

# Index

- Accenture  
advertising strap-line 93, 118–19  
Astell, Lis 51, 78, 228  
brand 93–4, 118–19  
DSS project 66  
Ellis, Vernon 3, 7  
firm-wide teamwork 164–6  
Global Delivery Network (GDN)  
164–6, 168  
global integration 7  
recruitment 78–80  
remuneration 86  
strategic teamwork 166–8  
thought leadership 118–19, 131–3  
values 228–9  
accountability 28–9  
account management 97–8, 111–15  
ad hoc articles, thought leadership  
129  
advertorials 129  
agenda-setting, and thought leadership  
119, 120  
Ahrengot, Neils 191–3  
Ailles, Ian 167, 168  
Alsbridge 202  
Andersen Consulting 6, 93  
arrogance 23, 96  
Arthur Andersen 7, 93  
articles, thought leadership 127–8, 129  
Arup 145, 208–9  
Astell, Lis 51, 78–9, 86, 166, 228–9  
AT Kearney 69, 171, 228  
Atkinson, Adrian 87–9  
attrition rates 77, 78, 82–3, 86  
authored articles, thought leadership  
127–8  
autonomy 71  
and accountability 28–9  
initiative, seizing the 69  
and organizational values 39  
AXA UK 187  
Axon 110–11, 170–1  
backgrounds of consultants 5, 77, 79, 81  
bad relationships 23–4  
Barclays Bank 187–90  
Barden, Roy 38, 39  
Barrie, Alex 186–7  
BBC 218, 219  
BDO Stoy Hayward 221–4  
Beck, Jules 67, 142, 162  
Bennett, Anne 29  
Bevan, Simon 222, 223–4  
Black, Tom 51, 67, 68, 69, 87  
Blair, Tony 66  
bonuses 84–6  
Booz Allen Hamilton  
Koss, Victor 109  
people management 57–9  
*strategy + business* 122–4, 127  
thought leadership 122–4, 126, 127  
Boston Consulting Group (BCG)  
brand 94  
Gunby, Steve 11, 94, 162, 182  
firm-wide teamwork 163  
innovation 182–3  
Boxwood 155–7  
Bradford & Bingley 137–40  
brand 43, 93–9, 102, 103, 237  
importance to clients 15, 225  
thought leadership 118–19  
British Airways' London Eye 184–7

- British Steel 5
- BT  
 London Eye 186–7  
 Offline project 72–3  
 Online project 72–5
- Buckle, Alan 51
- Budd, Richard 144
- bundling of services 157–8
- Burnford, Philip 4, 5, 7
- business process re-engineering 44
- business schools 38
- Butler Cox 4, 81–2
- Cambridge Management Consulting 225
- Cambridge Technology Partners 225
- Campagnino, John 79–80
- Campbell, Andrew 36
- Capability Maturity Model Integration (CMMI) 164, 170
- Capgemini 54, 176–8
- Capita Advisory Services/Capita Consulting 19–20
- Cardell, Steve 110–11, 170–1
- career development *see* training and career development
- Carnegie Mellon 164, 170
- case studies  
 methodologies 172  
 thought leadership 119–20
- Catalise 38, 39, 69–70, 152–3
- Celerant Consulting 221, 225–7
- centralized procurement departments *see* procurement departments
- change, ability to respond to 140, 141, 145–7
- change implication, addressing the 52
- change management 44
- changing nature of client–consultant relationship 3–12
- Chartered Institute of Personnel and Development 83
- Chestnutt, Andy 70, 85–6
- Chokheli, Lasha 215
- Clements, Peter 225–7
- client–consultant–consulting firm relationship 51–2  
 delivery triangle 53–9, 236
- client–consultant relationships  
 bad 23–4  
 people 16–20, 43–4, 49, 235–6  
 pressures 46  
 promises 20–3
- clients' perspective of client–consultant relationships 13–24
