

INFLUENCES ON AN EXTERNAL CONSULTANT'S
EFFECTIVENESS IN ASSISTING
ORGANIZATIONAL CHANGE

Thesis for the Degree of Ph. D.
MICHIGAN STATE UNIVERSITY
NEIL G. DAVEY
1969

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EFFECTIVENESS IN ASSISTING
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presented by

Neil G. Davey

has been accepted towards fulfillment
of the requirements for

Ph.D. degree in Management

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Major professor

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ABSTRACT

INFLUENCES ON AN EXTERNAL CONSULTANT'S EFFECTIVENESS IN ASSISTING ORGANIZATIONAL CHANGE

By

Neil G. Davey

While organizations make considerable use of the assistance of external consultants in their efforts to effect necessary changes and improvements there is evidence that many of such collaborative efforts are less than completely successful. There is, however, an almost complete absence of empirical evidence on which prescriptions for effective relationships can be based. It was the primary purpose of this study to select one aspect of organization-consultant associations and develop empirical evidence as a basis for prescribing at least some conditions for an effective helping style.

It was hypothesized that the nature of the relationship which is developed between an organization and its retained consultant influences the effectiveness of the ensuing consulting assignment, and this study was developed in order to test this hypothesis. The hypothesis was operationalized by developing differentiating descriptions both for assignment effectiveness, and for the nature of

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the organization-consultant relationship. Assignment effectiveness was described in terms of the subjective perceptions of the organization's chief executive, or other member who sponsored a consulting assignment. The organization-consultant relationship was differentiated by considering the various conditions under which the need for consulting help, the organization's discussions and decisions concerning consultant selection, assignment objectives, scope, and conduct, were determined, and it was inferred that differences in these situations would lead to differences in the organization-consultant relationship.

A research questionnaire was developed and mailed to a randomly selected sample of 1580 business organizations, and 120 departments and agencies of the federal government. Completed responses were received from 133 of these organizations and were analyzed with respect to the previously identified "relationship" and "effectiveness" variables.

Although the quantity of empirical evidence so developed was inadequate to permit the unqualified confirmation of the several underlying hypotheses, it was considered sufficient to support the tentative confirmation of many. From these were developed recommendations for the arrangements an organization should adopt in order that any consulting assignment in which it participates will more likely be completely effective.

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These recommendations are that in considering, or proceeding with, a consulting assignment an organization should:

- allow that some organizational changes may be necessary.
- regard the consultant as a collaborating equal who represents an expert resource.
- identify the particular needs for which external assistance might be sought.
- ensure subordinate managers participate in the discussions and decision to engage a consultant, and that there is a consensus of agreement.
- provide for the participation of organization members in the selection of a particular consultant.
- identify its particular objectives and expectations and make these explicit to the consultant.
- not closely direct the consultant's work, nor unreasonably limit his access to people or information.
- specify the duties to be undertaken by all participants and ensure these are understood.
- establish a specific point of contact and liaison within the organization with and through whom the consultant should work.
- select a consultant from two or three who have been invited for preliminary discussions prior to a final appointment being made.

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A second major purpose of this study was to test the hypothesis that an organization's frequency of use of consultants and acceptance of their advice is related to a personality characteristic of the organization's chief executive. The chosen characteristic was the Dogmatism construct and measure developed by Rokeach in his work on individual belief systems. The same organizational addresses were requested to complete the short-form of the Dogmatism Scale which accompanied the consultant research questionnaire. From the responses, Dogmatism Scores were determined and shown to relate in a predictable manner to an organization's frequency of use of consultants, the organization level at which the decision to engage a consultant was made, the criteria for consultant selection, and the incidence of imposed constraints and limitations.

Finally, the study was able to develop and present some potentially valuable relationships between certain organization characteristics and the use and acceptance of consultant advice.

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EFFECTIVENESS IN ASSISTING
ORGANIZATIONAL CHANGE

By

Neil G. ^{rdorn}Davey

A THESIS

Submitted to
Michigan State University
in partial fulfillment of the requirements
for the degree of

DOCTOR OF PHILOSOPHY

Department of Management

1969

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ACKNOWLEDGMENTS

During the twenty months which have elapsed since the initial conception of this project there has been more than one occasion on which I doubted that it would ever be completed. That it is now complete is due in large measure to the assistance and consideration so freely and generously given by many associates.

To Dr. Dalton McFarland and Dr. William Crissy who served as members of my dissertation committee, and particularly to Dr. Harold Wein who, as its Chairman, gave unstintingly of time, effort, and encouragement, I am sincerely grateful.

In addition to his role as committee member, Dr. Crissy provided much in the way of personal guidance and counsel and was a strong positive influence on my decision to interrupt a professional career in order to pursue the further study of management as a doctoral student.

My sincere thanks are also due, and freely given, to my former employer, Mr. John P. Young, Chairman, John P. Young and Associates Pty. Ltd., Management Consultants. Mr. Young not only reacted enthusiastically to my initial consideration to pursue doctoral studies but was supportive and helpful throughout.

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Finally, and most importantly, the many roles played by my wife were the most instrumental in achieving the satisfactory completion of this work. As a confidante, and as a source of encouragement and constant support, her contribution is immeasurable. Moreover, her willing acceptance of the many restrictions, and frustrations which seem to be the inevitable concomitants of student life allowed the task to be completed. Beyond this she became the perfect, efficient secretary, always deferring other interests and activities, without notice, to type and assemble the interminable number of drafts and revisions which were required at every phase of the project.

It is not possible for this formal acknowledgment to adequately recognize her helping roles, but it at least makes them a matter of record.

The study resulting in this publication was made under a Doctoral Fellowship in Business Administration granted by the Ford Foundation. However, the conclusions, opinions, and other statements in this publication are those of the author and are not necessarily those of the Ford Foundation.

KNOWLEDGMENTS

LIST OF APPENDICES

Chapter

I. INTRODUCTION

Arrang
Summar

II. CONCEPTUAL EXAMINATION

The Cr
Differ
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III. RESEARCH

Nature
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Execu

TABLE OF CONTENTS

	Page
ACKNOWLEDGMENTS	ii
LIST OF APPENDICES	xiii
Chapter	
I. INTRODUCTION.	1
Arrangement of Dissertation.	11
Summary	13
II. CONCEPTUAL FRAMEWORK INCLUDING AN EXAMINATION OF THE LITERATURE	14
The Organization-Consultant Relationship	17
Differentiating the Relationship	18
The Personality of the Chief Executive	28
Measures of Effectiveness	33
Summary	34
III. RESEARCH DESIGN AND METHODOLOGY	36
Nature of the Problem or Situation Leading to the Decision to Obtain External Assistance.	39
Reasons for Using an External Consultant Considerations Within the Organization Prior to a Decision About the Assistance to be Sought	41
Considerations on the Nature of the Consulting Assignment	43
Considerations of the Working Arrange- ments Between the Consultant and Organization	46
Operating Hypotheses	47
Measures and Descriptions of Effectiveness.	49
Measure of Open-Mindedness (Dogmatism)	52
Survey Data	55
Research Design.	57
The Research Instruments.	58
Consultant Research Program.	63
Executive Opinion Survey.	63
	69

Chapter

Pre-Cod
The Sur
Research
Summary

IV. ANALYSIS C

Execut
Survey
Summary

V. SUMMARY A

The Or
Dogmat
Acc
Survey

HELIOGRAPHY .

REFERENCES . .

Chapter	Page
Pre-Coding of Research Instruments . .	70
The Survey Sample	70
Research Methodology	75
Summary	78
IV. ANALYSIS OF RESULTS	86
Executive Opinion Survey.	175
Survey Data	186
Summary	191
V. SUMMARY AND CONCLUSIONS	200
The Organization-Consultant Relationship	200
Dogmatism and Consultant Use and	
Acceptance	205
Survey Data	206
BIBLIOGRAPHY	209
APPENDICES	212

Table

1. Composition
business
2. Composition
classification
3. Composition
employees
4. Composition
location of
5. Composition
6. Comparison
sample of
research q
7. Comparison
sample of
tions by i
8. Comparison
sample of
research
9. Comparison
sample of
research
10. Effective
leading t
11. Effective
specific
12. Effective
dept of t
13. Cases for
standings
sultan

LIST OF TABLES

Table	Page
1. Composition of research sample--by type of business	81
2. Composition of research sample--by industrial classification	82
3. Composition of research sample--by number of employees in the organization	83
4. Composition of research sample--by geographic location of the organization	84
5. Composition of geographic regions by states	85
6. Comparison of composition of responses with sample of organizations receiving consultant research questionnaire by type of business	88
7. Comparison of composition of responses with sample of industrial manufacturing organizations by industrial classification	89
8. Comparison of composition of responses with sample of organizations receiving consultant research questionnaire by number of employees	91
9. Comparison of composition of responses with sample of organizations receiving consultant research questionnaire by geographic region	92
10. Effectiveness of assignment by major situation leading to consultant assignment	95
11. Effectiveness of assignment by origin and specificity of assignment objectives	97
12. Effectiveness of assignment by sponsor's concept of the consultant	99
13. Bases for organization-consultant misunderstandings by sponsor's concept of the consultant	101

Table

14. Effectiveness of assignment
15. Effectiveness of consultant
16. Effectiveness of suggestion
17. Complete assignments by origin of origin of
18. Degree of assignments by consultant a
19. Effectiveness of census co
20. Complete different or census co
21. Degree of recommendation consultant
22. Effectiveness of engagement
23. Complete different engagement
24. Degree of recommendation discussions
25. Effectiveness of decision
26. Effectiveness of decision
27. Effectiveness of decision

Table	Page
14. Effectiveness of assignment by changes in assignment during progress	102
15. Effectiveness of assignment by replacement of consultant during assignment progress	104
16. Effectiveness of assignment by origin of suggestion to seek consultant help	105
17. Complete acceptance of consultant's recommendations by different organization levels by origin of suggestion to seek consultant help . .	107
18. Degree of consensus of acceptance of recommendations by origin of suggestion to seek consultant assistance	109
19. Effectiveness of assignment by degree of consensus concerning consultant assistance	111
20. Complete acceptance of recommendations by different organization levels by degree of consensus concerning consultant assistance	112
21. Degree of consensus of acceptance of recommendations by degree of consensus concerning consultant assistance	113
22. Effectiveness of assignment by level of pre-engagement discussions	115
23. Complete acceptance of recommendations by different organization levels by level of pre-engagement discussions	116
24. Degree of consensus of acceptance of recommendations by level of pre-engagement discussions	117
25. Effectiveness of assignment by level of decision to request consulting help	118
26. Effectiveness of assignment by level of decision concerning consultant to be hired . .	119
27. Effectiveness of assignment by level of decision concerning consultant to be hired . .	122

Table

28. Complete a different decision c to be hire
29. Effectiven consensus selected
30. Effectiven sulting fi
31. Bases for understand invited fo
32. Effectiven sulting fi gations
33. Effectiven consulting proposal
34. Effective selection
35. Bases for standings during p
36. Bases for standings during a
37. Effective specific
38. Complete Parent o specific
39. Effective assignment
40. Complete Parent o effectively

28. Complete acceptance of recommendations by different organization levels by level of decision concerning particular consultant to be hired	124
29. Effectiveness of assignment by degree of consensus concerning the consultant finally selected	125
30. Effectiveness of assignment by number of consulting firms invited for discussions	127
31. Bases for organization-consultant misunderstandings by number of consulting firms invited for discussions	128
32. Effectiveness of assignment by number of consulting firms conducting preliminary investigations	129
33. Effectiveness of assignment by number of consulting firms submitting a preliminary proposal	131
34. Effectiveness of assignment by basis for selection of consultant	134
35. Bases for organization-consultant misunderstandings by number of consulting firms conducting preliminary investigations	136
36. Bases for organization-consultant misunderstandings by number of consulting firms submitting a preliminary proposal	138
37. Effectiveness of assignment by origin and specificity of assignment objectives	139
38. Complete acceptance of recommendations by different organization levels by origin and specificity of assignment objectives	140
39. Effectiveness of assignment by awareness of assignment by organization members	142
40. Complete acceptance of recommendations by different organization levels by awareness of objectives by organization members	144

Table

41. Effectiveness
restriction
42. Effectiveness
respective
43. Complete a
ferent org
respective
44. Bases for
standings
bilities
45. Complete a
ferent org
formal org
46. Effectiveness
emphasis o
47. Evaluation
ant's emph
48. Complete a
ferent org
interim re
49. Bases for
standings
arrangeme
50. Effective
organizat
51. Complete
different
of organi
52. Complete
different
final rep
53. Bases for
standings
arrangeme
54. Effective
of consul

