

# BCOR 4003

## TEAM CONSULTING PROJECT

### Evaluation Pointers

This is a supplement to the [Consulting Project Guidelines](#) you received earlier in the semester. I thought it might be helpful to review some of what I'm looking for in the final report (i.e., how I'll be grading your reports).

The first part of the report should include a description of the organization. This should include a description of what the organization does, how long it's been in existence, whether it's public or private, etc. If it's a larger organization, describe how the unit and person(s) you're working with fit into the overall organization; in some cases, an organizational chart may help. After giving the overall picture, analyze the organization in terms of the Stakeholder Relationship Management model that forms the basis for *Firms of Endearment*. Who are the key stakeholders and how well are their interests being aligned? Finally, present a SWOT analysis of the organization. (This is a key opportunity to educate and assist the organization beyond the immediate issue you addressed.)

The second part of the report builds on this foundation by focusing more specifically on the issue/problem/challenge/opportunity you've targeted. Using the ideas and procedures described in the mini-lecture on Organizational and Problem Diagnosis, be very explicit about defining the problem, as well as associated symptoms, and underlying causes. Be sure you've made a solid case here (both in the report, and with the client!). Describe the data collection and analysis process that you used to come to this determination. (If the latter information is too detailed, or contains sensitive information that you're concerned about sharing with the organization, some of it can be included in an Appendix to your report).

The third part of your report should present the alternative solutions you considered. Be as inclusive as possible about all the alternatives you considered and the process(es) you used to come up with them (in extreme cases where you generate a lot of unlikely solutions—such as in a brainstorming or Nominal Group Technique procedure—you can report the complete list in an Appendix, but you should still include in the main body of your report a significant subset of more-or-less plausible alternatives you generated). Then, hone in on your short list of plausible alternatives and describe your analysis of each. Be explicit about pros and cons, risks, and possible unintended consequences.

The final part of your report presents your ultimate recommendations. Generally this will be the single alternative that you feel is best, but in some cases you may want to present multiple contingent solutions (if so, be very clear about what the contingencies are). You will want to defend WHY you believe this is the optimal solution; obviously, the rationale should be consistent with the pros and cons that you described in the previous section. Also, be sure to include your recommendations for HOW to implement your recommendations; the added-value you provide (or not) in this section often distinguishes A from A- or B reports. In making your recommendation, consider whether a multi-stage or pilot study approach would be useful. Also be sure to include any warnings about possible side-effects or likely implementation failures (and how to avoid or respond to them).

Two other thoughts to keep in mind: (1) Remember that the project is intended to reflect what you've learned in this course, as well as throughout your program. Be sure to do so and to be explicit in describing these connections. (On the other hand, don't be slavish or forced in trying to document these connections. As an extreme example, I'm not looking for you to apply all of Pink's Conceptual Senses. But I'd expect that there should be at least some reference to them, as well as to FoE practices.) (2) Many teams divide up the writing of the report. That's great, but be sure that all the parts actually fit together in the final report. For example, is your rationale for your final recommendation consistent with the pros and cons in the prior section? Does it fit with your SWOT and SRM analysis from the first section? And, most fundamentally, does your solution match up with the problem/cause identified in section 2?