- coaching programmes 38, 149
- commoditization  
 and brand 97  
 depersonalization of consulting 46, 47  
 e-auctions 109  
 methodologies 171, 174  
 procurement teams 9
- communication 18, 191–9, 238  
 leadership 39
- compartmentalization 28
- Compass Consulting 70, 85–6
- complexity of consulting project 45
- Cook, Thomas 167
- Cooper, Matt 146, 147
- Cooper, Tony 20
- Cooper-Bagnall, Jonathan 86–7, 144
- Coopers & Lybrand 5, 6–7
- Corby, Terry 131–2, 133
- core business 27–8, 30–1
- corporate governance 58
- Cox, Sir George 4–5, 81–2
- Craig, Duncan 69, 171, 228
- credibility 69–70
- cross-divisional teams 58, 161
- CSC Computer Sciences Corporation  
 Beck, Jules 67, 142, 162  
 Butler Cox 81  
 firm-wide teamwork 162  
 Neal, Doug 30, 33, 35, 38  
 Pawlowicz, Andrew 51  
 resource allocation 142–3
- culture *see* values
- Davies, Rob 148
- Dawson, Carl 168
- dedication 17
- delivery risk 98, 103
- delivery triangle 53–4, 235–6  
 Booz Allen Hamilton 57–9  
 Ernst & Young 54–5  
 PKF Consulting 56–7
- Deloitte 7
- Deloitte & Touche 105–6, 160
- demand spikes, and resource allocation 141
- demographic change 9
- Dench, Bob 187–8, 189–90
- Department for Work and Pensions (DWP) 19
- Department of Social Security (DSS) 65–6
- dependability 69
- depersonalization of consulting 46–7
- Design Council 81
- Detecon 205–6
- Detica 51, 67–8, 69, 87

- Deutsche Telekom 205–6  
 de Voge, Sylvia 36  
 DiamondCluster 71–2, 86, 221, 224–5  
 dot.com bubble 8, 78, 83–4  
 Driscoll, Fiona 29, 35
- e-auctions 46, 108–9  
 EC Harris 207–8  
 economy projects 47  
 Edison, Thomas 119  
 EDS 7  
 effectiveness projects 47  
 efficiency projects 47  
 Ellis, Vernon 3, 6, 7  
 Elton, David 125–6  
 email alerts, thought leadership 130, 133  
 empathy 18–19, 67, 71–5, 224–5  
 employee market 28–9, 31  
 engagement 18–20, 89, 239  
   managing consulting projects 140, 141, 147–51  
   methodologies 175, 176–80  
   parent companies 208–9  
   remote working 34  
   teamwork 160
- Enron 44  
 Environment Agency 231–2  
 equity payments 86, 87  
 ER Consultants 29  
 Ernst & Whinney 51  
 Ernst & Young 54–5, 56, 84, 87, 112–13  
 extended organization 28, 31  
 externalities 32, 34
- facilities management, outsourcing of 27  
 feedback 191–9, 238  
 financial risk 99, 103  
 firm-wide teamwork 161–6  
 flexibility 18  
   account management 114  
   firm-wide teamwork 162  
   innovation 181, 184–7, 189–90  
   methodologies 176  
   resource allocation 142  
   of values 227–9  
 fragmentation of work 28  
 framework agreements, procurement  
   function 107  
 freelance consultants 158  
 Fujitsu 218–20
- globalization challenges 9  
   firm-wide teamwork 163  
   recruitment 80  
 Goldsmith, Julian 111
- Goold, Michael 36  
 governance, corporate 58  
 Gunby, Steve 11, 94, 163, 182–3
- Hackett, Ian 209  
 Halcrow 113–14, 193–5, 196, 198, 199  
 Hallan, Lucinda 138, 139  
 Handy, Charles 37  
 Hardaker, Cath 56, 57, 72  
 Harrington, Michael 177  
 Harris, Eleanor 186, 187  
 Hattam, Roger 137–8, 139  
 Hay Group 6, 7, 36, 83  
 Haynes, Martin 74  
 Henry, Eilish 150–1  
 Heuermann, Arnulf 205–6  