41. Effectiveness of assignment by nature of restrictions placed on consultant	145
42. Effectiveness of assignment by agreement on respective responsibilities	147
43. Complete acceptance of recommendations by different organization levels by agreement on respective responsibilities	149
44. Bases for organization consultant misunderstandings by agreement on respective responsibilities	150
45. Complete acceptance of recommendations by different organization levels by existence of formal organization structure	151
46. Effectiveness of assignment by consultant's emphasis on problem identification	153
47. Evaluation of consultant's report by consultant's emphasis on problem identification	154
48. Complete acceptance of recommendations by different organization levels by nature of interim reporting arrangements	156
49. Bases for organization-consultant misunderstandings by nature of interim reporting arrangements	157
50. Effectiveness of assignment by involvement of organization members	159
51. Complete acceptance of recommendations by different organization levels by involvement of organization members	161
52. Complete acceptance of recommendations by different organization levels by nature of final reporting arrangements	163
53. Bases for organization-consultant misunderstandings by nature of final reporting arrangements	164
54. Effectiveness of assignment by coordination of consultant's organization contacts	166

Table

55. Complete a
ferent org
of consult
56. Effectiven
assignment
57. Complete a
ferent org
assignment
58. Effectiven
participat
59. Complete a
ferent org
participat
60. Number of
returned t
61. Frequency
mindedness
62. Level of d
ance by op
63. Basis for
by open-mi
64. Nature of
open-mind
65. Effectiven
of organiz
66. Acceptance
organizat
67. Frequency
year per
68. Frequency
type of b
69. Frequency
classified

Table	Page
55. Complete acceptance of recommendations by different organization levels by coordination of consultant's organization contacts . . .	168
56. Effectiveness of assignment by scope of assignment	170
57. Complete acceptance of recommendations by different organization levels by scope of assignment	171
58. Effectiveness of assignment by consultant's participation in implementation	173
59. Complete acceptance of recommendations by different organization levels by consultant's participation in implementation	174
60. Number of completed executive opinion surveys returned by questionnaire respondents	176
61. Frequency of use of consultants by open-mindedness of chief executive	178
62. Level of decision to request consulting assistance by open-mindedness of chief executive . .	179
63. Basis for selection of particular consultant by open-mindedness of chief executive	181
64. Nature of restrictions placed on consultant by open-mindedness of organization sponsor . . .	183
65. Effectiveness of assignment by open-mindedness of organization sponsor	184
66. Acceptance of consultant's recommendations by organization sponsor by his open-mindedness .	185
67. Frequency of use of consultants during three-year period 1965-67	229
68. Frequency of use of consultants (1965-1967) by type of business	230
69. Frequency of use of consultants by industry classification	231

Table

10. Frequency employees
11. Frequency sales turn
12. Frequency turnover---
13. Frequency of management the organi
14. Frequency of staff p organization
15. Frequency level of c
16. Frequency chief exe
17. Frequency location
18. Effectiveness of business
19. Effectiveness of assign
20. Effectiveness employees
21. Effectiveness management organization
22. Effectiveness staff per organization
23. Complete parent or paid for

Table	Page
70. Frequency of use of consultants by number of employees in the organization	232
71. Frequency of use of consultants by annual sales turnover (1967)	233
72. Frequency of use of consultants by annual sales turnover--Seney Survey	234
73. Frequency of use of consultants by proportion of management personnel to total employees in the organization	235
74. Frequency of use of consultants by proportion of staff personnel to total employees in the organization	236
75. Frequency of use of consultants by education level of chief executive	237
76. Frequency of use of consultants by age of chief executive	238
77. Frequency of use of consultants by geographic location of the organization	239
78. Effectiveness of consulting assignment by type of business	240
79. Effectiveness of assignment by functional area of assignment	241
80. Effectiveness of assignment by number of employees in the organization	242
81. Effectiveness of assignment by proportion of management personnel to total employees in the organization	243
82. Effectiveness of assignment by proportion of staff personnel to total employees in the organization	244
83. Complete acceptance of recommendations by different organization levels by amount of fees paid for assignment	245

Table

84. Major reasons
of employee

85. Willingness
consultant

Table

Page

84.	Major reason for using consultant by number of employees in the organization	246
85.	Willingness of organization to employ same consultant on a future assignment	247

Appendix

- A. Introdu
- B. Consult
Quest
- C. Execut

LIST OF APPENDICES

Appendix		Page
A.	Introductory Covering Letter.	213
B.	Consultant Research Program Questionnaire	215
C.	Executive Opinion Survey Questionnaire .	227

The pur
that influenc
external (mar
organizations

The und
that organiz
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CHAPTER I

INTRODUCTION

The purpose of this study is to identify factors that influence the effectiveness of the efforts made by external (management) consultants to assist business organizations.

The underlying orientation is not one which posits that organization-consultant collaborative efforts are necessarily, or even generally, ineffective. At the same time there is some evidence that the business clients of such relationships are less than completely satisfied with the effectiveness of the help they receive in at least some instances. Seney¹ reported that eight per cent of his survey respondents indicated "unfavorable experiences" with consultants, whereas fifty-three per cent of Quittmeyer's² sample were less than completely satisfied with their consultant experiences. A study by

¹Wilson Seney, Effective Use of Business Consultants (New York: Financial Executives Research Foundation Inc., 1963).

²C. L. Quittmeyer, "Management Looks at Consultants," The Management Review, L, March, 1961, pp. 4-14+.

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Amon³ revealed that thirty per cent of the businesses responding to that survey regarded as unsatisfactory or inadequate, the recommendations they had received from the external consultant which they had retained to provide assistance.

Consistent with these earlier findings, it would seem that there is less than optimum benefit from organization-consultant efforts. Of even greater import, however, is that there is little or no evidence which can explain the different levels of consultant effectiveness or organizational satisfaction which are referenced in those surveys. The purpose of this study, then, is to identify factors or characteristics of organization-consultant relationships which are significantly associated with different measures, or descriptions, of the degree of consultant effectiveness. By so doing the results of this study will provide a base of empirical evidence on which prescriptions for developing effective organization consultant relationships can be designed. Such prescriptions can then provide a basis for the development of styles of helping relationships which should be clearly superior to the frequent homilies and "home-spun" philosophies that represent the nature of much of the existing literature in the reference area.

³R. F. Amon, et al., Management Consulting (Cambridge: Harvard University Graduate School of Business Administration, 1958).

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It has been estimated that American organizations spent approximately \$650 million in 1962 for assistance with management, operating, and technical problems,⁴ and in the absence of any more recently published estimates it can only be assumed that the current rate of spending is not less. Thus, there is a dollar dimension that justifies research which might lead to any improvement in the effectiveness with which consulting assistance is provided to operating organizations.

A further consideration is the increasing rate of change that is observed as a characteristic of the contemporary organization scene. In meeting the challenges and demands of change, organizations may rely on their own internal resources to identify needs, and plan and implement the appropriate organizational adaptations. A not infrequently adopted alternative to this course of self-sufficiency is for an organization to seek assistance from external agents, or sources--herein described as consultants--to play some role in the process of need identification (diagnosis), program evaluation and planning, and the introduction or implementation of change programs.

This situation, where changes in an organization's external and internal environments are demanding changes in the organization itself if it is to retain, or possibly

⁴ Philip W. Shay, How The President Can Get Best Results from Management Consultants, The Presidents' Professional Association Inc., New York, PPA Special Study No. 14, September-October, 1963, p. 1.

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regain, its viability--coupled with the frequency with which consultant assistance for the introduction of appropriately adaptive modifications is sought--provides additional justification at this time for research into the factors which influence the effectiveness of the change process. Thus, while this research is specifically concerned with the effectiveness of external consultants, it is also concerned in a more general way with some aspects of the problems of change.

Even more specifically, the research focusses on the relationship which develops between an organization and any consultant it retains, as it is considered that the nature of this relationship influences the effectiveness of the entire organization-consultant collaborative effort. The fundamental hypothesis which underlies this research, and which will be tested, is that the effectiveness of consultant-assisted change efforts is a function of the nature of the relationship between an organization and its retained consultant. Accordingly, the research project was designed to:

- (i) identify situations where an organization has utilized the services of an external consultant for the purpose of assisting with the accomplishment of change.
- (ii) provide definition and description of the nature of the organization-consultant relationship.

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(iii) develop measures or descriptions of change, or of meaningful consequences of change, which can be considered with respect to the differing nature of the organization-consultant relationship.

Hollander's introduction to his annotated bibliography of the published literature relevant to the consulting area⁵ emphasizes the importance of the consultant's role as a catalytic agent to induce change and progress. His perception of the differing roles that consultants are expected to play--covering a range from technical contractor to clinical psychotherapist--is shared by the current research, as is his conclusion that there is no useful information on which particular (consultant) posture is typically associated with successful consulting assignments. Hollander's call for investigation into the causes of the differences in effectiveness of consulting assignments⁶ could well be taken as the starting point of this research project.

The theoretical model around which the research hypotheses and hence, the research design, are built follows directly from Lewin's work on the effectiveness of behavioral changes deriving from group decision

⁵S. C. Hollander, Business Consultants and Clients, Bureau of Business and Economic Research, Graduate School of Business Administration, Michigan State University, East Lansing, 1963, pp. 1-7.

⁶Ibid., p. 7.

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processes.⁷ The importance of personal commitment as a necessary characteristic of effective behavioral change leads directly to the notion that consultant-assisted change efforts which secure the affective involvement of organization members through ensuring their meaningful participation in the several phases of the change process, will be more effective than demands for change which are imposed on organization members, or in which they had inadequate opportunity to participate. Lewin also places strong emphasis on the importance of social support for new or intended modes of behavior with its consequence that resultant changes will be more likely effective when they have won social approval.

The concepts of "participation" and "consensus" derived from this source are used as a basis for operationalizing the general statement of the fundamental research hypothesis into more specific and testable statements. Thus, it is hypothesized that consultant-assisted change programs will be more effective, and the required changes more efficiently accomplished, where:

- (1) organization members ascribe expertise to, and demonstrate trust in the consultant for his ability to develop and implement effective change programs.

⁷K. Lewin. Forces Behind Food Habits and Methods of Change, Bulletin CVIII (Washington, D. C.: National Research Council, 1943).

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- (ii) the consultant develops a change program on the basis of his diagnosis of organization problems and needs, rather than where he supplies the organization with a "packaged program," or standard prescription.
- (iii) organization members are advised of the nature of the consultant's intended activities and the reasons for his intervention.
- (iv) the consultant works closely and directly with organization members within a co-operative rather than a co-ercive framework.
- (v) explicit provision is made for the consultant to report to the organization on his progress and findings throughout the course of the assignment, rather than at its completion only.
- (vi) the organization establishes a specific point of contact and liaison with whom and through whom the consultant can operate.
- (vii) the consultant actively involves organization members--and particularly key managers--in the diagnosis of problems and the development and implementation of appropriate change programs.
- (viii) the scope of the assignment permits (or requires) the consultant to assist with the implementation of recommended programs.

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- (ix) the organization initiates the original request for help, or other form of contact with the consultant.
- (x) the organization does not closely direct the consultant's work or unreasonably constrain him by embargo or withheld information, from investigating what he perceives as relevant areas of the organization's affairs.
- (xi) organization members are in general agreement as to the need for, and desirability of obtaining consultant assistance.
- (xii) organization members are in general agreement as to the particular consultant selected.
- (xiii) organization members have participated in the discussions and decisions leading to the retention of the consultant.
- (xiv) the organization considers some changes may be necessary, rather than where a consultant is retained to merely audit the status quo.

The question which is being posed by the fundamental research hypothesis, and its component parts which are approached through the more specific operationalized statements deriving therefrom, is really asking whether an organization-consultant relationship which possesses some particular characteristics is typically associated with successful consultant-assisted change

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efforts, and whether a relationship with discernibly different characteristics is typically associated with unsuccessful or ineffective change efforts. (Rather than consider only the extremes of "effective-ineffective," it may be more realistic to relate identifiable characteristics to degrees of effectiveness, such as "more effective-less effective.")

In addition to attempting to identify factors or characteristics of the organization-consultant relationship which influence the effectiveness of consultant-assisted change efforts, the research will also investigate the influence of a selected personal characteristic of organization members' on the effectiveness of consultant-assisted change efforts.

The particular characteristic selected is the organization members' open-mindedness or closed-mindedness as conceived by Rokeach and measured by his Dogmatism Scale.⁸ As conceived by Rokeach the Dogmatism Scale supplies a measure of the structure of an individual's belief system, rather than its content, and has been shown to measure general authoritarianism. Its relevance in the present context is that it provides a basis for hypotheses concerning an organization member's usage of external consultants, and his subsequent acceptance of their advice.

⁸M. Rokeach, The Open and Closed Mind (New York: Basic Books, 1960).

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Specifically, the research project will additionally test the hypotheses that:

- (i) the frequency of use of consultants by an organization is inversely related to the Dogmatism measure (closed-mindedness) of the organization's chief executive.
- (ii) there is a relationship between an organization member's open-mindedness (Dogmatism score) and his acceptance of advice from an external consultant, but that such relationship depends on the organization member's concept of the consultant.

Thus, the consultant may be perceived as an authority figure whose advice is to be "obeyed." In these cases it is hypothesized that there will be a direct relationship between the measure of the organization member's Dogmatism and the extent of his acceptance of the consultant's advice. Where the organization member (and most particularly--the sponsor of the consulting assignment within the organization) has a low Dogmatism score, i.e., is open-minded, it is hypothesized that he will not regard the consultant as an authority figure, and that his acceptance of the consultant's advice will be related to the perceived value of the advice itself, rather than to its source.

