

Newsletter – April 2013



President - Phil Guerin

We have just held the AGM which was very productive. Focus points were:

- Review of the previous 12 months plus plans for 2013-2014.
- Appointment of Council.
- Ratification of a minor administrative remit.

I wish at this point to express a vote of thanks to:

- Departing Council members **Geoff Lee** (Treasurer), **Raymond Tan** (Council) and **Gordon Shaw** (Immediate Past President). Geoff has been Treasurer for a number of years; Raymond has made a major contribution in regard to the CMC assessment team and processes; Gordon as both President and more recently Immediate Past President Gordon had been a major support in a wide range of areas.
- All the Council members who have worked tirelessly throughout the year on running the organisation and handling a number of projects. This is all volunteer time provided by very busy people.

We are delighted to welcome on board 4 new Council members - being **Hena Rana** (Treasurer), **Terry Hoskins**, **Jason Price** and **Ian Abrahams**. Email contacts for the entire team are at the end of the newsletter.

The Minutes of the AGM will follow shortly along with copies of relevant documentation.

On the following page you will see a quick photographic run-down of our team for 2013-2014



Phil Guerin, President



Hena Rana, Treasurer



Suzanne Barley, National Secretary



Ian Abrahams (Wellington)



Iain Matheson (Wellington)



Jason Price (Wellington)



Terry Hoskins (Auckland)



Malcolm Billington (Auckland)



Lilian Lawrence (Blenheim)

Recent Events

February 2013

Margaret Holmes of the **Engine Room** (chartered accountants) discussed the pros and cons of cloud based processes. Margaret is a Xero specialist and experienced cloud software adviser and discussed how add-on software such as Workflow Max (job management) and Unleashed (inventory control) can add real value.



Margaret Holmes accepts a token of appreciation from Raymond Tan (IMCNZ Vice President)

She discussed the pros and cons of the cloud concept and its application to SMEs giving case studies from her own firm's and clients experiences. From a business resilience point of view it was interesting to see how those in the Christchurch earthquake zone had found real benefits in operating on the cloud.

March 2013

Dean Myburgh (Director, **80-20 Options NZ Ltd**) and **Linda Kerkmann** (Commercial Director, **QLBS.com**) discussed dynamic diagnostic consulting approaches using cloud-based and online self-assessments. This session dovetailed nicely with the presentation made by Margaret Holmes in February.



Dean and Linda believe that the time has arrived to move from antiquated survey-based and other approaches to dynamic diagnostic consulting approaches using cloud-based and online self-assessments. Their presentation focused on the advantages of using diagnostic consulting approaches supported by cloud-based tools.

They see the future consultancy having a professional diagnostics capability in which future and best practices can be shared across the consultancy and its clients. Recommendations will be developed quickly and execution monitored. This will aid faster learning, aggregating and storing knowledge quicker, and sharing of knowledge more widely internally and externally. All of this is designed to be part of the consultants and the client organisation's continuous improvement systems.

We refer you to the article later on in this newsletter.

New Members

Congratulations and welcome to welcome new members to the IMCNZ fold:

- Vicki Clarke (Affiliate)
- Janet Johnson (Affiliate)
- Francis Tse (CMC)
- Hena Rana (CMC)
- Susan Elliott (CMC)
- Jason Price (CMC)



Hena Rana (left)



Francis Tse (left)



Susan Elliott (left)



Jason Price (left)

IMC New Zealand / JLT Professional Indemnity Insurance

As Management Consultants we hold a lot of responsibility on behalf of our clients. As part of that responsibility it is necessary to provide protection through Professional Indemnity insurance. Not all policies are equal and JLT has put together a quality, comprehensive package for IMC members.

The IMC ProPak has been specifically developed as a solution and service for management consultants, providing a more comprehensive cover than the cheaper products on the market.

In the insurance field, JLT often hears the question “but why do I really need PI cover?” As management consultants we **know** that if we don't purchase cover we're gambling on the value of our family estate if the proverbial hits the fan.

As strategic partners and sponsors, JLT provides IMC New Zealand with a broad support package for which we wish to express our appreciation noting that **for every policy purchased IMC New Zealand receives a direct cash benefit**. This is actually a percentage of the brokerage, rather than an addition to the premium, so is appreciated all the more. So if you wish to support IMC whilst protecting yourself then you can do so by purchasing your Professional Indemnity insurance through the IMC ProPak.

We invite you to check out the following link on the JLT site.

<http://www.jlt.co.nz/riskandinsuranceservices/jltaffinitypartnerships/imcnz/>

Article

Using Diagnostic Assessments to Add Value to Client Organisations and Enhance Organisational 'Fitness', by Dean Myburgh

We've all heard the saying "a picture is worth a thousand words." Visuals let you condense information into a form that is both quickly digestible and shows connections and relationships. Organisations and their leadership are dealing with an information overload problem and consultants need to communicate and present information visually in order to demonstrate key ideas and the relationships between them. Diagnostic assessment offers a way of doing this and assisting organisations and leaders to 'beat the odds' by finding answers to questions about:

- Dramatically (and quickly) improving the organisation's performance
- Avoiding the pitfalls of transforming an organisation
- Ensuring that performance improvements will last
- Creating a culture of continuous change for sustained competitive advantage



In their new book *Beyond Performance: How Great Organizations Build Ultimate Competitive Advantage (2011)*, McKinsey senior partners Scott Keller and Colin Price make some interesting observations about organisational transformation and the achievement of excellence.

In answering these questions, the book offers some counter-intuitive insights about what matters for success and how consultants add value to client organisations:

- To sustain high performance, give equal attention to performance and the organisation's health (or 'fitness')
- The "soft stuff" can (and should) be managed as rigorously as the "hard stuff", i.e. tools to measure and manage health (fitness) should be applied by any leader who wants to succeed in making change happen.

