LONE WOLF CONSULTING

SUMMARISED BATTLE PLAN FOR LARGE CLIENTS.

1. Client must take full ownership of the whole process. There are many critical advantages to this:
   a. Ensures dedication, enthusiasm and sustainability.
   b. Gives consultant greater flexibility and relieves him of stressful accountabilities.
   c. Simplifies roll-out and fee structures.
2. Appoint task team of at least 7 to head domains.
   a. Strategy (board level)
   b. Accounting (senior)
   c. Leadership (from HR structures)
   d. Training (From current ranks)
   e. Communication (from current ranks)
   f. Pay system (Senior IR)
   g. Pay system (Senior Union Rep)
   (f & g should work as a team).
3. Brief Task Team (TT) taking them through CAM dimensions.
4. Fully kit TT members with CAM and training programme manuals and give them 2 weeks/1 month to study these.
5. Have debriefing sessions on each domain, where-after each domain must present their own roll-out plans. The consultant must ensure synergy between them.
   a. The training TT members must also develop customisation proposals of the training programmes and feedback mechanisms. Some of the feedback templates themselves may have to be re-designed. (EG the service GAPS model in Inspired Service may not be suitable for a mine. They may need to focus more on cost saving suggestions. They should also develop a replacement game for Marqual.)
6. Have first strategic session with TT and board or senior executives based purely on the Contribution Accounting© Strategy Driver on page 20 of guide.
   a. Emphasis here must be purely on the five pillars of Maximum wealth creation and optimal wealth distribution, with a quick SWOT analysis to identify critical areas. The key interrogation should be on expectations and flexibility in wealth distribution.
   b. Once these have been identified, extrapolate measurements, actions, and accountabilities to be recorded on a template based on the Expanded Strategic Tapestry on page 23 of the manual.
   (Note (a) and (b) can be separate which each participant being given time to record their own suggestions on a template of the EST on page 23.

   (NOTE 6 above is a preliminary strategic guide, and not to replace the fuller strategic exercise on page 27 of the guide.)
7. Training roll out: IS at management level and P&W at general staff level.
8. Conduct full strategic session (page 27 of guide) incorporating feedback from training.
9. Extrapolate into the "linear hierarchical template" on page 24 of CAM guide to ensure a sustainable CAM enterprise.

FEE AND INVOLVEMENT STRUCTURE.

It is important to ensure that the client understands they are going to own CAM and the training programmes. The consultant's role is purely one of overseeing and all other activities must be delegated to their internal structures. (You may have to ensure dedicated secretarial functions for convening, and other administrative duties.)

On this basis the fee structure will have two components:
1. Time and
2. Licensing fees.

The first is really difficult to determine. One either basis a quote on a generous ball-park figure, or retainer +. I'm normally not in favour of retainers but as a LWC (Lone wolf consultant) it may be best to ensure not being swallowed up by one client.

The second is clearer.

CAM licences have to be purchased for each of the TT members.

Training licences would be per trainer, the number of which should be calculated on how long they are prepared to roll out the training. Both IS and P&W take three days, which can be extended for more but shorter sessions but will only extend the total roll out. Assuming they want to cover the training in about 75 days, at an average of 20 participants (can be expanded to max of 40 per session but even then, it is seldom that one gets full attendance on invites, so 20 is a good average) they will need a trainer for every 500 employees.

NOTE: All licences are payable up front. In addition, it is not unheard of in consulting to charge an "engagement fee", or deposit on such large projects. This should in lieu of a retainer (they don't go together).