A third objective of this research project is to identify characteristics of the organization itself which

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are differentially associated with the frequency of consultant use, and with the effectiveness of consultant-assisted change programs.

This latter aspect of the study is of a survey nature rather than being based on specific hypotheses. It is included in the project because of its intrinsic interest, and also because the envisaged research design will furnish the data required to show any differential associations. The organizational characteristics to be associated with frequency and effectiveness of consultant use in this phase of the research include such factors as organization "size," location, type of business, profitability, and the proportion of management or staff personnel in relation to the total number of employees. An earlier survey presented data relating an organization's frequency of use of consultants to its size (annual dollar sales volume) and to type of business,⁹ and the present research will provide comparative data.

Arrangement of Dissertation

This introductory chapter has attempted to provide clear statements of the purposes and nature of the research project. Additionally, a brief overview of the research area and focus has been presented.

⁹W. Seney, op. cit., p. 6 (Table 1).

Chapter I

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Chapter II will present and discuss the conceptual bases underlying the development of this study, as well as reviewing the relevant, published literature. It will be the purpose of this review to identify the sources of the conceptual ideas underlying the research and its design, and to summarize prior research contributions.

The design of the research study is developed in detail in Chapter III. This chapter traces the design of the research methodology and instruments, and also the selection and make-up of the sample population among which the research is to be conducted. An outline of the intended use of the research data, including the analyses to be developed, is also presented.

Chapter IV will present the findings of this study. The relevant research data will be presented and analyzed with respect to the research hypotheses so that these latter can be confirmed or rejected.

As a concluding statement, Chapter V will review and evaluate the research project. Where the data permit, operational prescriptions for future collaborative efforts between organizations and consultants will be developed. Any weaknesses in, or omissions from, the research design and methodology which may have been disclosed through its conduct will be identified, and used as the bases of proposals for further research efforts and directions in this vitally important area.

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Summary

This research is primarily concerned with the influence of the relationship between an organization and an external consultant it retains on the effectiveness of their collaborative efforts. This relationship is operationalized into testable hypotheses through the Lewinian concept of the influence of affective involvement on behavioral change.

A second thrust is to test Rokeach's open-mindedness construct through researching the relationship between an individual's Dogmatism and his organization's use of external consultants and acceptance of their advice.

Thirdly, the research will look for differential relationships between an organization's characteristics and its use and acceptance of consultant advice.

For each of these objectives the research will attempt to secure empirical evidence by seeking historical information from organizations on their recent consultant experiences.

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CHAPTER II

CONCEPTUAL FRAMEWORK INCLUDING AN EXAMINATION OF THE LITERATURE

While this research is concerned specifically with the effectiveness of consultant activity, it is set in the broader context of organizational change. Organizational change is a description frequently applied to changes in the formal structure, internal relationships, and/or task assignments in an organization.

Guest portrayed the organization as a socio-technical system¹⁰ with close and complex inter-relationships between its components, elsewhere identified,¹¹ of:

- structure
- technology
- tasks
- people

¹⁰R. H. Guest, Organizational Change: The Effect of Successful Leadership (Homewood, Illinois: Irwin-Dorsey, 1962).

¹¹H. J. Leavitt, "Applied Organization Change in Industry: Structural, Technical, and Human Approaches," in New Perspectives in Organization Research, ed. by Cooper, Leavitt, and Shelly (New York: John Wiley, 1964), p. 55.

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Structure refers to systems of communication, authority, and superior-subordinate relationships.

Technology embraces technical tools, facilities, work processes and procedures.

Tasks are the role behaviors of organization members as assigned to maintain the organization and achieve its goals.

People are the organization's members (employees), their social behaviors in the work situation, and their attitudes, values, beliefs, and personal goals which influence their organization behavior.

The underlying interrelationship among these components means that a change initiated in any one component may lead to consequent changes in others. Thus, a change in technology may influence, and lead to, changes in tasks, structure, and/or people. However the sequence of change through the various organization components is not inevitable, but rather it is a possible consequence of change in one or other component. In the same way that organization components are interrelated so, too, is there inter-relatedness and interdependence among the sub-parts of an organization. Thus, a change in technology in one sub-part may demand, or lead to, changes in technology in other sub-parts, in addition to changes in other organization components. A change program which seeks to modify technology only in one

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organization sub-part, say, may do just that, and no more. On the other hand, while no consequent changes may be intended, it may be that a technological change may lead to changes in organization members' attitudes and behavior. In an extreme situation, as an example, organization members may refuse to work with new equipment or processes because of threats they perceive to their security, job satisfaction, or personal goal achievement.¹² Through such an instance it may be seen how a technological change which would seemingly lead to organizational improvement, may produce just the reverse effect through the unanticipated, and unintended, dysfunctional change it gives rise to in the "people" component.

The organization components, or variables, can be differentiated, but with regard to change the differentiation is in respect to the point of origin of change, rather than with the exclusion of change in the other components.

The relevance of this concern with the inter-relatedness of organization components and sub-parts to the present research is that consultant assisted change efforts are not infrequently restricted in scope. Thus, the total organization response to an attempted change

¹²F. C. Mann and F. W. Neff, Managing Major Change in Organizations (Ann Arbor: Foundation for Research on Human Behavior, 1961).

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program may come to be regarded as ineffective because of the resistance provided by organizational sub-parts with which the consultant's activities were largely unrelated.¹³

The Organization-Consultant Relationship

While it appears to have been little researched, the idea that the organization-consultant relationship is a vital factor in the effectiveness of consultant assisted change efforts has appealed--either intuitively, logically, or experientially--to other authors.

Bennis suggests that:

acceptance (of change) also depends on the relationship between the change agent and client system: the more profound and anxiety-producing the change, the more a collaborative and closer relationship is required. In addition, we can predict that an anticipated change will be resisted to the degree that the client system possesses little or incorrect knowledge about the change, has relatively little trust in the source of change, and has relatively low influence in controlling the nature and direction of the change.¹⁴

A subsequent extract indicates:

. . . the quality of the relationship is pivotal to the success of the change program.¹⁵

Bennis then asks:

. . . What social processes inhibit implementation of valid ideas and what social processes facilitate implementation? For example, the relationship

¹³R. Lippitt, J. Watson and B. Westley, The Dynamics of Planned Change (New York: Harcourt Brace and World, Inc., 1958). Chapter One contains a well argued exposition of this aspect.

¹⁴W. G. Bennis, Changing Organizations (New York: McGraw-Hill, 1966), p. 175.

¹⁵Ibid., p. 176.

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between staff and line is probably significant in understanding the process of knowledge utilization within the firm. Similarly, the relationships between external consultants and members of the firm are equally crucial. Can we identify and understand the qualities of an effective "helping relationship"? What modes of collaboration have been developed which lead to achievement of goals?¹⁶

Lippit et al. considered that the success of the change effort rests heavily on the quality and workability of the relationship between the change agent (consultant) and client system (organization)--and that many vital aspects of this relationship are established very early in the association. For example, a crucial feature is how the client system begins to think about the change agent.¹⁷ A similar notion was employed by Tilles in suggesting that the determinants of the ultimate outcome of a client-consultant relationship are probably manifested much before the final stages of the relationship.¹⁸

Differentiating the Relationship

That there exists consensus as to the importance of the organization-consultant relationship can remain only as an interesting concept until some descriptions or

¹⁶ Ibid., pp. 204-205.

¹⁷ R. Lippit, J. Watson, and B. Westley, op. cit., Chapter 6.

¹⁸ S. Tilles, "An Exploratory Study of the Relationship Between The Executives of Small Manufacturing Companies and Consultants" (unpublished Ph.D. dissertation, Harvard University, Graduate School of Business Administration, 1960).

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measures which can distinguish between different types, or calibers, or orders, of relationships can be developed. This task will be approached through a consideration of the organizational change process and the initiation of the organization-consultant relationship.

In gross terms, organization change will be attempted in order to achieve any, or all, of:

- (i) improvement in productivity
- (ii) improvement in the perceived satisfaction of organization members or owners
- (iii) enhancement of personal goal attainment of organization members or owners.

("Productivity" is here used in a global sense with both quantitative and qualitative denotations, to describe a relationship between the "value" of organization outputs and the "cost" of inputs.)

In most change situations, it is likely that improvement in productivity will be a primary purpose, yet it must be allowed that some changes which attempt an improvement in member satisfaction may also be encountered. Such attempts to improve worker satisfaction may be made to achieve ultimate productivity improvements--perhaps over the course of a longer time horizon--but may also reflect the social conscience of the organization with regard to its felt obligation to the "people" component.

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Organization change programs may be initiated for a wide variety of reasons, each having more or less validity. External (environmental) pressures for change may derive from:

- (i) perceived changes in market needs, conditions, structure, or other market parameters.
- (ii) perceived changes in technology.
- (iii) perceived changes in scientific (including the behavioral sciences) knowledge.
- (iv) perceived changes in the availability of resources.
- (v) perceived changes in culture and cultural values (including legislative and legal sanctions).
- (vi) perceived changes in the requirements or objectives of the organization's owners.

Likewise, it may be that pressure for change stems from internal forces such as:

- (i) changes in the values or goals of organization members.
- (ii) perceived inadequacies in present performance.
- (iii) the awareness of change programs in other (reference) organizations.
- (iv) internally developed technological improvements.

The mere (or assumed) existence of any of these external or internal forces is not considered a sufficient condition for any attempt to initiate change, however the presence of one or more of these forces would

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appear to be a necessary condition for change. The exceptions to this may be the changed availability or unavailability of resources, the demands of organization owners, and changes in legislative or legal sanctions--any of which could represent a sufficient condition for initiating a change program. The recognition, or assumption, of the existence of any of the previously listed conditions may, however, prompt the organization to initiate action which is intended to lead to organization change, and might reasonably be considered as the first phase of the change process.

From this point, an organization may seek to identify more precisely the nature of changed conditions or perceived inadequacies through some process of investigation or diagnosis; or otherwise assume their nature and extent.

Whether through investigation, or assumption, the establishment of the precise nature of changes in the external and/or internal environments, or the identification and definition of perceived inadequacies, permits the organization to consider the adaptive responses which could establish congruency between the organization's goals, resources, and behavior, and its environments. From the array of possible action programs which it is able to develop, the organization will then select those it considers most capable and probable of leading to the accomplishment of its re-defined goals.

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The required organization changes, along with others which may neither be required nor intended, are then attempted through the implementation of the selected action programs.

The assistance of an external consultant may be enlisted for any, all, or none of these phases of the organization change process. The reasons why an organization may or may not seek consultant help in its confrontation with the change process, are not properly the concern of this research, even though they would appear to constitute an important question, and one deserving of investigation. Similarly, it is not the intent of the present research to attempt to determine why an organization may elect neither to develop nor implement programs of adaptation when facing environmental forces which would seem to sponsor action rather than inaction. With the focus on the organization-consultant relationship, this research will be concerned with those organizations which plan some adaptive response, and of these, only those which seek the assistance of an external change-agent or consultant.

The use of the term "organization-consultant relationship" provides, per se, little meaning as it is broad and lacks specificity. It is clear that it is not the organization, an inanimate entity of itself, which does or does not initiate action. Rather, action decisions

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and implementation are the behavior of individual members-- proprietors (who may or may not be considered as organization members) and employees--of the organization. Particularly, that behavior leading to the securing of consultant assistance is the result of decisions taken by organization members, and while the bases for such pro-consultant decisions are not the primary focus of this research, it is nevertheless felt that this research project can, and should attempt to, shed some useful light on this aspect.

The organization-consultant relationship is composed of a number of relationships between the consultant and each of possibly several individual organization members. It is further complicated by the relationships and interactions among the organization members themselves. It is entirely reasonable to allow that the several relationships between individual members and the consultant could be markedly different, and that the already frequently referenced "organization-consultant relationship" can be perceived as a single conglomerate relationship only by the consultant, and only after he has integrated the, perhaps several, different individual relationships he perceives. Inevitably, this situation becomes much more complex, and much less tractable where:

- (i) several, rather than few, organization members are significantly involved with the consultant.

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- (ii) there is less, rather than more, consensus among members as to the course which the organization is pursuing vis-a-vis consultant assistance.
- (iii) there are several, rather than one, individual consultants assigned to the project.

A further consideration is the concept of relationship itself. While it may be envisaged as the style or manner of interaction between the organization-member(s) and consultant, it is difficult to measure or describe in a manner which allows differentiation. However, factors which influence the conditions under which the relationship occurs, and the feelings and attitudes of inter-acting individuals can be identified and classified. Beyond this, it is by inference and assumption that differences in these conditions and influencing factors are considered to result in differences in the nature of the organization-consultant relationship. There are many phases of the organization-consultant association where differences in conditions and influencing factors can occur. These include:

- (i) the nature of the organizational situation leading to the consideration of consultant assistance.
- (ii) the reason(s) for electing to use a consultant.
- (iii) the nature of discussions and decisions taken within the organization prior to the retention of the consultant.

