

# Overview:

## Consultant Education

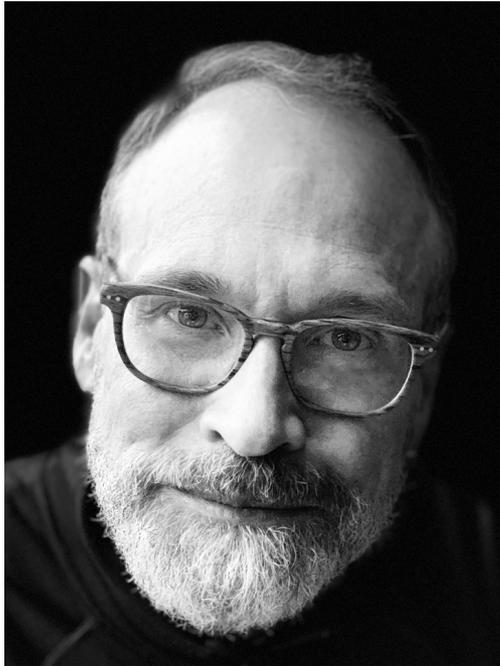


Tom Nodine, Managing Partner

## Consultant Education: Executive Summary

- To compete effectively, consultants at all levels must be able to work together in teams to deliver superior ideas and analyses to their clients. This requires that they attain a broad range of skills and knowledge that is appropriate for each step of their careers.
- However, consultancies often struggle to provide this education internally
  - Assigning resources to develop, deliver and attend training can be very expensive
    - Partners and Managers are often too busy and expensive to design and deliver training and are often are not skilled educators
    - Junior resources lack the knowledge and experience to design and deliver training effectively
  - Assigned staff often lack the capabilities and resources required for consultant education
  - Economies of scale can be low for many types of consultant education
- Corporate Transformation Partners has developed hundreds of education sessions for consultants of all levels at top firms around the globe that can be delivered in person or over the web, dramatically reducing the cost and increasing the effectiveness of consultant education.
- We can help to educate your consultants in multiple ways
  - Review and optimize the design of your current consulting curriculum
  - Develop new education sessions as required
  - Deliver required education materials (yours or ours, in person or over the web)

**We'd welcome the opportunity to explore whether we could help your consultancy achieve its objectives**



**Tom Nodine**  
**Managing Partner,**  
**Corporate Transformation**  
**Partners, LLC**

## Qualifications

- Has served as a senior partner at multiple top consultancies focusing on strategy, valuation, transactions and innovation
- Led Executive and Consultant Education for major consultancies and has decades of experience designing, developing and delivering customized training programs
- Led corporate development / strategy at two Fortune 300 companies where he led transactions of all types and sizes
- Has deep industry expertise in financial services, consumer products, food/agriculture, chemicals/coatings and other sectors
- Has collaborated closely with renowned experts in finance, valuation, risk, international transactions and negotiations
- Received a Masters in Management Degree with distinction from the J.L. Kellogg Graduate School of Management where he also completed study towards a Ph.D. in Finance
- Holds a Chartered Financial Analyst (CFA) and Bachelors degrees in Physics and Music from the University of California

*See Mr. Nodine's full profile on LinkedIn*

## Issues in Designing, Developing and Delivering Consultant Education

Design Issues	Development Issues	Delivery Issues
<ul style="list-style-type: none"> <li>▪ How much time and resources will we devote to consultant education?</li> <li>▪ What knowledge and skills are required at each level?</li> <li>▪ How will we agree on the “right” information and approaches?</li> <li>▪ How will we evolve the curriculum over time and integrate new knowledge and skills?</li> </ul>	<ul style="list-style-type: none"> <li>▪ What materials are necessary?               <ul style="list-style-type: none"> <li>– PPT Sessions</li> <li>– Exercises</li> <li>– Videos</li> <li>– Toolkits</li> <li>– Self Study Guides</li> <li>– Etc.</li> </ul> </li> <li>▪ Who does the development?</li> </ul>	<ul style="list-style-type: none"> <li>▪ What is the right venue (Off-Site, In-Office, Self-Study, On-the-Job)?</li> <li>▪ Which approach(es) should we use (e.g., in-person, video)?</li> <li>▪ Who does the delivery?</li> <li>▪ How will we track and improve performance over time?</li> </ul>



