



# Management In Practice

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## Consultant Selection

*The person or organization hiring a professional service provider--lawyer, accountant, or consultant—is the one taking the risk. Many consulting engagements are disappointing, often reflecting flaws in the hiring process. A literature survey plus interviews with eight consulting firms and a firm that has used consultants extensively provide a number of do's and don'ts for organizations thinking about selecting a consultant. First, they should understand how consultants market themselves. Next, they should seek information on consultant candidates from multiple sources, be clear about their own requirements and expectations, make sure the consultant's areas of expertise fit with their needs, and take control of the hiring process to ensure that the consultant always puts their needs first. To be in a position to make a productive decision should the need for a consultant arise suddenly, organizations should cultivate a network by becoming or remaining actively involved in industry associations and by attending relevant seminars. This network can provide valuable feedback and references when the need arises.*

Ron McLachlin

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