**

	<b>Consultant</b>	<b>Resultant<sup>sm</sup></b>
<b>Purpose</b>	<b>Provide Expert Advice and Counsel</b>	<b>Provide Strategically Based and Operationally Successful Performance</b>
<b>Vision and Value</b>	<b>More Consulting Projects from the Client</b>	<b>Increased Performance, Higher Profits &amp; Revenues for the Client</b>
<b>Project Type</b>	<b>Analysis and Recommendations</b>	<b>Program Building and Implementation</b>
<b>Result</b>	<b>Long Report Complex Implementation</b>	<b>Revenues, Profits, Competitive Advantage Rapid Results Expected</b>
<b>Pricing</b>	<b>Expensive (3-5,000/day) Questionable or Ambiguous Value</b>	<b>Value-Centric Costing Results or Incentive Based Compensation</b>
<b>Approach</b>	<b>Limited Senior Account Supervision Many Young MBAs for Analysis</b>	<b>Experienced Part-Time Executive Build Internal Capacity to Continue Gaining Results</b>

## **Differentiating the Consultant from the Resultant<sup>sm</sup>**

### ◆ **Consultant**

- Will either send in a team of many junior level new hires, or a solo individual,
- Analyze a Problem, then provide a recommended solution, leaving the implementation up to you.

### ◆ **Resultant<sup>sm</sup>**

- Will provide a senior executive or senior team to diagnose a Problem or Opportunity with your team,
- Examine the most effective and executable alternatives based on your strategic goals and capacity to implement, then either:
  - ◆ Catalyst-Coach helps you initiate a plan or program, or
  - ◆ Player-Coach taking an active role in implementing with or for you, and when involved in performance-based compensation, take co-responsibility for the result.
- Engage people who have to implement the Plan in its development and details of its implementation, understanding that “people support what they help create.”

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## **Philosophy of a Resultancy<sup>sm</sup>**

- ◆ Our Resultant<sup>sm</sup> model is designed to reflect our Collaborative Architecture itself.
- ◆ All research, strategic design, business plan development, and implementation will be done in conjunction with and including your team.
- ◆ Our team of outside experts works as an alliance partner with your internal teams, including them in any and all facets of the process as is mutually agreed upon.
- ◆ The objective of our Collaboration is to transfer our learning to your internal core team to enable them to be capable of long term success. In other words, we want you to be filled with Collaborative Capabilities and become self-reliant (not dependent upon us).
- ◆ We will not recommend a strategy that we think cannot be executed effectively nor implemented unsatisfactorily

## **What Roles are appropriate?**

You should give careful consideration to exactly what you want to produce for an outcome.

Some options include:

- ◆ **Advisor:** Provides Expert Advice, Knowledge, and Counsel
  - ◆ **Coach:** Stimulates & Builds a World Class Team
  - ◆ **Leader:** Takes Responsibility for Producing Results
  - ◆ **Communicator:** Gets an Important Message Across to People
  - ◆ **Catalyst:** Initiates Action, Provides Key Missing Elements
  - ◆ **Researcher:** Diagnoses Problems, Identifies Core Issues
  - ◆ **Facilitator:** Builds Bridges, Opens Pathways
  - ◆ **Trainer:** Imparts Knowledge and/or Skills
  - ◆ **Power Enhancer:** Creates Power (or neutralizes power) within the organization
  - ◆ **Implementer:** Puts program in place and takes responsibility, risk, and rewards for the results
  - ◆ **Capability Builder:** Trains Internal Teams & Staff to become highly effective, Establishes Organizational Functions, Generates Internal Support
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## **Full Spectrum Diagnostics**

Because so many consultants and consulting firms focused on their “niche” or “subject matter” or “specialized expertise,” you may easily be swept into a line of thinking that does not really address the core problems and obstacles you as a leader must resolve to get the results you want. To a subject matter expert, the old adage applies:

*“If all you have is a hammer, everything looks like a nail.”*

This is why any medium to long term engagement must embrace a strong set of diagnostics that cut through the clutter, focusing on root causes, and key leverage points for change.