**CTP can help you to resolve these issues**

# The curriculum design is driven by skills matrices that specify the capabilities required of consultants at each stage of their careers

- “Skill matrices” specify what consultants must be able to know and do at each level
  - What must they “know” (e.g., Consulting Knowledge, Business/Client Knowledge, Industry Knowledge)
  - What must they be able to “do” (e.g., Conduct Research and Analyses, Manage Teams, Projects and Clients, Communicate, Use Technology)
- These matrixes are critical:
  - They set the expectations that both Sr. and Jr. resources will have of consultants staffed to projects
  - They codify the path toward the development of knowledge and the skills necessary for advancement
  - They enable fungibility of resources across projects



**The matrices set the standards for knowledge and skills expected of consultants at all levels**

The curriculum for consultant education is usually designed to include a core curriculum with flexibility for individuals to pursue areas of interest

Common Consultant Education Delivery Approaches

Learning Imperative	Primary Responsibility	Approach
Each consultant must have the knowledge and skills necessary to succeed at their current level	Consultancy	<ul style="list-style-type: none"> <li>• Develop a “core” curriculum</li> <li>• Provide it to all staff</li> <li>• Track attendance</li> <li>• Evaluate ongoing success</li> </ul>
Each consultant has different needs and must eventually establish distinctive expertise in one or more areas	Individual	<ul style="list-style-type: none"> <li>• Learn on the job</li> <li>• Leverage managers / mentors</li> <li>• Self-Study</li> <li>• Company resources</li> </ul>

