State of the Industry:
The Consultant of the Future

Liz DeVito
Nathan Simon
Housekeeping – Before we begin

- All phone lines are muted
- Submit questions through the Q&A Widget
- Recorded session will be available and sent to all attendees and registrants tomorrow afternoon
- Past Recordings are available on-demand on our website consulting.almintel.com/webinars
ALM Intelligence

ALM Intelligence provides the most in-depth analysis for the ever-changing consulting industry. Our research services guide senior decision makers – consulting executives as well as Fortune 500 companies through:

**Expert Industry Analysis** — Provides in-depth views
**Rich Data & Statistics** — Forecasts trends & growth
**Connecting with industry leaders** — Offers insightful perspective
**Deep Experience** — Delivering research solutions for 40+ years
Today’s Speakers

Erick Burchfield
Managing Director of Research

Liz DeVito
Associate Director,
Lead for HR Consulting Research

Nathan Simon
Senior Director,
Lead for Strategy & Operations Research
The Consultant of the Future – Why Now?

Business model reinvention and an emerging talent ecosystem are redefining the skills profile and career path for consultants

1. The Changing Consulting Business Model
2. The New Consultant Model
3. The Changing Talent Market
4. The Consultant of the Future
The Changing Consulting Business Model
What? The New Consulting Value Proposition

Advisory
Management Consulting

Implementation
Project Management
Systems Integration

Operations
Business Process
Outsourcing

From...
- Discrete services with hand-offs
- Linear processes
- Client orchestration

To...
- Integrated services
- Iterative processes
- Consultant orchestration

Execute
Design
Develop
Why? The Imperative to Get From Outputs to Outcomes

**FOUNDATIONAL CHANGE**
- Flatter organization
- Test-and-learn
- New skills

**DIFFUSE TECHNOLOGY**
- Distributed data
- Diverse and fast changing vendor ecosystem

**INTEGRATIVE SOLUTIONS**
- Cross-functional processes
- Extended enterprise

**Faster**
How to get to outcomes more quickly?

**Better**
How to coordinate across client’s functional hierarchy and with external partners?

**Stickier**
How to ensure clients can sustain and build on gains?

**Cheaper**
How to scale consulting resources?
How? Business Model Change

Offer
- Diagnostic tools
- Pre-configured “use-cases”
- Interim management
- Managed services

Resources
- New skills
- Expert networks
- Vendor alliances
- Startup ecosystems

Methods & Processes
- Fast-cycle process
- Integrated teams
- Long/lean engagement models
- Process automation
Demand: The New Consultant
The New Consultant Model

- **From...**
  - Generalist relationship partner
  - Expertise on call
  - Owned resources

- **To...**
  - Integrated teams of specialists
  - Diverse skills
  - Differentiated ownership

**Expert Model**

**Market**

**Sector**

**Function**

**Experience Model**

- **Technical**
- **Creative**

**Coordination**
The Skills Explosion

- Technical
  - Situational Experience
  - Facilitation
  - Emergent Methods
  - Ecosystem Relationships
  - Coaching
  - Agile Project Management
  - App Development
  - Construction Engineering
  - Data Science
  - Materials Science
  - Prototyping
  - Reliability Engineering

- Coordination
  - Industrial Design
  - Ethnographic Research
  - Communications

- Creative
  - App Design
Supply: A Changing Talent Market
Competitive Talent Markets

**Supply**

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**Demand**

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Diverse, Multigenerational Workforce

**BABY BOOMERS**
- 1946-1964
- Executives & Practice Leaders, Senior Partners, Partners
- Predominantly male presence in consulting workforce
- Accustomed to organizational hierarchies, up & out culture
- Strong work ethic
- Achievement oriented, competitive
- At or near retirement

**GENERATION X**
- 1965-1980
- Executives & Practice Leaders, Senior Partners, Partners, Principals
- Greater gender diversity in consulting workforce
- Independent, resourceful, self-sufficient
- Technologically adept
- Value work/life balance and flexibility

**GEN Y/MILLENNIALS**
- 1981-1997
- Principals, Senior Associates, Associates
- Racially diverse digital natives
- Will trade high pay for fewer billable hours, flexible schedules, and better work/life balances
- Seek new challenges; prone to job-hopping
- Team-oriented
- Prefer frequent feedback

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Labor Relations  Employee Lifecycle  Talent Management  Culture & Brand  Social Contract
Professional Self-Determination

Human Drivers

- Digital natives accustomed to setting their own schedules
- Older generations working beyond retirement
- Anxiety about sustainability of livelihood

Organizational Drivers

- Flat organizational structures, shift away from corporate paternalism
- Process and labor automation
- Social business models enabled by digital connectivity

Empowered Workers
Implications
Consultant of the Future

• Focused on the client’s experience: listens actively, earns trust, solves problems
• Works collaboratively
• Cultivates business acumen
• Adopts global mindset & adapts to different cultures
• Achieves technical specialty/area of expertise
• Tells stories with data
• Takes intelligent risks
• Able to reinvent self
• Open to change
• Is digitally intuitive
Diverse Consulting Models Enable Self-Determination

The Firm
- Project management model
- Value proposition
  - Depth and breadth of capabilities and expertise
  - Strategy to execution
- Investment in talent development
- Diverse work opportunities
- Professional support (sales, marketing, knowledge management, R&D)

Closed Talent Network
- On-demand model
- Value proposition
  - Alumni with inside-out, outside-in perspectives
  - Target under-served markets
- Examples: EY’s GigNow, Mercer PeoplePro, PwC Talent Exchange
- Talent exchange works on firm projects only
- Familiarity with brand and corporate culture

Open Talent Network
- Hybrid project management/on-demand model
- Value proposition
  - Pure-play consulting
  - Senior talent with diverse consulting backgrounds
- Examples: Business Talent Group, Eden McCallum, Expert360, Werk
- Freedom from business development and constraints of corporate culture
Alternative Career Paths Enable Self-Determination

Linear
- Associate
- Senior Associate
- Principal
- Partner
- Retirement

Lattice

Incremental Career Milestones

Strategic Lateral Moves
Developing Future Consulting Leaders

Democratized leadership development across all levels and functions of the business

Focus on collective rather than individual leadership

Cross-pollinate client and consulting talent through secondments and internships

Consider leadership a shared process rather than an individual skill set
Enablers and Alternatives

Workspaces
- Immersive experiences
- Technology-ready
- Multi-source talent

Products
- Labor replacement
- Accelerated development

Process Automation
- Emergent processes
- Scalability
- Consistency
Questions?
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