 Higgins, Jo 138, 139  
 history of consulting 3–9  
 HM Customs & Excise 150  
 HM Revenue and Customs (HMRC)  
   149–51
- homeworking 80  
 honesty 17, 69, 74, 192, 195  
 hot-desking 52  
 Human Factors International 87
- IBM 7  
 Icon Media Lab 83  
 Illsley, Peter 107, 206–7  
 Implement 191–3, 195, 196, 198, 199  
 Infast 145–7  
 information technology *see* technology  
 Information Technology Services  
   Marketing Association (IT SMA)  
   131, 132
- in-house journals, thought leadership  
 129–30  
   *Outlook* 132  
   *strategy + business* 122–4, 127
- initiative, seizing the 69  
 Inland Revenue 150  
 innovation 181–3, 238  
   branded firms 96  
   clients' desire for 14, 45  
   firm-wide teamwork 162  
   flexibility 184–7  
   generating insights 187–90  
   methodology versus 169  
   parenting advantage 38  
   strategic teamwork 168  
   thought leadership 125, 131–2, 133
- insights, generating 187–90  
 instant gratification culture  
   methodologies 173  
 resource allocation 141–2

- Institute of Directors 81  
 interviews  
   recruitment 78, 79–80  
   thought leadership 120  
 invisible firm 25–40  
 Isaac, Peter 3–4, 5  
 IXL 83
- Johnston, Garry 74–5  
 journals, thought leadership 129–30  
   *Outlook* 132  
   *strategy + business* 122–4, 127
- Kent, Simon 137–8, 139, 140  
 Kleiner, Art 122–4  
 knowledge 16–17  
   parenting advantage 38  
   people management 58  
   thought leadership 117  
   *see also* innovation; specialist skills  
 Koss, Victor 57–9, 109, 124  
 KPMG 51  
 Kurt Salmon Associates 69, 109–10,  
   159–60, 171–4
- Lamb, Sue Lennox 72  
 LCP Consulting 143–5  
 leadership 38–9  
   thought *see* thought leadership  
 Legal & General (L&G) 138, 139, 189  
 leverage  
   branded firms 94–6  
   history of consulting 6  
   niche firms 100–1  
 listening skills 70, 191–9, 238  
 Lloyd, Tim 201–2  
 Lockton, John 143–4  
 LogicaCMG 108  
 London Eye 184–7  
 London Underground 155–7
- Madden, Peter 207–8  
 Maister, David 10  
 managers  
   employees' views of 25–6, 34, 35  
   need for 34–5  
 managing consulting projects 137–40,  
   237–8  
   change, ability to respond to 145–8  
   engagement 147–51  
   mobilization 143–5  
   resource allocation 140–3  
   stakeholder management 151–3  
 Marakon Associates 161, 174–6  
 Marsden, Alan 35, 37, 38–9, 208–9, 229
- Martin, Tony 219  
 Mathias, Adrian 230–1  
 Mazmishvili, Tariel 213, 215  
 MBAs 38  
 McGregor, Sir Ian 5  
 McKinnon, Charlie 19–20  
 McKinsey 150  
 McKinsey model 6  
 McLeod, Chris 218  
 mentoring 37–8, 162  
 Mercer Human Resources Consulting 26,  
   39  
 Mercer Oliver Wyman 99–100, 163  
 mergers and acquisitions (M&As) 201–2  
 methodologies 169–72, 238  
   content 172–6  
   process 176–80  
 Metronet 155–7  
 mobilization, managing consulting projects  
   140, 141, 143–5  
 moments of truth 66–72  
 momentum 140, 143  
 MSL 4  
 multidisciplinary consulting teams 44–5,  
   46  
 multinational corporations, desire for  
   innovative thinking 14  
 Murphy, Mark 176–8
- Nadir, Asil 221  
 Neal, Doug 30, 33–4, 35–6, 38, 39  
 networking, parenting advantage 37  