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- (iv) the establishment of the consultant association including the scope and limiting constraints of the consulting assignment, the explication of objectives and duties, and the extent of participation by organization members in the determination of these conditions.
- (v) the arrangements for the working phase of the consulting assignment including reporting arrangements, bases for evaluation, involvement of different parties in the development of recommendations and in their implementation.

Thus the research will infer a different relationship in the situation where the assignment decision was made by the Board of Directors and imposed on the organization, than in the situation where the decision was made by unanimous concensus of, say, the chief operating executive and all members of his immediately subordinate management team. Similarly, significant differences in other aspects of consultant selection, engagement, scope, and conduct of assignment will be bases for inferring differences in the nature of the organization-consultant relationship.

Tilles' research¹⁹ highlighted the importance of the structure of the client system and the fact that the people in the system--the management members and

¹⁹Ibid.

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particularly the chief executive--form personal relationships which have a strong influence on the organization's behavior. The chief executive, and the type of person he is, was found to be a key factor in the client-consultant relationship which Tilles examined in his study of small (fewer than five hundred employees) manufacturing companies. Consistent with this, it was shown that the client is the more important party in determining the client-consultant relationship, and that within the client system it was the sponsor, generally the chief executive, of the consultant's intervention who provided the origin, focus, and dimensions of the consulting assignment. Tilles' work suggests a number of factors which would appear to have relevance to the present research project. These are:

- the client system is a group of people who are rarely neutral with respect to the situation which a consultant has been asked to examine.
- the personality of the chief executive is a key factor and may, of itself, preclude the organization from accepting advice from an external source even where this has been requested.
- relationships are more difficult to identify and determine where the organization has no structure.
- the personality and competence of the individual consultant is of far greater importance than the consulting firm he represents.

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- the relative emphasis on problem diagnosis with respect to the development, evaluation and implementation of recommended change programs.
- the willingness of the consultant to adopt the role allocated to him by the client.
- the nature of the initial contact between the consultant and organization members.
- the ways in which organization members perceive, or interpret, the consultant's assignment.
- the division of responsibility between organization members and the consultant.
- the nature of the organization's request for help.
- differences in the functional orientations of the consultant and the several organization members involved in the relationship as the bases for misunderstandings concerning the consulting assignment.
- the nature of the expected working relationship between organization members and the consultant.
- the definition and explication of the assignment's objectives.
- the sharing of client information with the consultant and the feeding back of information from consultant to client.
- the intended bases for evaluation of the assignment.

While the emergence of such factors from a small number of case studies can only be of interest, rather

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The Personality of the Chief
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The personality of the chief executive was one area to receive attention in Tilles' study,²⁰ and was considered an important element in the organization-consultant relationship, regardless of whether the chief executive was involved as sponsor of the consulting assignment. Tilles recognized that the chief executive's personality may preclude the organization being helped at all by an outside source, either because it may not allow him to initiate a request for help, or because it may prompt him to reject or ignore any advice offered.

Tilles associated an inability to delegate in the superior-subordinate relationship with an inability to make effective use of an external consultant. A personality which is highly independent and self-sufficient was considered likely to have greater difficulty in recognizing the need for help, and in accepting it, if and when offered. Further, this same independence of personality was likely to cause the chief executive to view the consultant as an expediency, and prompt him to question, modify, or reject any recommendations which may

²⁰ Ibid., Chapter II.

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be made. The question which arises from this concern with the personality of the chief executive is whether there is a particular, identifiable personality type which can make most effective use of consultant help and, if so, just what characteristic does this personality possess. Rokeach's theory of belief systems²¹ is considered to be of relevance to this aspect and has an associated measuring instrument--the Dogmatism Scale--available for differentiating the related personality characteristic of research subjects. Rokeach, whose work derives from the much-studied authoritarian personality, proposes that human personality is a cognitive system made up of belief systems and disbelief systems--representing the beliefs, sets, expectancies, hypotheses, and the organization or arrangement of these cognitions into systems. At any given time those cognitions which a person accepts as being true for the world he lives in comprise his belief systems, and those he rejects as false represent his disbelief systems. Rokeach's theory recognizes four different types, or orders, of beliefs, and describes the organization of the cognitive system as consisting of inter-dependent belief and disbelief systems arranged on a continuum of which the extremities are open (open-mindedness) and closed (closed-mindedness or dogmatic). The way a person's belief-disbelief systems are

²¹M. Rokeach, op. cit.

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organized is asserted to determine how he would assess other persons, ideas, or events. That is, whether he will behave in an open-minded or closed-minded way in ordering his view of reality.

Dogmatism (closed-mindedness) is defined as: (a) a relatively closed cognitive organization of beliefs and disbeliefs about reality, (b) organized around a central set of beliefs about absolute authority which in turn, (c) provides a framework for patterns of intolerance and qualified tolerance of others.²² High dogmatism is further characterized by a high magnitude of rejection of all disbelief systems, an isolation of beliefs, a high discrepancy in degree of differentiation between belief and disbelief systems, and little differentiation within the disbelief system. It is assumed that the more closed the system, the more the world is perceived as threatening, and the greater the belief in absolute authority. Absolute reliance on authority by the closed-minded person has a concomitant effect in the utilization of irrational rather than rational modes of decision-making, or in evaluating persons, ideas, or events.

A consequence of this concept is that persons differing in belief system structures will differ in the manner by which they obtain information, and also differ in their assessment of the information they obtain. The

²²M. Rokeach, "The Nature and Meaning of Dogmatism," Psychological Review, 61 (1954), pp. 194-204.

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more closed a person's cognitive structure, the more other persons or ideas will be evaluated in terms of the authority sources from which they derive, where such authority sources can be groups or institutions, as well as other individuals perceived as authority figures.

An individual with a relatively closed system may sometimes accept change and sometimes show resistance--for the same reason. Change and resistance in open systems may result equally from a correct, rational appraisal of reality, that is, from independence of, rather than subservience to, conformity pressures. Further, it is not the case that an open-minded person does not at all rely on authority figures and sources--rather, he will evaluate these rationally. Thus, open-minded persons are more concerned with the content of information than with its source.

With regard to information-seeking behavior the open-minded, or low dogmatism, person will have a tendency to become acquainted with disbeliefs. That is, he will want to learn about ideas and practices which differ from those he now follows and has accepted as desirable or appropriate.

The dogmatism concept has relevance to this research with respect to the individual's information-seeking behavior and adoption of new ideas or practices

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High dogmatism, or closed-minded, persons will tend to restrict their access to, and acquisition of, new information, whereas open-minded persons will be more exposed to new information and thus have more opportunities for adopting new practices. Further, the closed-minded person will tend to reject, or not adopt, a new practice if it does not conform with his accepted ways of doing things, or with the recommendations of his authority figures. However, it would be incorrect to posit an inverse relationship between dogmatism and adoption, as adoption could be high if recommended by the high dogmatism's authority figures. The conforming nature of closed-minded persons with those they perceive positively will tend to produce such a result.

The current research will attempt to relate the dogmatism measure of executives with their information-seeking behavior (use of external consultants) and their adoption of innovations (acceptance and implementation of the proposals recommended by external consultants).

Previous research, however, does not provide strong support for the hypothesis that adoption and innovativeness is related to openmindedness. In his research into the adoption of new practices by farmers, Jamais did establish a weak, negative correlation between dogmatism

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and innovativeness.²³ Similarly, in an earlier rural study, Rogers showed a weak, negative correlation between dogmatism and the adoption of recommended farm practices.²⁴

Measures of Effectiveness

The difficulty in identifying and measuring the effectiveness of organization change has been recognized by many authors. While changes in organizational variables such as sales, profits, employee turnover, can be measured it is not possible to link such changes causatively with other changes which may have been made in any of the organization's components of tasks, structure, technology, or people. It is clear that in the field setting of the organization-consultant relationship there will have been too many uncontrolled and unmeasured factors outside of the organization-consultant relationship, but acting contemporaneously, which could have given rise to historically described and/or measured changes in any objective organization variables.

Carlson furnishes evidence that clients, and researchers undertaking market investigations on their behalf, employ different criteria for evaluating such

²³J. F. Jamais, "The Effects of Belief System Styles on the Communication and Adoption of Farm Practices" (unpublished Ph.D. dissertation, Michigan State University, 1964).

²⁴E. M. Rogers, "Personality Correlates of the Adoption of Technological Practices," Rural Sociology, 22 (1957), pp. 267-268.

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Chapter VII.

studies, and that such criteria are seldom communicated between client and external consultant.²⁵ Most frequently, the criterion of effectiveness is a subjective notion of a client as to whether he likes, or feels satisfied with, the consultant's job.

Lippit and his colleagues recognize that the change agent can rarely tell, or be told, how much influence he has had on his client system's course of change.²⁶

Accordingly, it is considered necessary to rely on essentially subjective evaluations, made by key organization members, of the perceived effectiveness of the consultant assisted change efforts, including the identification of organizational characteristics in which they perceive improvements, and the identification of factors and conditions which led to misunderstandings, or incomplete implementation of the consultant's recommendations.

Summary

The literature provides support for the hypothesis that the relationship between an organization and its retained consultant will influence the effectiveness of their collaborative efforts. Some evidence is available

²⁵R. O. Carlson, "High Noon in the Research Market Place," The Public Opinion Quarterly, Vol. 25, No. 3 (Fall, 1961), p. 331.

²⁶R. Lippit, J. Watson, and B. Westley, op. cit., Chapter VII.

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from the observations of one researcher in his case studies of a few small manufacturing companies, but empirical evidence is lacking.

These same case studies directed attention to the importance of the personality of the chief executive in influencing his organization's use and acceptance of consultant advice, and the theory developed on the nature of individual belief systems provides a means for operationalizing and testing this concept.

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CHAPTER III

RESEARCH DESIGN AND METHODOLOGY

This research was undertaken to test the hypotheses that:

- (1) the effectiveness of consultant assisted organizational change programs is a function of the organization-consultant relationship.
- (11) the use of external consultants and the acceptance of their recommendations by organizations is related to the openmindedness of their chief executives.

A collateral objective is to survey the use of external consultants with respect to certain organization characteristics.

While there is an abundance of sources which emphasize the importance of the organization-consultant relationship, such references are almost exclusively homiletic, and unsupported by significant empirical evidence which alone can confirm their veracity. Inspection of the literature failed to reveal any prior empirical research in the reference area (i.e., with respect to the fundamental research hypothesis) and thus the attempt here is in the nature of a pioneering incursion

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into an area of vital concern and significance. The work of Tilles,²⁷ however, was to some extent directed at the same problem as is being addressed in this project. His approach was to examine and report on ten separate organization-consultant relationships through an analysis of information obtained from interviews, observations, and discussions with members of these organizations, and also with their consultants. His case study type of approach did not provide the empirical base which is the objective of the present research, but it was based on that author's notion that the determinants of the outcome of a client-consultant relationship are probably manifested much before the final stages of the relationship.

The fundamental research hypothesis concerning the effectiveness of consultant assisted change efforts and the organization consultant relationship required:

- (i) the identification of organizations which have used the services of external consultants.
- (ii) the means for distinguishing between different types or natures of organization-consultant relationships.
- (iii) measures, or descriptions, of the resulting effectiveness of the consultant assisted change efforts.

²⁷Seymour Tilles, op. cit.

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In addition, the hypothesis concerning the open-mindedness of the organizations' chief executives required measurement of such open-mindedness. Finally, the survey aspects of the research projects required the identification of those organizational characteristics considered to be relevant.

The basis for the identification of different organization-consultant relationships is the inference, or assumption, that differences in the initial arrangements and negotiations within the client organization itself, and then between organization and consultant, will lead to differences in their relationships.

These factors are considered to comprise:

- (1) differences in the organization problems or situation leading to the consideration of obtaining external assistance.
- (2) differences in the reasons for using an external consultant.
- (3) considerations made in the organization prior to the decision about the assistance to be sought.
- (4) considerations concerning the nature of the consulting assignment.
- (5) considerations of the working arrangements between consultant and organization.

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Nature of the Problem or Situation
Leading to the Decision to Obtain
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In addition to those occasions on which an organization may seek consultant help are those other occasions where the consultant is the initiator--seeking to interest the organization in using his services. The consultant might initiate such a contact as a "cold-canvass," or on the basis of information about the organization's difficulties as reported by a related third party, or by independent informants. In any case, where the consultant initiated contact leads to his retention by the organization for the purpose of providing assistance in effecting organization changes, such instance will be the legitimate concern of this research. It is expected, however, that the organization will generally initiate contact with the consultant with a request for services, or with an invitation to the consultant to make a preliminary diagnostic investigation of an organizational situation as a basis for developing and submitting a proposal and quotation concerning the assistance that could be supplied. The following generalized descriptions relate to the occasions on which consultant assistance may be sought:

- (1) the organization requires an audit of some or all of its components to confirm that their present arrangement represents the "optimum" condition with respect to

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organization objectives and resources, and with respect to the current state of knowledge and technology. This situation may give rise to recommendations for change programs or may simply confirm the adequacy of the existing situation.