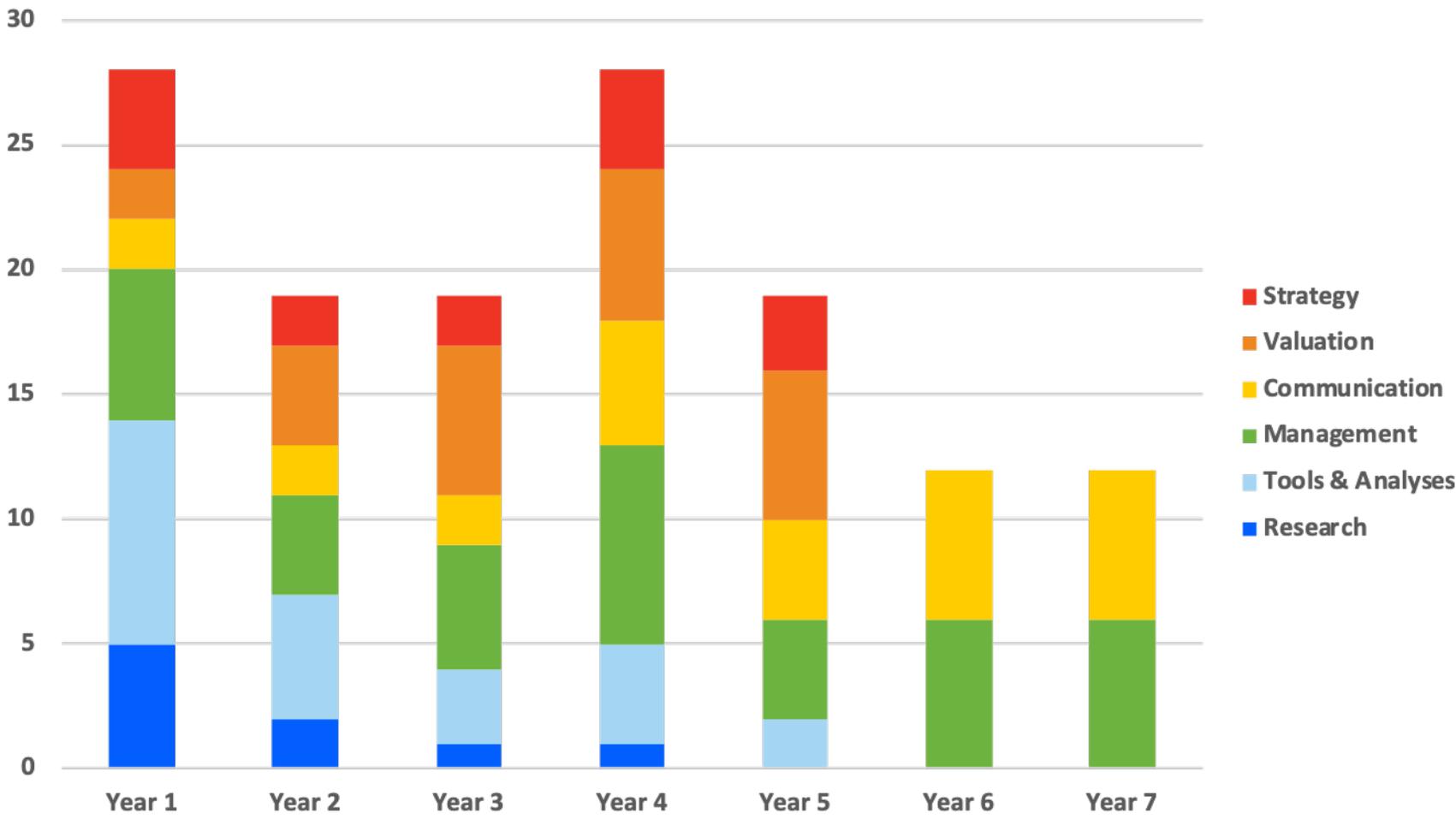


**Consultants must be committed to their continued development**

# The core curriculum for most consultancies consists of over 100 sections across multiple categories

Number of Education Sessions in the Core Curriculum

ILLUSTRATIVE



# Multiple types of consultant education materials must be developed

## Common Consultant Education Materials

	<b>Description</b>	<b>Primary Objectives</b>
<b>Education Sections</b>	<b>Documents that present each topic (Not intended to stand alone)</b>	<ul style="list-style-type: none"> <li>• Facilitate a conversation on each topic</li> <li>• Illustrate the appropriate application of each topic</li> </ul>
<b>Exercises</b>	<b>Case Exercises that allow consultants to apply concepts and build skills (following Education sections)</b>	<ul style="list-style-type: none"> <li>• Develop specific skills</li> <li>• Ensure practical application</li> </ul>
<b>Videos</b>	<b>Videos covering each topic and illustrating their application</b>	<ul style="list-style-type: none"> <li>• Allows consultants to learn on their own time</li> <li>• Can be viewed / reviewed as needed</li> <li>• Reduce the need for in-person training</li> </ul>
<b>Self-Study Guides</b>	<b>Guides or workbooks that individuals complete on their own</b>	<ul style="list-style-type: none"> <li>• Allow for self-directed learning</li> <li>• Provide more detail in practical application</li> </ul>
<b>Tools</b>	<b>Toolkits, models and frameworks that help consultants to learn or apply concepts to client situations</b>	<ul style="list-style-type: none"> <li>• Develop skills in the practical application of shared tools, models and frameworks</li> </ul>