 Newberry, Pat 8  
 niche firms *see* specialization  
 Nicholson, Geoff 99–100, 163  
 Niehoff, Walter 3–4
- objectivity, clients' desire for 14  
 offshoring  
   Accenture 164  
   challenges 9, 30–1  
   organization–employee relationships 27  
 Oliver, David 69, 109–10, 160, 171–4  
 openness 115, 191–9, 238  
   account management 115  
 organizations  
   consulting firms as models for the future  
     30–4  
   invisible 25–40  
   management 34–5  
   need for 35–40  
   shaping forces 27–30  
   strained relationship with employees  
     25–7  
 organization-wide teamwork 161–6

- original thinking *see* innovation
- O'Rourke, John 69–70, 152–3
- outsourcing 27–8, 30–1  
 to business schools 38  
 leadership 39  
 and managers 34  
 organization–employee relationships 27  
 of training and development 38  
 transformational 41–2, 166
- overcapacity in consulting industry 8
- Owen, Richard 105–6, 160, 161
- PA Consulting Group  
 engagement 150–1  
 HM Revenue and Customs project 150–1  
 mobilization 145  
 ownership structure 86–7  
 Pawlowicz, Andrew 51  
 T'bilisi project 214–17, 220  
 thought leadership 125–6
- parent companies 201–9, 238–9
- parenting advantage 36  
 knowledge 38  
 leadership 38–9  
 teamwork 36–7  
 training and development 37–8  
 values 39
- partnership between clients and consultants 159
- partnership model of consulting firms 48
- Pasricha, Nick 54–5, 84, 87, 112–13
- Pawlowicz, Andrew 51–2
- Payne, Andrew 113, 193–5
- PE International 81
- Penna 89–90
- Pension Service 19–20
- people, delivery triangle 53, 54  
 Booz Allen Hamilton 57–9
- performance-related pay 81–2, 84–6, 87
- personal chemistry 43–4, 65–6, 236  
 empathy 71–5  
 moments of truth 66–72
- PKF Consulting 56–7, 72
- pod-casts, thought leadership 130
- Polar Challenge 217–20
- Polly Peck 221
- previous work 43  
 importance to clients 15
- Pricewaterhouse 7
- PricewaterhouseCooper 8
- process, delivery triangle 53, 54  
 PKF Consulting 56–7
- procurement departments 8–9, 106–9  
 depersonalization of consulting 46  
 and values 230
- productivity of employees 25, 29
- professionalization of sales 109–12
- promises 20–3  
 failure to keep 48
- promotion 81  
 thought leadership 126
- Proudfoot 3, 5
- Quest International 178–9
- rapport 18
- Razorfish 84
- recruitment 77, 236  
 branded firms 94  
 employee market 31  
 innovation 183  
 niche firms 100  
 process management 56  
 “war for talent” 8, 77–80
- referrals 15
- relationship skills 65–6  
 empathy 71–5  
 moments of truth 66–72
- remote working 28, 31, 32  
 engagement 34
- remuneration 81–2, 83–7, 89
- reputation 43, 171  
 branded firms 98–9  
 generic level 49  
 governance, corporate 58  
 importance to clients 15  
 niche firms 103  
 people management 58–9  
 risk 98–9, 103  
 thought leadership 125  
 and values 225, 227, 229
- resource allocation 140–2  
 innovative projects 181
- respect, mutual 17–18  
 teamwork 157, 165–6
- retention of consultants 77, 81–90
- risk  
 branded firms 98–9  
 innovation 181  
 niche firms 102–3  
 reputation 98–9, 103
- Rolls Royce 105
- Rossmore Group  