(ii) the organization desires to make improvements in identifiable areas of one or more of its components.

(iii) the organization perceives a need to conduct training activities to effect improvement of member performance in areas it considers to be inadequate.

(iv) the organization requires assistance in identifying and solving problems where it recognizes only their consequences rather than their causes or nature.

(v) the organization requires evaluation and recommendation of various available problem solutions where consensus or resolution cannot be made among organization members.

(vi) the organization requires investigation and/or action with respect to identified problem situations where they have the ability to solve these, but not the capacity--in terms of available organization members--to do so at the time required.

(vii) the organization requires an investigation and analysis of external environmental conditions which can reveal the degree of inconsistency of the present arrangement of organization components with respect thereto.

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(viii) the organization requires external assistance as its own internal efforts to resolve problems or effect improvements have been unsuccessful or only partially successful.

(ix) the organization perceives some value in adding to its prestige through associating with a consultant.

(x) the organization is motivated by "political" considerations to secure the services of a consultant to carry out programs which it would find disadvantageous to implement itself.

Reasons for Using an External Consultant

The organization will have at least one, and possibly several, reasons for obtaining the assistance of an external consultant in attempting to develop and implement appropriate organizational adaptations to perceived environmental changes. In addition to the possibility that this initial orientation may relate differentially to ultimate effectiveness, such reason(s) may also influence the ensuing organization-consultant relationship. The reason(s) for enlisting consultant help are considered to derive from the organization's perceptions concerning:

(1) a consultant's superior ability (i.e., superior with respect to the abilities of organization members) to provide new ideas and a fresh approach to the organization's problems.

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- (ii) a consultant's superior ability to diagnose and identify the organization's problems and evaluate possible solutions.
- (iii) a consultant's specialized skills and experiences gained from other organizations which may be applied to the present situation.
- (iv) a consultant's superior ability to introduce and implement change programs in an effective and efficient manner.
- (v) a consultant's ability to provide independent opinion based on unbiased judgment and comparative freedom from organizational involvement and its consequences.
- (vi) a consultant's superior ability to train organization members in techniques and skills required to handle existing situations or those likely to emerge.
- (vii) the availability of a consultant to undertake the necessary work at the time required where competent organization members cannot be made available.
- (viii) the confidential nature of the organization's problem wherein the consultant can provide protection against the disclosure of organization identity, or gain information to which the organization would not otherwise have access.

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Considerations Within the Organization
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Assistance to be Sought

The considerations of organization members which lead to the securing of consultant assistance will inevitably have an effect on the nature of the ensuing organization-consultant relationship, which the fundamental hypothesis underlying this research posits to be influential in determining the effectiveness of collaborative efforts.

The relevant questions to be considered are:

- (i) which organization member, or members, initiates the possibility, or desirability, of considering consultant help?
- (ii) which organization members discuss this possibility?
- (iii) which organization member makes the decision to seek consultant help, or is this decision made outside the organization? (For these considerations any non-executive member of the organization's Board of Directors, or corporate personnel in the case where the organization is a division or subsidiary of a larger corporate entity, would be regarded as being "outside" the organization.)
- (iv) at what level in the organization was the pro-consultant decision ultimately authorized?
- (v) what was the extent of consensus or disagreement among those organization members to be affected, concerning the decision to obtain consultant help?

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(vi) at what point in time with respect to the awareness or identification of the organization's problems or uncertainties, was consultant help sought?

(vii) how many consultants (either individuals or consulting firms) were invited by the organization to discuss the situation, or to submit proposals prior to the selection of a consultant?

(viii) what is the nature of the procedure adopted by an organization for the selection of a consultant, and what selection criteria are used?

(ix) at what level in the organization, or by whom, is the decision made concerning the particular consultant to be hired?

Many of the preceding questions relate to organization activity which could be expected to occur before any consultant contact is actually made. However, the nature of their enactment is considered likely to have an influence on the relationship ultimately established between the organization and its chosen consultant. Any number of arrangements could be envisaged as possibly occurring. The Board of Directors or corporate personnel (as "non-members" of the organization) may decide on the engagement of a consultant and "impose" him on the organization. The organization's chief operating executive may make a decision to engage a consultant and proceed to do so, maintaining himself as the sole point

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of contact with the consultant, or "imposing" the consultant on other, subordinate, organization members. Then again, the decision may be made at a lower management level, or could perhaps originate as a recommendation from a lower management level. A similar variety of possibilities exists with respect to the selection of a particular consultant and the process through which this is accomplished.

Whether only one consultant is invited to assist the organization, perhaps on the basis of a previously established personal relationship with an organization member, or for any reason; or whether a number of consultants are invited for preliminary discussions or to make preliminary diagnostic investigations, could have an influence on the nature of the organization-consultant relationship which ultimately develops, and which is hypothesized to have an influence on the effectiveness of the organization's subsequent achievements. In like manner, there will be variation in the timing at which consultant help is sought, wherein an urgent appeal to assist with a dramatically serious situation, which may have resulted from the ineffectiveness or inappropriateness of internally sponsored attempts, will likely produce an order of relationship which will differ from one which is developed in a situation where the request for help is timely, and made on more of a "preventive" basis.

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Considerations on the Nature of the
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In addition to those preliminary considerations concerning the possibility of seeking consultant help and the decisions relating to consultant engagement, there are the questions which relate to the scope and nature of the intended consulting assignment. Relevant features here include:

(i) whether the selected consultant is required by the organization to conduct preliminary diagnostic investigations and submit a proposed program for the organization's consideration and acceptance, or whether he is commissioned to proceed immediately with tasks designated by the organization.

(ii) the scope of the consulting assignment as regards the phases of investigation, program development, recommendations, and implementation, and the manner in which this scope is determined.

(iii) the extent to which the organization's expectations with respect to the required outcomes from the consulting assignment were identified and made explicit, and formalized in any agreement between the organization and consultant.

(iv) the extent to which organization members were formally advised of the proposed introduction of the consultant, and of the objectives of his assignment.

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(v) the constraints, or restrictions, imposed on the consultant by the organization, with respect to areas in which the consultant should not work, or to people or information to which he should not have access.

(vi) the definition or shared understanding of the respective duties to be assumed by the consultant and organization members, and their division of responsibilities.

(vii) the definition or shared understanding of the point at which the consultant's work would be regarded as complete.

Considerations of the Working Arrangements
Between the Consultant and
Organization

There are many factors relating to the nature of the consultant's intervention, or entry, into the organization which will also influence the organization-consultant relationship. Proceeding beyond the consultant's period of entry there are other features of the modus operandi which would appear to further influence the nature of this developing relationship. These could concern the selection of an organization member as a point of contact and liaison with the consultant; the working methods and approach the consultant will be required to adopt; the informing of organization members as to the intended introduction of the consultant into the organization. Whether such considerations are made prior to

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the establishment of contact with the consultant, or whether the consultant is made a party to such considerations, and in either case, the nature of the arrangements which do eventuate will all have an influence on the nature of the relationship which is the focus of this research project.

More specifically, the relevant factors for this phase of development are:

- (i) the nature of the arrangements for collaboration, contact, and liaison between the organization and consultant during the working phases of the consultant's assignment.
- (ii) the nature of the arrangements made for the consultant to report on his activities and progress during the conduct of the consulting assignment and also at its completion.
- (iii) the manner in which the consultant attempted to involve organization members in the assignment, and secure their commitment to the programs he wanted recommended.
- (iv) the consultant's relative emphasis on diagnosis and identification of the organization's problems.
- (v) the nature of any changes made in the scope, extent, objectives, or timing of the consulting assignment which were made during its progress on the recommendation of either the consultant or organization members.

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Operating Hypotheses

Consistent with the influencing factors enumerated in the preceding sections, it is now possible to operationalize the fundamental research hypothesis by restatement as a series of testable propositions.

The fundamental hypothesis which the research is attempting to test is that:

the effectiveness of consultant assisted change efforts is a function of the organization-consultant relationship.

Specifically, it is hypothesized that consultant assisted change programs will be more effective where:

1. the organization considers some changes may be necessary, rather than where a consultant is retained to audit the status quo.
2. the organization ascribes some expertise to, and demonstrates trust in the consultant for his ability to develop and implement an effective change program.
3. the organization initiates the original suggestion to seek consultant help, rather than responding to a suggestion initiated by the consultant.

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4. organization members are in general agreement as to the need for, and desirability of obtaining consultant assistance.
5. several organization members, and particularly those to be affected, have participated in the discussions and decisions leading to the retention of a consultant.
6. organization members are in general agreement as to the particular consultant selected.
7. the consultant finally appointed has been selected from two or more consultants invited for preliminary discussions or to make preliminary diagnoses.
8. the consultant finally appointed has been selected on the basis of some identified, objective criteria.
9. the selected consultant has been required to conduct preliminary diagnostic investigations and develop a proposed program for the organization's approval and acceptance.
10. the organization's goals and expectations with respect to the required outcomes from the consulting assignment are identified and made explicit.
11. the organization does not closely direct the consultant's work, or unreasonably constrain him, by embargo or withheld information, from investigating what he perceives as relevant areas of the organization's affairs.

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12. there is clear definition, and shared understanding of the respective duties to be assumed by the consultant and organization members.
13. the consultant develops his recommendations for organization change on the basis of his investigations of organization problems and needs, rather than where he supplies the organization with a standardized, "pre-packaged" program.
14. the organization makes specific provision for the consultant to report to the organization on his progress and findings throughout the course of his assignment, rather than only at its completion.
15. the consultant works closely and directly with organization members within a cooperative rather than a directive framework.
16. the organization establishes a specific point of contact and liaison with whom and through whom the consultant can operate.
17. the consultant actively involves organization members--and particularly key managers--in the development and implementation of recommended change programs.
18. the scope of the assignment requires (or permits) the consultant to participate in the implementation of recommended change programs.

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The question which is being posed by these propositions is really asking whether an organization-consultant relationship of one particular type is typically associated with successful change efforts, and whether a relationship of a discernably different type is typically associated with unsuccessful or ineffective change efforts.

Measures and Descriptions of Effectiveness

This research attempted to secure historical information rather than represent the starting point of a longitudinal study which could observe, describe, and possibly measure the effects of on-going consultant assisted change programs. Because of its field setting, any research data in the form of measured organization variables over the duration of an organization-consultant association would not be able to be linked causatively with the research variable. Clearly, there would be too many unmeasured and uncontrolled factors outside of the organization-consultant relationship, but acting contemporaneously, which could give rise to historically described, and/or measured, changes in any such objective organization variables. An attempt was made to secure measures of apparently relevant organization variables over the duration of the relevant time period, but such measures can be no more than associated with the

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nature of the organization-consultant relationship which the research will also disclose. Accordingly, it is considered necessary to rely essentially on subjective evaluations made by key organization members of the perceived effectiveness of consultant-assisted change efforts. To accomplish this, organization members were asked to subjectively rate their evaluation of the consultant's effectiveness, identify organization activities and conditions in which they perceive improvements, and identify factors and conditions which led to misunderstandings between the organization and consultant, or to incomplete implementation of the consultant's recommendations. Specifically, descriptions of effectiveness were sought in the following areas:

- (i) a subjectively rated evaluation of the overall effectiveness of the consulting assignment in terms of achieving desired results or improvements.
- (ii) an evaluation of the quality of the consultant's final report.
- (iii) the extent of acceptance, disagreement, or rejection of the consultant's recommendations by various organization members.
- (iv) the extent of perceived changes and improvements in specified organizational conditions such as:
 - job satisfaction of workers
 - job satisfaction of managers

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- internal communications
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- new business opportunities
- ability to deal with future problems
- skills and abilities of organization members
- dependence of organization members on
external assistance
- management decision-making

(v) the nature of misunderstandings between organization members and consultant and the extent to which these detracted from the possible effectiveness of the assignment.

(vi) the reasons for modifying, or only partially implementing the consultant's recommendations.

(vii) the duration of the assignment in comparison with the original estimate or schedule.

(viii) the organization's assessment of value received in relation to the amount of the consultant's fees.

(ix) whether the same consultant would be hired again should the organization require external assistance on a future occasion.

In addition to these subjective evaluations there are a number of organization variables to be measured.

- number of employees
- number of management and supervisory personnel
- number of non-management staff personnel

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- annual sales turnover
- annual net income

A second objective of this research was to test the hypothesis that the use of external consultants, and the acceptance of their recommendations by an organization is related to the open-mindedness of the organization's chief executive.

Measure of Open-Mindedness (Dogmatism)

Open-mindedness was measured by Rokeach's Dogmatism Scale, and on the recommendation of its author²⁸ the shortened twenty-item version of the scale will be used in preference to the original forty-item scale. The short form Dogmatism Scale was developed by Troidahl and Powell²⁹ who showed by its use in field studies, that its correlation with the forty-item version was 0.94 (the lower of correlations determined in two separate field studies). As well as a high correlation with the original forty-item scale, the short form contains items which maintain its reliability whether administered by personal interview or by self-administration. The Short Form Dogmatism Scale presents the subject, whose open-mindedness

²⁸Milton Rokeach, Professor, Department of Psychology, Michigan State University, East Lansing, Michigan, U.S.A.

