

**“Managing Your (External) Change Consultants”** by Michael Salone – Vice President ALSTOM University at ALSTOM

Here are some thoughts about how to get the best out of the external consultants you use for major change initiatives. Remember, above all it is **your** responsibility.

- Be aware that your own style and behaviour will affect the contribution of others in the change process, including externals you contract.
- Define the roles and expectations even down to a detailed level and keep reviewing them.
- Communicate with your externals regularly and be available for them to contact you. Short, informal chats are as important as anything else.
- Be clear about who is doing the “grunt” work. It is easy for the internal to get sucked into a lot of administration at the expense of your role as change agent.
- Try to facilitate the process where your own senior management and the externals clearly agree the criteria for success in the project.
- Manage the range of contacts which will probably develop between the externals and your organisation. People in your own team are easiest, and those in other parts of the business potentially the trickiest.
- Make sure you have the change resources internally ready to roll. There are certain things only they can do well. Trying to force fit interventions by externals is wasteful and expensive.

And finally, pay them on time!

(Cole-McKee did not prompt me to say that, honestly!)

“We must be the change we wish to see in the world”

Ghandi