 Infast project 145–7  
 Marsden, Alan 35, 37, 39, 208, 229  
 parent company 208–9  
 values 229

- Rumpf, Bernd-Michael 203–5, 208  
 Russell, Alan 108  
 Russell, Grahame 89–90
- salaries 83–4, 89  
*see also* remuneration
- sales process 105–6, 237  
 account management 112–15  
 procurement departments 106–9  
 professionalization 109–12
- Salmon, Kurt 172  
 Sanchez, Paul 26–7, 39  
 SAP 203–5, 208  
 scale of projects 45–6  
 Scient 84  
 Sedgwick, Paul 231–2  
 Serco 107, 206–7  
 shares 86  
 Sherry, Pat 5, 6, 9  
 size of consulting firms  
 financial risk 99  
 process management 56–7
- Smith, Steve 178–9  
 sole traders 158  
 sound-bites, thought leadership 128–9  
 specialist skills  
 clients' desire for 9, 14–15, 16–17, 44–5, 71  
 extended organization 28  
 freelance consultants 158  
 and managers 34–5  
 teamwork 157
- specialization 93, 99–103, 237  
 firm-wide teamwork 163  
 methodologies 172–3  
 resource allocation 141
- sponsored weblinks 129  
 Spruit, Herman 161, 174–6  
 stakeholder management 140, 141, 151–3  
 standalone articles, thought leadership 129  
 standard setting 22  
 Stansted airport 176–8  
 Sternick, Robert 145–7  
 Stewart, Andrew 188–9  
 Stoy Hayward/BDO Stoy Hayward 221–4  
 strategic teamwork 166–8  
 strategy 44  
*strategy + business* 122–4, 127  
 Suladze, Temur 215–16  
 sustainable results 21–2
- tactical teamwork 159–61  
 teamwork 66, 155–7, 238  
 and competitive advantage 157–9  
 and empathy 73  
 firm-wide 161–6  
 moments of truth 67–8  
 parenting advantage 36–7  
 people management 57–8  
 scale of projects 45–6  
 strategic 166–8  
 tactical 159–61
- technology  
 firm-wide teamwork 163  
 history of consulting 5, 6, 8  
 impact on organizations 29–30, 32  
 offshore companies 9  
 outsourcing 27  
 sales process 106  
 thought leadership 133
- Telasi 216  
 tendering 106, 118  
 think-tanks 131  
 Thomas Cook UK & Ireland 167–8  
 thought leadership 117–26, 237  
 deployment 127–33
- Tonkin, Dan 156–7  
 topical sound-bites, thought leadership 128–9
- Touche Ross Bailey and Smart 105  
 training and career development 32–4  
 branded firms 94, 95  
 firm-wide teamwork 162  
 history of consulting 6  
 innovation 183  
 parenting advantage 37–8
- Trinity Horne 72–5  
 Troika 108–9, 137–40, 188–90  
 T-Systems 205–6  
 Turner, David 73–4  
 turnover rates 77, 78, 82–3, 86
- Unilever Foodsolutions 178–9  
 Unisys 81  
 United Energy Distribution Company (UEDC) 213–17  
 Urwick Orr 4–5, 81  
 US Agency for International Development (USAID) 214, 216
- values 213–20, 239  
 creating a consulting culture 221–9  
 delivery triangle 53, 54–5  
 methodologies 176  
 parenting advantage 39  
 thought leadership 126, 132  
 as value for clients 229–33  
 van Herterijck, Herman 178–9

- Veal, Andrew 189  
virtual company 36
- Wadia, Kris 164–6  
Waller, Graham 20  
Warrington, Stephen 71–2, 86, 224–5  
Water for Fish 149  
Watmore, Ian 65–6  
Watson Wyatt 83, 230–1
- websites, and thought leadership 129,  
130  
Wells 139  
White, Dean 217  
white papers 110, 118, 120, 127, 128  
Wilkinson, Gordon 20  
Wright, Vicky 6–7, 83
- year 2000 8