# CTP has developed consultant education sections, exercises and materials on a broad range of topics

## Select CTP Education Materials

Strategy	Valuation	Communication	Management	Tools & Analyses	Research
<ul style="list-style-type: none"> <li>▪ Identifying Value Creating Strategies</li> <li>▪ Initiatives for Value Creation</li> <li>▪ Corporate Portfolio Strategy</li> <li>▪ Developing and Implementing Strategic Roadmaps</li> <li>▪ Assessing Strategic Fit</li> <li>▪ Strategy Driven M&amp;A Transactions (5 Days)</li> <li>▪ Technology and the Future (1 Day)</li> <li>▪ Strategy Driven Innovation (3 Days)</li> </ul>	<ul style="list-style-type: none"> <li>▪ The DCF Model</li> <li>▪ Risk and Cost of Capital</li> <li>▪ Valuing Private Companies</li> <li>▪ Multiples Analyses</li> <li>▪ Advanced Forecasting Workshop</li> <li>▪ Identifying and Closing Value Gaps</li> <li>▪ International Valuation</li> <li>▪ Real Options</li> <li>▪ Capital Structure</li> <li>▪ Selecting Financing Instruments</li> <li>▪ Performance Measures</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Pyramid Principle</li> <li>▪ Issue Mapping</li> <li>▪ Blank Sliding</li> <li>▪ Communicating Clearly</li> <li>▪ Client Communications</li> <li>▪ Internal Communications</li> <li>▪ People Skills</li> <li>▪ The Selling Process</li> <li>▪ Writing Winning Proposals</li> <li>▪ Presentation Skills 1-3</li> <li>▪ Negotiation Workshop (3 Days)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Case Life Cycle</li> <li>▪ Team Member Roles</li> <li>▪ Career Mgt. and Evaluations</li> <li>▪ Quality Control</li> <li>▪ Management KSFs</li> <li>▪ Ethics and Professionalism</li> <li>▪ Time Mgt.</li> <li>▪ Handling Stress and Conflict</li> <li>▪ Case Team Management</li> <li>▪ Managing Interviews</li> <li>▪ Managing Model Building</li> <li>▪ Case Cracking</li> <li>▪ Client Mgt. 1-3</li> <li>▪ Issue Mapping</li> <li>▪ Workplanning</li> <li>▪ Building a Book of Business</li> </ul>	<ul style="list-style-type: none"> <li>▪ Power Point Practicum</li> <li>▪ Word Practicum</li> <li>▪ Modeling in Excel</li> <li>▪ Advanced Modeling Workshop</li> <li>▪ Financial Accounting 1-4</li> <li>▪ Managerial Accounting</li> <li>▪ Financial Ratios and Analyses</li> <li>▪ Statistics 1-4</li> <li>▪ Conjoint Analysis</li> <li>▪ Simulation Analyses</li> </ul>	<ul style="list-style-type: none"> <li>▪ Overview of Data Sources</li> <li>▪ Secondary Research Practicum</li> <li>▪ Web Best Practices</li> <li>▪ Primary Research Practicum</li> <li>▪ Interviewing Techniques</li> <li>▪ Survey Design and Execution</li> </ul>

# CTP's education sessions leverage thinking from world renowned experts in finance, valuation, strategy, management and negotiations

Area	Expert	Thought Leadership
Finance / Valuation	Al Rappaport*	"Creating Shareholder Value"
	Tom Copeland*	"Valuation"
	Sharpe & Lintner	Capital Asset Pricing Model
	Steve Ross*	Arbitrage Pricing Theory
	Miller & Modigliani	Optimal Capital Structure
Strategy & Innovation	Michael Porter	"Competitive Strategy", "Competitive Advantage"
	Peter Diamandis*	"Abundance"
	Salim Ismail*	"Exponential Organizations"
	Clayton Christensen	"Innovator's Dilemma"
Management	Barbara Minto*	"Pyramid Principle"
	Alan Shapiro*	"Multinational Financial Management"
	Lenos Treggeorgis*	"Real Options: Managerial Flexibility and Strategy"
	Jon Katzenbach*	"The Discipline of Teams", "Teams at the Top"
Negotiation	Leigh Thompson*	"The Heart and Mind of the Negotiator"
	Jeanne Brett*	"Negotiating Rationally" and "Negotiating Globally"
	Fisher & Ury	"Getting to Yes"