²⁹V. C. Troidahl, and F. A. Powell, "A Short Form Dogmatism Scale for Use in Field Studies," Social Forces, Vol. 44, No. 2 (December, 1965), pp. 211-214.

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is to be measured, with twenty statements and requests the subject to indicate the extent of his agreement or disagreement with each statement, viz:

<u>Statement</u>	<u>Extent of Agreement</u>
1. In this complicated world of ours the only way we can know what's going on is to rely on leaders or experts who can be trusted	Agree very much Agree on the whole Agree a little Disagree a little Disagree on the whole Disagree very much

Each answer is scored by allocating a number of points to the extent of agreement or disagreement indicated by the subject:

Agree very much	7 points
Agree on the whole	6 "
Agree a little	5 "
Disagree a little	3 "
Disagree on the whole	2 "
Disagree very much	1 point

The Dogmatism Score is then determined by summing the points scored for each statement. Using this scale with the Short Form allows Dogmatism Scores to range from a low score of 20 (extremely open-minded) to a high score of 140 (extremely closed-minded). The Dogmatism Score thus determined for the chief executive or other organization members can then be considered in relation to the frequency of use of external consultants by an

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organization, and the extent of its acceptance of advice from external sources.

It is hypothesized that there will be an inverse relationship between an organization sponsor's Dogmatism Score and his voluntary use of consultants. Next, it is hypothesized that there will be a relationship between the organization sponsor's Dogmatism Score and his acceptance of advice from a consultant, but that such relationship will depend on his concept of the consultant. Thus he may see the consultant as an authority figure whose advice is to be obeyed, in which case it is hypothesized that there will be a direct relationship between Dogmatism Score and his acceptance of a consultant's recommendations. Where the organization member (or consultant sponsor) has a low Dogmatism Score, meaning that he is more open-minded, it is hypothesized that he will not regard the consultant as an authority figure, and that his acceptance of advice would be related to the calibre of advice itself rather than to its source.

Survey Data

The third objective of this research project was to gather survey data which can relate the frequency and effectiveness of consultant use with several organization characteristics. The characteristics to be related to consultant use are:

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- (i) the general nature of the organization's business.
- (ii) the industry classification (for manufacturing organizations).
- (iii) the geographic location of the organization.
- (iv) the total number of employees in the organization.
- (v) the proportion of management or staff personnel to the total number of employees in the organization.
- (vi) the sales turnover of the organization.
- (vii) the net income of the organization.

Finally, the research will survey the possible associations between consultant use and:

- (i) the nature of the consulting assignment.
- (ii) the amount of fees paid to the consultant.
- (iii) the age of the organization's chief executive or consultant sponsor.
- (iv) the educational level of the organization's chief executive or consultant sponsor.

Research Design

In order to obtain a significant quantity of empirical data it is considered that a questionnaire will represent the most appropriate and useful research instrument. It is recognized that a case study approach which collected research data through intensive

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interviewing may yield data of a different nature-- particularly as it would be possible to use several members of an organization as sources of information, the internal consistency of which would usefully attest to its adequacy and accuracy. However, such an approach would inevitably restrict the quantity of information which could be obtained (i.e., the number of organizations which could be examined) because of the practical limitations which constrain research of this nature. Because of the complete absence of empirical evidence in this area it is considered that quantity of usable data is the paramount factor, and that a questionnaire instrument can be designed so as to permit confidence in the accuracy and completeness of the data it gathers.

The data required by this research was sought exclusively from operating organizations rather than consultants. The interrogation of the consultant partners of organization-consultant relationships is outside the scope of this study. As well as a potential bias, the consultant is rarely aware of the organizational activity which preceded his retention, and too often remains unaware of the effectiveness of his helping efforts.

For practical reasons, the organization respondents to the survey instrument to be used in the present research project can be only one individual organization

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member, and thus the question of the most appropriate addressee is immediately encountered. Earlier discussion has indicated the possible involvement of several organization members participating in any decision leading to the retention of a consultant, and also the possibility of such decision being made at any of several points or levels within the organization. While the most appropriate addressee may vary from organization to organization there would appear to be no way, within the confines of questionnaire based information gathering, by which the desirable specificity of identification could be made. Accordingly, the research questionnaire was addressed to the chief operating executive of each organization to be surveyed. The chief executive was requested to provide the information himself, or in the instances where he has had no close or direct association with the consulting assignment, he was asked to arrange for its completion by that particular organization member whom he would regard as the sponsor of the consulting assignment. As regards matters of relevant organizational fact and detail which were sought by some sections of the questionnaire, the directions which accompany the instrument suggested its completion by appropriately informed organization members.

The research questionnaire sought information about the organizational arrangements preceding and

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during a consulting engagement, and about its ultimate effectiveness. Also sought is information concerning the frequency and type of consultant use, and about certain organization and individual characteristics. All these items have, or are related to, a time base which had to be specified in order to obtain comparable data.

With respect to the frequency of use of consultants, organizational respondents will be asked to furnish this data for the three-year period ending December, 1967. Consistently, the particular consultant relationship to be described by respondents was specified as that one conducted during this three year period which was completed most recently prior to December, 1967. Other factual data were requested as of this same date, unless otherwise specified in a particular questionnaire item. The date of December, 1967 has been used because of its relationship to the period when the questionnaire will be distributed and the data gathered--June-July, 1968. The December, 1967 date is sufficiently recent to the survey period to permit respondents to recall relevant details, and appropriately timed to allow some reasonable assessment of effectiveness to have been made.

It is recognized that some organizations will have participated in many consulting engagements during the specified three-year period, and that the arrangements

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preceding and during the organization-consultant relationship may have differed from one such occasion to another. By asking organization respondents specifically to describe the most recently completed assignment, rather than to choose and describe any assignments during this period, it is considered that the data provided were properly randomized.

In attempting to relate current organization characteristics, such as number of employees, sales turnover, and net income with the frequency of use of consultants over a period it is possible, first, that this very use of consultants has given rise to the identifiable characteristics, or at least to some of them. Secondly, the presently observable characteristics may be quite unrelated to those extant at the time the consultant activity was carried out. Only by restricting the duration of the historical time period to be considered can these effects be minimized. The three-year period chosen appeals, intuitively, as a reasonable period given this problem, and because it was the period chosen by Seney in his previously referenced survey,³⁰ it will permit comparisons between this and the earlier study.

The problem with respect to the attempt to relate the frequency and effectiveness of consultant use with

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personal characteristics of the chief executive and other management members is that the present incumbents may not have been the persons in those offices during the time of the previous consulting assignment. The relevant dates pertaining to these situations were requested by the questionnaire and used as bases for excluding or including the data for analysis. Again, the effect was minimized by restricting the duration of the time period to be considered.

The Research Instruments

It has been determined that a questionnaire is the most effective and appropriate instrument for gathering the required survey data from organization respondents. Two questionnaires were developed and entitled: Consultant Research Program, and Executive Opinion Survey--and have been included in the Appendix section of this thesis.

Consultant Research Program

This questionnaire has been designed in eight sections to allow respondents to furnish all of the information necessary for testing several of the research hypotheses. The questionnaire has been designed on a "forced-choice" basis with an array of descriptive choices, including an "open" choice, offered to the respondent from which he is to indicate the most relevant,

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most appropriate, or most nearly correct description for the particular situation of the most recently completed consulting experience he is reporting. The attempt has been made to include all of the likely possibilities, and this construction should permit the meaningful categorization of responses as required for purposes of analysis. Wherever it was possible that more than one of the descriptive choices for any one item might reasonably be chosen, respondents were given the opportunity of indicating all of these choices which, together, most properly describe that situation. At the analysis phase, any such multiple responses were handled by recognizing categories for the different possible combinations of responses.

The penalty for constructing a questionnaire in this detail is that it results in an instrument which appears extremely long and much more formidable than one which presents open-ended questions and requests descriptive responses. Its advantage, however, is that it provides data which are, analytically, much more tractable.

In all cases the Consultant Research Program questionnaire were mailed to the chief operating executive of the selected organization--either a company, or a largely autonomous division or operating location (plant, store, etc.) of a larger organization--and

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requested him to personally complete Sections 1 through 7 of the eight section questionnaire. Section 8 requests quantitative information concerning organization variables which would normally be available from company records and could be completed by whomever the chief executive may deem appropriate.

The content of the Consultant Research Program questionnaire has been largely foreshadowed by the discussion in an earlier section of this chapter which considered the various organizational arrangements and activities which might precede and continue through an organization-consultant relationship. An outline of the content of this questionnaire follows:

Section 1

Section 1 of this questionnaire requests general information about the organization, its use of external consultants, and about the chief executive or other organization sponsor of the most recently completed (i.e. prior to December, 1967) consulting assignment. This information shows the "consultant-proneness" of the organization in terms of organizational characteristics, and was also used in analyses of the effectiveness of consulting assignments. The personal data concerning the chief executive or other sponsor were used in conjunction with the open-mindedness data (Dogmatism Scores) to be provided by the Executive Opinion Survey instrument.

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Section 2

This section seeks to identify the nature of the situation which led the organization to seek consultant assistance on the most recently completed occasion. This factor was related to various descriptions of the perceived effectiveness of the ensuing consulting assignment.

Section 3

Section 3 seeks to identify the major reason for an organization's use of an external consultant in the reported situation. This factor was also related to the perceived effectiveness of the assignment, and additionally to some of the quantitative measures of organization dimensions.

Section 4

The questions in this section pertain to considerations of the initiation and subsequent levels of discussion, consensus, and decision-making by organization members concerning the engagement of the consultant, as well as to the bases and criteria for his selection. These data are considered extremely relevant to the nature of the ensuing organization-consultant relationship and are thus basic to the fundamental research hypothesis. The several factors were all related to the various descriptions of perceived effectiveness of the most recently completed consulting assignment.

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Section 5

Section 5 comprises questions relating to considerations of organization members about their objectives, expectations, and the working arrangements they required the consultant to observe--which might normally be made before the commencement of the consulting assignment. Again, such information is basic to the fundamental research hypothesis and was appropriately related to the various descriptions of perceived assignment effectiveness.

Section 6

The questions in this section focus on the consultant's part in establishing the bases for his modus operandi by considering arrangements for interim reporting and coordination, and involvement of organization members in the various phases of the consulting assignment. These items all contribute to the nature of the organization-consultant relationship which emerged in each case, and were, as in the preceding sections, related to the descriptions of perceived assignment effectiveness.

Section 7

Section 7 contains the various descriptions, or dimensions, by which the most recently completed consulting assignment has been, or could be, evaluated. All are subjective, qualitative descriptions of how the

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effectiveness of the assignment was perceived by the organization's chief executive or other sponsor. Included are specific characteristics which were considered by the organization sponsor to have had an influence on assignment effectiveness; organization areas where change was observed; as well as more general descriptions of goal achievement and assignment effectiveness.

Section 8

This section requests annual information for the year to December, 1967, and the three preceding years, on such organization dimensions as the total number of employees, the number of management personnel, sales turnover, and net income. Such longitudinal data could be used for "before and after" measures of the consequences of the consulting assignment.

The Consultant Research Program questionnaire does not require disclosure of the respondent's corporate or personal identity, but in order to know the composition of the total response, each questionnaire was accompanied by an identifying reply card which respondents were asked to return separately from, and independently of, the completed questionnaires. It would thus be possible to describe the population represented by the research data while still offering individual respondents the guarantee of anonymity to encourage their completion of the questionnaire.

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Executive Opinion Survey

In addition to the Consultant Research Program questionnaire is another instrument styled the "Executive Opinion Survey" questionnaire. This latter instrument presents the twenty-item, "short-form," version of Rokeach's Dogmatism Scale arranged for convenient self-administration by organization respondents, which is being used to obtain a measure of the open-mindedness of organization members. Four copies of the Executive Opinion Survey were mailed with each Consultant Research Program questionnaire with the request that one of these be completed by the chief executive, and the others by up to three other organization members, including the assignment sponsor where this is not the chief executive, who have been significantly involved with the consulting assignment described in the research questionnaire. The intended use of the Dogmatism Scores is to relate them to the frequency of consultant use and the acceptance of consultant recommendations. It is considered that these factors may show a different relationship to the mean Dogmatism Score of a group of organization members than to the Dogmatism Score of the chief executive, or other sponsor, alone. The concept underlying this possibility is that the social pressures in an organization where other members are more open (or closed) minded may produce a climate which is more (or less) conducive to

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consultant use and influence and that this may be a more significant determinant than the open mindedness measure of one single executive.

Pre-Coding of Research Instruments

The forced choice arrangement of both the Consultant Research Program and the Executive Opinion Survey questionnaire permits their pre-coding to facilitate the subsequent transfer of the research data to punched cards. In this form the data were then conveniently introduced into a computer along with a program which secured the required analyses and frequency distributions.