Together, Paul R. Lawrence, Professor of Organization Development at Harvard Business School, and Robert Porter Lynch developed the Lawrence & Lynch diagnostic framework: a proprietary algorithm for analyzing causation, not symptoms, and leverage points for correction.

We also developed a “Health Check” methodology that enables organizational leaders to see quickly how their internal organization is functioning. We also do an external Health Check designed for Customers, Suppliers, Marketing Channels, and Alliance Partners.

## **How do I get the most from a Resultant?**

- **Value Proposition:** Know what you want and what the Resultant's value proposition is. This defines whether there is a mutual win or not. If the value proposition is unclear or poorly matched, chances are you will be unhappy.
- **Clarity of Expectations:** Get a clear statement of goals, roles, outcomes, time tables, and payment terms that are mutually acceptable to both parties.
- **The Unexpected:** For many assignments, it is normal that once begun, other issues will be uncovered and require a redirection and a deeper set of assumptions, thus requiring a repositioning as new data or events unfold. Discuss beforehand how both parties will act under these circumstances.
- **Commitment:** Be sure both the sponsoring and consulting companies have fully committed champions who are fully capable of making decisions and receiving top level support for their efforts. Having to jump back and forth between operational managers and decision-making leaders can be frustrating and even confounding.
- **Empowerment:** Be sure the Consultant or Resultant has a track record of leaving companies stronger and more powerful after their assignment. Many consultants have the intention of creating a co-dependent relationship requiring relentless needs for their services; avoid this under all costs. If you need continued assistance, it should only be for services that take you to a new level or an annual “health-check”
- **Integrity:** Can the Resultant<sup>sm</sup> look a CEO straight in the face and say "No, your pet idea will do damage and I do not recommend it," even if this stand will mean the termination of the contract? Without the integrity to say “bad idea, because ....” the advisor will be nothing more than a puppet, and have no real value.
- **Architecture:** The very best advisors take a holistic view of your organization, its strategy, its people, its assets, and its vulnerabilities. This means they take a “systems perspective” about how everything connects, flows, and functions. Advisors of this caliber have a “design architecture” that frames their thinking, awareness, analysis, and actions. First, be sure your advisor has a very empowering architecture; second, be sure your advisor shares it with you; third, be sure you understand it well enough for you to be “in tune” with your advisor’s thinking.
- **Senior Leadership Team Buy-in:** Before launching new initiatives, it’s so imperative that your senior team be aligned and supportive. If this isn’t the case, let your advisor help you gain this alignment at the outset.

## **Do I need a Contract for Services?**

We've worked for years with organizations varying in size from a handful of people to multi-billion dollar global firms. For the most part, (over 90%) of our engagements are done with a simple Letter of Agreement (3-5 pages) that outlines scope of services, deliverables, and mutual expectations.

Sometimes, based on the magnitude and complexity, it's better to outline a Service Level Agreement, which might address some of the following issues:

1. OBJECTIVES
2. METRICS OF SUCCESS
3. MILESTONES & TIME FRAMES
4. SPECIFIC ACTIONS & PROTOCOLS
5. CLIENT PERFORMANCE EXPECTATIONS
6. RESULTANT PERFORMANCE EXPECTATIONS
7. VALUE EXPECTED BY CLIENT
8. SPECIFICATIONS & REQUIREMENTS
9. WHAT RESOURCES MUST BE COMMITTED BY CLIENT
10. WHAT RESOURCES MUST BE COMMITTED BY RESULTANT
11. LIMITS & CONDITIONS
12. FLEXIBILITY REQUIRED
13. AMBIGUITIES & UNCERTAINTIES
14. LEVEL OF ANALYSIS
15. RELATIONSHIPS REQUIRED
16. KEY PROCESS STEPS
17. GO-NO GO DECISION POINTS
18. INFORMATION REQUIRED
19. OBSTACLES ANTICIPATED
20. CO-CREATIVE SESSIONS PLANNED
21. COMMITMENTS, RESPONSIBILITIES & ACCOUNTABILITIES
22. COMMUNICATIONS NEEDED
23. LICENSED USE AND REPRODUCTION OF MATERIALS
24. RIGHTS OF CO-CREATED MATERIALS
25. OTHER.....

Give us a call to learn how our Resultant approach can  
Create a 25% Competitive Advantage