\* Mr. Nodine has direct collaboration experience with these experts

## Firms often struggle to deliver consultant education

- **Assigning resources to develop, deliver and attend training can be very expensive**
  - **Partners and Managers**
    - Cost a lot and are often too busy to design and deliver training
    - Are seldom skilled educators
  - **Junior resources** lack the knowledge and experience to design and deliver training effectively
  
- **Economies of scale can be very low for many types of consultant education**
  - **In-Office Education** can be challenging
    - There may not be sufficient numbers of people at each level to conduct programs efficiently
    - There may not be experts in each area to develop / deliver programs
    - Developing materials and preparing for presentation in separate offices can be needlessly expensive
  - **On the Job Training** can be inefficient and difficult to control
    - While this training can be effective, it is completely unleveraged and very expensive
    - The need to produce results on the job makes it very difficult to take time for education
    - The resources for efficient education (mentors, materials, models, exercises, etc.) may not be available
    - It is very hard for Jr. resources to speak up against low quality On-the-Job training
    - There's usually no record of On-the-Job training making it difficult to assess its effectiveness and enhance it over time

# Consultant education is usually delivered multiple ways

## Common Consultant Education Delivery Approaches

	Description	Primary Objectives
Off-Site	Concentrated, level-specific, multi-day programs held yearly	<ul style="list-style-type: none"> <li>• Getting new people up to speed</li> <li>• Strengthening each cohort</li> </ul>
In-Office	Ongoing programs held periodically within each office	<ul style="list-style-type: none"> <li>• Provide ongoing development</li> <li>• Build the office</li> </ul>
Self-Study	Guides or workbooks that individuals complete on their own	<ul style="list-style-type: none"> <li>• Allow for self-directed learning</li> <li>• Provide education “real time”</li> </ul>
On-the-Job	Learning from managers and mentors during projects	<ul style="list-style-type: none"> <li>• Develops project-specific skills</li> <li>• Strengthens manager and mentor relationships</li> </ul>

# CTP can partner with your firm to greatly enhance the quality and efficiency of consultant education

## Benefits of CTP Assistance with Consultant Education

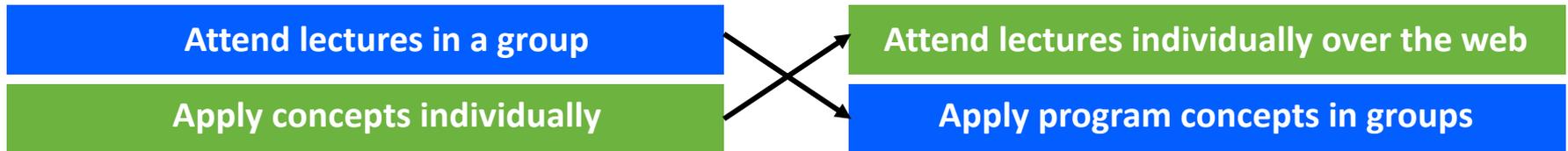
	<b>Activity</b>	<b>Benefits</b>
Design	Design / Review Skill Matrices	<ul style="list-style-type: none"> <li>• Ensure realistic, effective progression</li> <li>• Compare to Best Practices</li> </ul>
	Update Curriculum	<ul style="list-style-type: none"> <li>• Compare to Best Practices</li> <li>• Identify and Fill “Gaps”</li> </ul>
Develop	Review / Upgrade Your Materials	<ul style="list-style-type: none"> <li>• Single “best” versions of each section</li> <li>• Consistently high quality</li> </ul>
	Provide CTP Education Materials	<ul style="list-style-type: none"> <li>• Materials tested and refined over decades</li> <li>• No/minimal development costs</li> </ul>
	Develop New Materials	<ul style="list-style-type: none"> <li>• Build the skills that make your people and your services unique</li> <li>• You retain ownership of all unique materials</li> </ul>
Deliver	Deliver Programs In Person	<ul style="list-style-type: none"> <li>• Reliable, high quality delivery</li> <li>• Provide education “real time”</li> <li>• Best for answering questions</li> </ul>
	Deliver Programs via Web/Video	<ul style="list-style-type: none"> <li>• Allow your people to proceed at their own pace</li> <li>• Dramatically reduce costs</li> </ul>

## Program sections can be delivered multiple ways

- For decades, Consultant education has been delivered to groups in person.
- There are multiple benefits to this approach and it is still often delivered this way (see next page).
- However, CTP also has full video production capabilities and program sections can now be instantly available to your people over the web.
- This allows us to “flip” consultant education.