The Survey Sample

The research instruments were addressed exclusively to the chief operating executives of selected organizations--either independent companies, or operating plants, stores, offices, or divisions of larger corporations. With the chief executive as the addressee, and also the desired respondent, it is considered pointless to address the questionnaires to the corporate headquarters of multi-plant, major, corporations where the corporate chief executive is unlikely to have been in close contact with the type of operating detail concerned with the questionnaire items. Accordingly, the instruments were mailed to the operating head of a singularly located operating organization.

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While problems of change confront non-business organizations as well as business organizations, and while it is recognized that the former also make use of the assistance of external consultants, it is intended to focus the primary thrust of this investigation into the consultant relationship with business organizations. This restriction may influence the nature of measures and descriptions of the extent of organization change which can be considered (for example: sales turnover, profitability) and, consequently, may influence the extent to which any findings can be transferred to non-business situations. Anything beyond conjecture on this aspect, however, must await the completion of the research work and the development of its empirically based findings.

An exception to the exclusive business concentration of this research was made, however, to permit an examination of the consulting relationship in governmental departments and agencies. More and more government instrumentalities are making increasing use of external consulting assistance, and it is considered both opportune and potentially useful to gather data which might show comparisons or contrasts between the conditions for effective organization-consultant collaboration in business organizations on the one hand, and in government agencies on the other.

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The sample population of business organizations to be addressed was a random sample of sufficient size to provide a statistically meaningful number of responses in each category of any classification into which it may be analyzed. The Consultant Research Program questionnaire provided information which permitted the classification of responses in the following ways:

- by type of business (7 categories including government)
- by industry classification (9 categories)
- by geographic location (9 categories)
- by distance from major city (5 categories)
- by number of employees (6 categories)
- by annual sales volume (8 categories)
- by annual net income (9 categories)

It was considered, somewhat arbitrarily, that the sample should contain 1500-2000 organizations. While this may appear to be a large sample it was recognized that the formidable appearance of the research instruments would likely discourage their completion by addressees. No useful basis for predicting the likely response rate was available, but it was allowed that this could be as low as ten per cent.

The source of a "universe" from which to select the research sample and obtain the required mailing information about addressees is another requirement. Of the more than four million business enterprises in the U.S.A.

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many are of such small size that their use of external consulting assistance is unlikely. Accordingly, it is considered that all firms included in the research sample should meet a minimum size criterion which could be described by:

- number of employees
- annual (or other period) sales turnover
- net worth

A size criterion set entirely on the basis of number of employees would tend to exclude "capital-intensive" firms of which there may be many that have sought consulting assistance. The sales turnover criterion poses the problem of identifying an appropriate surrogate dimension for those firms, such as banks or other financial institutions, which do not engage in a selling activity. The net worth criterion, however, does not introduce a problem of this type and was therefore selected to be used in conjunction with a second criterion based on the number of employees in the organization.

An almost complete, and certainly representative, universe of business firms in the U.S.A. which have a reported net worth (including intangibles) of one million dollars or more is provided by Dun and Bradstreet's "1968 Million Dollar Directory."³¹ This directory presents an

³¹Dun and Bradstreet, "1968 Million Dollar Directory," (New York: Dun and Bradstreet, Inc., 1968).

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alphabetical listing of 29,000 U.S. firms meeting this indicated net worth criterion, which were extracted by the publishers from their examination of reports from more than three million business firms. This listing includes the categories of: Industrials, Utilities, Transportation, Banks and Trusts, Stockbrokers, Mutual and Stock Insurance, Wholesalers, and Retailers. Excluded are Professional and Consulting organizations, Hospitals, Credit Agencies, and Financial and Insurance institutions other than those noted as inclusions, or which are otherwise "prominent."

The directory entries provide the name and address of each firm, the names of its principal officers, number of employees, and in the case of divisionalized organizations, the names of the operating divisions.

Because it is comprehensive, relevant, and up to date, and because it provides the required mailing information it was decided to select the random research sample from this source. The directory is arranged with approximately twenty entries on each of approximately 1500 pages. The random sample was selected by randomly selecting a number between one and twenty and then extracting that numbered entry from each page. Where this identified a firm with fewer than one hundred employees, the next listed firm on that page which met this additional criterion was selected. In this way a

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sample of 1575 business organizations, each having a reported net worth of one million dollars or more, and each employing one hundred or more people, was collected.

The sample of government departments and agencies was compiled from the U.S. Government Organization Manual 1967-68.³² This publication provides a listing of all major departments and agencies of the U.S. Federal Government, including the names and mailing addresses of their principal officers.

Rather than a random selection, each department and agency was selected for inclusion in the research sample. In the case of the large departments and agencies each major division was included. In this way a listing of 120 government departments and agencies (or their major divisions where appropriate) was compiled.

In addition to the 1695 organizations selected from these sources there were a further five business firms which had been selected for purposes of conducting a preliminary test of the research instruments (described in the next section of this thesis). The final sample thus contained a total of 1700 organizations.

Research Methodology

In order to test the suitability of the research instruments, and to determine that organizational addresses

³²U.S. Government Organization Manual 1967-68 (Washington, D.C.: Office of the Federal Registrar, June, 1967).

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could not only understand the questions, but that they would have a comparable, or common, understanding of them, a preliminary test run was conducted. Twenty business organizations geographically located in the vicinity of the researcher (Lansing, Michigan) which met the "number of employees" criterion were selected from Dun and Bradstreet's "1968 Million Dollar Directory." These organizations were contacted directly by the researcher during May, 1968, with a request for their cooperation in working through the two research instruments with the researcher. Only seven of these organizations had used the services of external consultants during the three-year period through December 1967, and five of these agreed to participate in testing the instruments.

The researcher personally visited the chief executives (either President or General Manager) of these cooperating organizations during June, 1968. At each interview the researcher handed the research instruments with accompanying printed instructions to the respondent and requested that he complete the questionnaires without comment or assistance from the researcher. When completed, the researcher worked through the instruments with each respondent checking his understanding of the meaning and intent of each question. These interviews revealed that, apart from their length and the time required for their completion (approximately ninety

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minutes), the questionnaires presented no difficulties to the respondents. Each executive indicated that he found the questions meaningful and clear, and that there was little difficulty in recalling the relevant details of the consulting assignment which they were describing.

Some suggestions for minor changes in terminology were made during this testing phase, and these were incorporated into the questionnaire (Consultant Research Program) prior to its final printing.

The questionnaires were mailed to the entire sample on July 11, 1968, under the cover of a letter personally addressed, by name, to each chief executive, and signed by both the researcher and the chairman of his dissertation committee. The instructions for completing the instruments were printed integrally with the Consultant Research Program questionnaire which also included, as previously discussed, a serially numbered, detachable reply slip. No pre-paid reply envelope was provided for the use of respondents as it was considered that such a feature would have no influence on returns because of the senior executive status of the addressees.

Although the reply cards would have permitted a follow-up request to be made to those organizations which did not respond, such follow-up was not made. As well as considerations of time and expense, it was felt that organizational respondents would decide their intention

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to reply, or not, on their initial receipt of the instruments and that the incremental response from a second mailing would be slight.

The distribution of the research sample is shown by Tables 1 through 4:

Table 1 Composition of Research Sample--by Type
of Business

Table 2 Composition of Research Sample--by Industrial
Classification

Table 3 Composition of Research Sample--by Number of Employees in the Organization

Table 4 Composition of Research Sample--by Geographic Location of the Organization

Additionally, Table 5: Composition of Geographic Regions--by States, provides supplementary detail to Table 4.

Summary

The research sought empirical evidence to test the several operationalized statements derived from the fundamental research hypothesis concerning the effectiveness of consultant assisted organizational change efforts and the organization-consultant relationship. These operationalized statements, or working hypotheses, have been developed from:

- considerations of the differences in organization
problems or situations leading to the retention of a
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- considerations of the reasons for using a consultant.
- considerations made in the organization prior to the decision to engage a consultant.
- considerations on the nature of the consulting assignment.
- considerations of the working arrangements between consultant and organization.

Each of these aspects allows several different arrangements, or organizational situations, to be associated with the consulting assignment. Consulting assignments were described with respect to these different arrangements and then associated with measures and descriptions of effectiveness. A questionnaire is considered to be the most appropriate research instrument to gather the quantity of empirical data which are necessary. Such an instrument--entitled the Consultant Research Program questionnaire--has been developed as a compilation of questions relating to the preceding organizational situations and arrangements.

The relationship between a chief executive's open-mindedness and his organization's use and acceptance of consultant advice was determined by obtaining measures of chief executives' Dogmatism and considering these with respect to the relevant organization variables. The twenty item, short form version of Rokeach's "Dogmatism Scale"--styled as the Executive Opinion Survey

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questionnaire in this study--was used to obtain these measures.

The research instruments were field tested to confirm their suitability and then mailed to the chief executives of a randomly selected sample of 1,575 business organizations which met specified minimum size criteria. Additionally, the instruments were mailed to the chief executives (or equivalent) of 170 federal government departments and agencies.

The several hypotheses which were developed from the fundamental research objective were tested by analysis of the data furnished by respondents to the survey instruments.

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TABLE 1.--Composition of research sample by type of business.

Type of Business	Organizations in Sample	
	Number	%
Industrial Manufacturing	805	47.4
Merchandising and Distribution	249	14.7
Financial Institutions (incl. Banks, Insurance)	213	12.5
Transportation	61	3.6
Public Utility	77	4.5
Other	175	10.3
Federal Government Departments and Agencies	120	7.0
TOTAL	1700	100.0

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TABLE 2.--Composition of research sample by industry classification.

Industry Classification	Organizations in Sample	
	Number	%
Automotive and Transportation Equipment	20	2.5
Drugs, Chemicals, Petroleum and Allied Products and Industries	57	7.1
Textiles, Clothing, and Footwear	101	12.5
Food, Beverages, Tobacco	106	13.2
Electrical and Electronic Goods and Equipment	76	9.4
Metals, Minerals	33	4.1
Engineering, Machinery, and Metalworking	220	27.4
Construction Materials, Lumber, Hardware	56	7.0
Aerospace and Defense	7	0.9
Miscellaneous Manufacturing	129	15.9
TOTAL	805	100.0

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TABLE 3.--Composition of research sample--by number of employees in the organization.

Number of Employees in the Organization	Organizations in Sample	
	Number	%
100 - 500 employees	1044	61.5
501 - 1000	208	12.2
1001 - 2500	154	9.1
2501 - 5000	61	3.6
5001 - 10000	55	3.2
Over 10000	46	2.7
Not Known	12	0.7
Sub-Total of Business Organizations	1580	93.0
Add:		
Federal Government Departments and Agencies	120	7.0
TOTAL	1700	100.0

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TABLE 4.--Composition of research sample--by geographic location of the organization.

Location of Organization (Geographic Region)	Organizations in Sample	
	Number	%
New England Region	103	6.1
Middle Atlantic	407	24.0
South Atlantic	176	10.4
East South Central	70	4.1
West South Central	121	7.1
East North Central	394	23.2
West North Central	112	6.6
Mountain	42	2.5
Pacific	155	9.0
Sub-Total of Business Organizations	1580	93.0
Add:		
Federal Government Departments and Agencies	120	7.0
TOTAL	1700	100.0

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TABLE 5.--Composition of geographic regions--by states.

Geographic Region	States
New England Region	Maine, New Hampshire, Vermont, Massachusetts, Rhode Island, Connecticut.
Middle Atlantic	New York, Pennsylvania, New Jersey.
South Atlantic	Delaware, Maryland, Virginia, West Virginia, North Carolina, South Carolina, Georgia, Florida, Washington D.C.
East South Central	Kentucky, Tennessee, Alabama, Mississippi.
West South Central	Arkansas, Louisiana, Oklahoma, Texas.
East North Central	Michigan, Ohio, Indiana, Illinois, Wisconsin.
West North Central	Minnesota, Iowa, North Dakota, South Dakota, Nebraska, Kansas, Missouri.
Mountain	Montana, Idaho, Wyoming, Nevada, Utah, Colorado, Arizona, New Mexico.
Pacific	Washington, Oregon, California, Hawaii, Alaska.

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CHAPTER IV

ANALYSIS OF RESULTS

The response from organizational addressees comprised:

145 reply cards indicating the addressee's intention to not complete and return the research instruments, and;

147 reply cards indicating that the research instruments would be completed and returned.

Additionally, personal letters accompanied 65 of the total 392 responses (23.1% of the survey sample). A number of these letters, including those received from consulting firms which happened to be included in the survey sample and one received from the Association of Consulting Management Engineers Inc., which had been advised of the research project by some organizational addressees, were commendatory and encouraging with their appreciation of the potential value of the study. Many others merely acknowledged that their organizations did not have any, or recent, consultant experience, and a few resented the imposition of this research on the all-too-valuable time of the executive addressees.

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While 147 addressees indicated their intentions to complete and return the research instruments, only 133 completed responses (7.8% of the survey sample) were received. Some of these respondents left various questionnaire items unanswered and this is reflected in those analytical tables which show a total response of fewer than 133. Upon receipt, the completed questionnaires were coded, key-punched onto data cards and prepared for computer analysis by the Applications Programming Section, Computer Laboratory, Michigan State University. The Applications Programming Section was also employed to develop the required programs for computer analysis on the basis of the researcher's instructions as to the variables to be related and presented as contingency tables, and for other analyses in the form of frequency distributions.