- A more rigorous understanding of health (fitness) facilitates organisations' understanding of how management practices complement - or impede - one another.

It's clear that "best practices" don't work in a vacuum, and that's why trying to replicate them in other organisations consistently fails to deliver "best performance." Common sense and the so-called rational, logic-driven approaches to creating organisation-wide change are open to bias.

How to overcome this is a challenge for organisation change both in the general sense, but also for the consulting profession. Diagnostic assessment offers a way of doing this.

The dilemma around implementing change and improvement and the role of diagnostic assessment

Consulting practitioners and internal change facilitators work hard to implement leadership and management improvement initiatives. Various aspects of 'best practice' fuel the debates about implementation issues and challenges. Standards and other 'best practice' documents describe the 'what', but (not unexpectedly) do not set out the 'how' (Standards seldom describe the 'how' in any detail). So, what does diagnostic assessment help in facilitating the 'how'?

Diagnostic assessments and organisation development approaches offer the opportunity to 'unpack' the detail of the gaps (opportunities for improvement) that have been identified for further consideration, discussion and action planning in organisations. Using this approach, those involved in improvement implementation initiatives in organisations are able to provide advantages that are time-saving, cost-saving, performance- (or 'fitness'-) focused and repeatable (future benchmarks, either internally or by sector).



Future Consultancy and Diagnostic Capability

According to Keith Phillips, CEO of QLBS.com, the time has arrived to move from antiquated survey-based and other approaches to dynamic diagnostic consulting approaches using cloud-based and online self-assessments.

The cloud-based approach supports the diagnostic and consultancy process by:

- capturing Best or desired Practice
- converting them into diagnostic tools
- enabling measurement of current practice against desired practice
- visualization of strengths and opportunities for improvement
- facilitating action planning and automating report writing
- managing the Diagnostic Consulting process across the organisation / practice
- capturing the client interaction in databases for monitoring progress
- aggregating data for cluster analysis, benchmarking and development
- systematic development of action plans
- enabling the monitoring of improvement through dashboards

The future consultancy (internal or external) will have a professional diagnostics capability in which future and best practices can be shared across the consultancy and its clients. Recommendations will be developed quickly and execution monitored. This will aide faster learning, aggregating and storing knowledge quicker, and sharing of knowledge more widely internally and externally. All of this is designed to be part of the organisation's continuous improvement systems.

QLBS.com, a New Zealand-based company provides a diagnostic platform (cloud-based or web-based) built for consultants to identify risk, organisational improvement opportunities and ensure continuous improvement. The platform is built for the whole consultancy practice and enables the development of specialist diagnostic expertise and the building of diagnostic capability (either from the menu of tools available or through joint development).



Qimono

Diagnostic Consultancy



The Qimono Advantage

Qimono offers the consultant a range of diagnostic tools to Reveal Risk and Realise Performance Improvement.

Select from the library of tools available that are most appropriate for your particular consulting assignment (or develop your own question set).

Then begin asking questions, develop action plans and generate your reports. Data Analysis, Benchmarking and trend and cluster analysis is presented in dashboard format.

The Benefits of Diagnostic Assessment

Feedback from client organisations using the Diagnostic approach includes reference to the advantages of 'being able to clearly see the areas needing improvement, get on top of the issues and then use the tools that the consultant provided to ensure the execution'. Using the methodology supporting the diagnosis ensures the execution of action plans for improvement.

For consultants and internal facilitators, the Diagnostic approach offers the opportunity to provide a professional, well-structured, leading edge, engaging approach.

Automated processes enable faster reports and dashboards to support the implementation of improvement initiatives.

Within sectors or industries, there is an opportunity, over time, to develop greater industry knowledge, capturing all client or organisational interactions and building industry databases for trend, cluster and benchmarking reports.

The Diagnostic Assessment approach has been applied to a number of areas with assessment tools that enable organisations to measure their practices, processes and approaches and to guide action planning and improvements. These may form part of the client organisation's drive towards 'fitness' and be part of a continuous improvement process and include:

- Leadership and Management
- Organisational Health
- Business Excellence
- Risk Management ISO 31000
- Business Marketing Audit
- Marketing Excellence
- Business Channel Strategic Evaluation
- Business Skills

Achieving sustained high performance and organisational 'fitness' means focusing and using a structured way of addressing improvement opportunities (the things that will promote or detract from the achievement of objectives). In the words of Keller and Price, both the "soft stuff" and the "hard stuff" need to be addressed. The principles contained in Standards and 'best practice' approaches include both "hard" and "soft" aspects. The challenge is to address these in a balanced way to make lasting improvements and move the organisation forward.

Diagnostic Assessment helps organisations to understand how practices link and affect one another.

Diagnostic assessment - creating time, cost and client value

The following comment from a US-based consultant is reflective of the time-saving aspect of diagnostic consulting: "A process that took us 7 days could be completed in 7 hours". Further benefits include:

- Rapid futuring: the system enables the definition and consensus of desired future organisational capability, drawing from a library of best practice diagnostic tools or quickly customising tools for the specific performance improvement requirements of the client.
- Faster situational analysis: the tools enable rapid online, self- or expert assessment.
- Automated gap analysis: the system automatically identifies and visualises gaps and scores capability.
- Quicker reporting: client interaction is captured and both MS Word reports and web-based dashboards are generated.

Having used this approach with client organisations addressing the implementation challenges related to the International Risk Management Standard (ISO 31000 (2009)), I have an appreciation of the advantages and opportunities that the diagnostic consulting approach offers.

The IMCNZ and its members are invited to further discuss the diagnostic consulting capability that is available via QLBS.com.



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