*Instead of having participants:*

*Now we can have them:*



- Using the web, video/conference calls, Emails and in person meetings:
  - CTP answers questions on Program Sections
  - CTP reviews and corrects Program Exercises
  - CTP can also help your people apply Program concepts to “live” opportunities
- This can improve the business results of education while reducing costs.

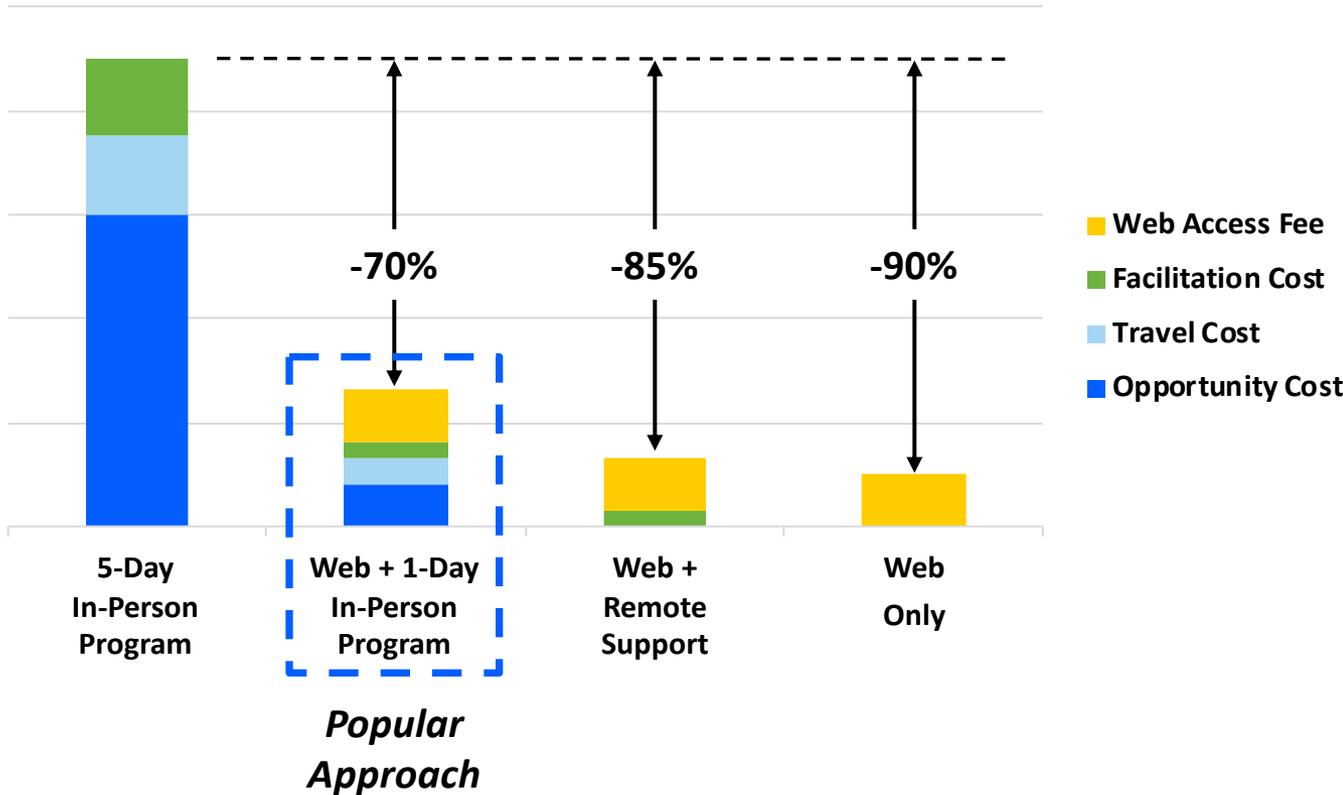
# We're happy to deliver consultant education in-person, over the web or in any combination

Approach	Benefits	Issues
<b>In-Person</b>	<ul style="list-style-type: none"> <li>▪ Allows participants to:               <ul style="list-style-type: none"> <li>– Ask questions in real time</li> <li>– Get instant feedback on exercises and applying concepts to “real world” situations</li> <li>– Learn from each other</li> <li>– Build relationships with other participants</li> </ul> </li> <li>▪ Allows leadership and specialists to present and participate</li> </ul>	<ul style="list-style-type: none"> <li>▪ Higher costs               <ul style="list-style-type: none"> <li>– Opportunity cost of having participants attend in-person seminar</li> <li>– Travel costs</li> <li>– Daily Program delivery fee</li> </ul> </li> <li>▪ Less convenience</li> <li>▪ Less focus on application of program concepts</li> </ul>
<b>Web</b>	<ul style="list-style-type: none"> <li>▪ Allows participants to:               <ul style="list-style-type: none"> <li>– Self-select to advance their careers</li> <li>– Learn program content at their own pace</li> </ul> </li> <li>▪ More focus on applying Program concepts</li> <li>▪ Lower costs</li> <li>▪ Provides detailed statistics on who goes through the program and at what pace</li> </ul>	<ul style="list-style-type: none"> <li>▪ Participants have to:               <ul style="list-style-type: none"> <li>– Save their questions and forward them to CTP</li> <li>– Wait to get feedback from CTP through video/teleconferences or email</li> </ul> </li> <li>▪ Can be difficult to force people to complete the sections and exercises over the web</li> </ul>
<b>Combination:</b>  <b>Learn Sections on the web &amp; review and apply content in groups</b>	<ul style="list-style-type: none"> <li>▪ Allows participants to:               <ul style="list-style-type: none"> <li>– Self-select to advance their careers</li> <li>– Learn program content at their own pace</li> </ul> </li> <li>▪ More focus on application of concepts</li> <li>▪ Lets leadership and specialists participate</li> <li>▪ In-person programs can be scheduled whenever an appropriate number of your people have completed the sections</li> </ul>	<p><b>What is the right combination for Your firm?</b></p>

# Conducting Consultant education over the Web dramatically reduces costs

- The opportunity cost of having consultants devote work days to in-person training and associated travel accounts for an average of 85% of total program costs
- Having consultants view sections on their own time in their current locations eliminates these costs

Typical Costs of In-Person vs. Web Program Delivery



# Partnering with CTP to deliver consultant training is a win for your clients, your consultants and your firm

## The “Win-Win-Win” of Partnering with CTP

Clients Win	Consultants Win	Your Firm Wins
<ul style="list-style-type: none"> <li>▪ Superior service delivered by teams with the skills and knowledge to be effective</li> </ul>	<ul style="list-style-type: none"> <li>▪ Clear expectations set for knowledge and skills necessary for advancement</li> <li>▪ A solid core consultant curriculum with resources, materials and tools necessary for development</li> <li>▪ Additional resources, materials and tools to assist in establishing distinctive expertise over time</li> </ul>	<ul style="list-style-type: none"> <li>▪ More, happier clients from successful projects</li> <li>▪ Fewer staffing mistakes and their associated negative impacts</li> <li>▪ Fungible resources that can easily be assigned across projects</li> <li>▪ Higher team morale and lower staff turnover</li> <li>▪ Less wasted time on inefficient, decentralized, or mis-staffed development and delivery of consultant education</li> </ul>