The composition of responses, and a comparison with the composition of the survey sample, is presented in Tables 6 through 9:

Table 6: Comparison of Composition of Responses with Sample of Organizations Receiving Consultant Research Questionnaire by Type of Business.

Table 7: Comparison of Composition of Responses with Sample of Industrial Manufacturing Organizations by Industry Classification.

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TABLE 6.--Comparison of composition of responses with sample of organizations receiving consultant research questionnaire--by type of business.

Type of Business	No. of Organizations Sampled		No. of Responses	
	No.	%	No.	%
Industrial Manufacturing	805	47.4	58	43.6
Merchandising and Distribution	249	14.7	12	9.0
Financial Institutions (Incl. Banks, Insurance)	213	12.5	25	18.8
Transportation	61	3.6	1	0.8
Public Utility	77	4.5	5	3.8
Other	175	10.3	9	6.8
Federal Government Agencies and Departments	120	7.0	23	17.2
TOTAL	1700	100.0	133	100.0

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TABLE 7.--Comparison of composition of responses with sample of industrial manufacturing organizations by industry classification.

Industry Classification	No. of Organizations Sampled		No. of Responses	
	No.	%	No.	%
Automotive and Transportation Equipment	20	2.5	7	12.1
Drugs, Chemicals, Petroleum, and Allied Products and Industries	57	7.1	3	5.2
Textiles, Clothing and Footwear	101	12.5	5	8.6
Food, Beverages, Tobacco	106	13.2	4	6.9
Electrical and Electronic Goods and Equipment	76	9.4	8	13.6
Metals, Minerals	33	4.1	4	6.9
Engineering, Machinery, and Metalworking	220	27.4	11	19.0
Construction Materials, Lumber, Hardware	56	7.0	7	12.1
Aerospace and Defense	7	0.9	2	3.5
Miscellaneous Manufacturing	129	15.9	7	12.1
TOTAL of Industrial Manufacturing Organizations	805	100.0	58	100.0

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Table 8: Comparison of Composition of Responses with Sample of Organizations Receiving Consultant Research Questionnaire by Number of Employees.

Table 9: Comparison of Composition of Responses with Sample of Organizations Receiving Consultant Research Questionnaire by Geographic Region.

Inspection of these tables shows that the distribution of responses is essentially similar to the distribution in the original survey sample. Goodman-Kruskal coefficients of ordinal association (G) between the response distribution and the sample distribution were calculated for:

Table 6 $G = 0.80$

Table 7 $G = 0.78$

Table 8 $G = 0.78$

Table 9 $G = 0.76$

These coefficients can be interpreted to mean that there is from 76% to 80% greater agreement than disagreement between the response distributions and the sample distributions. It is not possible, however, to make any further claim concerning the extent to which the questionnaire responses can be taken as representative of the survey sample.

The raw data were analyzed in the form of contingency tables which related an item describing one aspect of the organization-consultant relationship to

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TABLE 8.--Comparison of composition of responses with sample of organizations receiving consultant research questionnaire--by number of employees.

Number of Employees in the Organization	Organizations in Sample		Responses	
	No.	%	No.	%
100 - 500 Employees	1044	61.5	71	53.4
501 - 1000	208	12.2	12	9.0
1001 - 2500	154	9.1	11	8.3
2501 - 5000	61	3.6	6	4.5
5001 - 10000	55	3.2	2	1.5
Over 10000	46	2.7	5	3.8
Not Known	12	0.7	3	2.2
Sub-Total of Business Organizations	1580	93.0	110	82.7
Add:				
Federal Government Departments and Agencies	120	7.0	23	17.3
TOTAL	1700	100.0	133	100.0

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TABLE 9.--Comparison of composition of responses with sample of organizations receiving consultant research questionnaire--by geographic region.

Location of Organization (Geographic Region)	No. of Organizations Sampled		No. of Responses	
	No.	%	No.	%
New England	103	6.1	8	6.1
Middle Atlantic	407	24.0	26	19.7
South Atlantic	176	10.4	11	8.3
East South Central	70	4.1	1	0.8
West South Central	121	7.1	3	2.3
East North Central	394	23.2	35	26.5
West North Central	112	6.6	13	9.9
Mountain	42	2.5	2	1.5
Pacific	155	9.0	10	7.6
Sub-Total of Business Organizations	1580	93.0	109	82.7
Add:				
Federal Government Departments and Agencies	120	7.0	23	17.3
TOTAL	1700	100.0	132	100.0

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one or other of the descriptions of assignment effectiveness provided by Section 7 of the Consultant Research Program questionnaire. The variables selected for such analysis were those relating to the operational hypotheses which had been derived from the fundamental research hypothesis concerning the influence of the organization-consultant relationship on the effectiveness of consultant assisted change efforts. In this way, the empirical data gathered by the research could be used to confirm or reject the several underlying hypotheses.

The comparatively small number of responses in which the reporting organization described the nature and arrangement of their consultant experience presents an all too obvious restriction on the strength of any assertions which can be based on a review of the data. Of the 133 organizational respondents, only 91 (68.4%) reported on a consulting experience which had occurred during the three year reference period, and not all of these reported fully on each item in the questionnaire. This results in even smaller numbers of responses appearing in the various cells of the analytical tables and precludes the use of those statistical tests which could otherwise demonstrate the significance of the research data. For this reason it is considered that the data may be more correctly used to indicate probable directional effects rather than to conclusively prove

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or disprove the related hypotheses. Consequently, the discussion of the data analyses includes a minimal amount of statistical manipulation and inference.

In the following discussion of data in relation to the operational hypotheses, those instances where only one or two responses are available have been largely ignored because of uncertainty about their significance, and their potentially misleading consequences.

Hypothesis 1. Consultant-assisted change programs are more effective where the organization considers some changes may be necessary, rather than where a consultant is retained to audit the status quo.

Relevant data are presented in Table 10: "Effectiveness of Assignment by Major Situation Leading to Consultant Assignment." (This table relates data from questionnaire Item 2 and Item 7.) Overall, 37.2% of all assignments were judged by their organizational respondents as being completely effective in terms of achieving the desired changes or improvements. However,

- only 33.3% were judged as completely effective where the organization was unaware of any general or particular problems, but retained a consultant to conduct an examination and evaluation of its operations, practices, and policies in order to confirm their adequacy.

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TABLE 10.--Effectiveness of assignment by major situation leading to consultant assignment.

Major Situation Leading to Consulting Assignment	Degree of Effectiveness of Assignment						Total
	A*	B*	C*	D*	E*	F*	
Contact initiated by consultant, with offer to investigate and recommend services. (% Across)	1 (50.0%)	0	1	0	0	0	2
Organization unaware of problems, but wanted examination and evaluation of operations.	2 (33.3%)	0	3	0	1	0	6
Organization primarily concerned about adequacy of its "technology."	14 (41.2%)	4	10	4	0	2	34
Organization primarily concerned about the adequacy of its management personnel and practices.	13 (52.0%)	2	8	0	2	0	25
Organization primarily concerned about the adequacy of its formal structure.	1 (16.7%)	1	1	0	2	1	6
Organization primarily concerned with change in external conditions.	1 (14.3)	2	4	0	0	0	7
Other reason.	2 (25.0)	1	0	2	0	3	8
No reason indicated as most important.	1 (16.7%)	2	1	0	1	1	6
TOTAL	35 (37.2%)	12	28	6	6	7	94

*A = Completely effective.

B = Generally effective, but felt it could have been better.

C = Moderately effective but some problems yet remain.

D = Minimally effective and generally disappointing.

E = No worthwhile results achieved.

F = Not known as results cannot be evaluated.

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- only 26.7% were judged as completely effective where the organization reported no particular situation as precipitating the consultant's engagement.
- only 14.3% were judged completely effective where the organization was concerned primarily with changes that had taken place in the external environments.

These preceding situations represent those where it could be reasonably inferred that the organization does not necessarily see internal changes as inevitable. In contrast, in those situations where the consultant's engagement was prompted by some perceived inadequacy in the organization's practices, policies, personnel or structure--from which a consideration of the necessity for change could be reasonably inferred--there were 43.2% of assignments judged as completely effective. Thus, these data are considered as being in the direction of supporting the underlying hypothesis.

Further evidence is presented by Table 11: "Effectiveness of Assignment by Origin and Specificity of Assignment Objectives." (From questionnaire Item 5.4 and Item 7.1). It is argued that those occasions where the organization formulated its own specific objectives with respect to the required outcomes from the consulting assignments are more likely associated with a realization of the need for change than those other situations where either the consultant assisted in the formulation of specific goals,

TABLE 11.--Effectiveness of assignment by origin and specificity of assignment objectives.

Origin and Specificity of Assignment Objectives	Degree of Effectiveness of Assignment		Total
	Completely Effective	Less than Completely Effective	
	Number (% Across)	Number (% Across)	
Specific Goals formulated by one or more organization members and given to consultant	13 (44.8%)	16 (55.2%)	29 (100.0%)
Goals either generalized, or specified only with participation by consultant	6 (30.0%)	14 (70.0%)	20 (100.0%)
Other (not described)	17 (36.2%)	30 (63.8%)	47 (100.0%)
TOTAL	36 (37.6%)	60 (62.4%)	96 (100.0%)

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or where any goals were of only a generalized, non-specific, nature.

Where specific goals were formulated by one or more organization members and given to the consultant the proportion of assignments judged as completely effective was 44.8%. Only 30.0% of assignments were judged as completely effective where goals were of a generalized nature, and/or where the consultant contributed to their formulation.

These data, also, are considered to be in the direction of supporting the underlying hypothesis (see Tables 10 and 11).

Hypothesis 2. Consultant-assisted change programs are more effective where the organization ascribes some expertise to, and demonstrates trust in the consultant for his ability to develop and implement an effective change program.

Table 12: "Effectiveness of Assignment by Sponsor's Concept of the Consultant," (from questionnaire Item 5.10 and Item 7.1), indicates that assignments are most often judged as completely effective where the sponsor regards the consultant as a collaborating equal with whom programs could be jointly considered (58.8% of such assignments were judged as completely effective). However, the most frequently held concept (46 out of 92 cases reported) has the consultant as an expert resource, outside of the organization, whose independence is

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TABLE 12.--Effectiveness of assignment by sponsor's concept of consultant.

Organization Sponsor's Concept of Consultant	Degree of Effectiveness of Assignment						Total
	A*	B*	C*	D*	E*	F*	
As a competent "sub- ordinate" who would carry out programs as determined by sponsor. (% Across)	1 (50.0%)	0	0	0	1	0	2
As a "superior" whose recommendations were to be regarded as dir- ectives.	1 (25.0%)	1	1	0	1	0	4
As a collaborating equal with whom programs could be jointly con- sidered.	10 (58.8%)	0	6	1	0	0	17
As an expert resource, but outside of the organization whose independence was valuable.	15 (32.6%)	8	14	4	1	4	46
As an independent "con- tractor" who would deliver a "completed package" for consider- ation.	6 (27.3%)	3	6	2	3	2	22
Other.	0 (0.0%)	0	0	0	0	1	1
TOTAL	33 (35.9%)	12	27	7	6	7	92

*A = Completely effective.

B = Generally effective, but felt it could have been better.

C = Moderately effective but some problems yet remain.

D = Minimally effective and generally disappointing.

E = No worthwhile results achieved.

F = Not known as results cannot be evaluated.

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valuable, and only 32.6% of such cases were judged as completely effective.

While these data are not entirely consistent, Table 13: "Bases for Organization-Consultant Misunderstandings by Sponsor's Concept of the Consultant" (from questionnaire Item 5.10 and Item 7.8) indicates that misunderstandings occurred least often where the consultant was regarded as a collaborating equal (misunderstandings between organization and consultant reported in only 31.3% of cases), or where the consultant was regarded as an expert external resource (misunderstandings in only 33.3% of cases).

As misunderstandings between organization and consultant are considered to detract from the potential effectiveness of the consultant assisted change effort, these data are in the direction of supporting the underlying hypothesis.

Further evidence is provided by the way in which changes were made in the consulting assignment itself during its progress. Any such changes made unilaterally by one or more organization members could be regarded as demonstrating less respect and trust in the consultant than where the latter participated in modifying the originally agreed assignment program. Table 14: "Effectiveness of Assignment by Changes in Assignment during Progress" (from questionnaire Items 6.7 and 7.1)

TABLE 13.--Bases for organization-consultant misunderstandings by sponsor's concept of consultant.

Organization Sponsor's Concept of Consultant	Nature of Organization-Consultant Misunderstandings							Total	
	A*	B*	C*	D*	E*	F*	G*		
As a competent "subordinate" who would carry out programs as determined by sponsor (% across)	0	1	0	0	0	0	0	1	(0.0%)
As a "superior" whose recommendations were to be regarded as directives	0	0	0	1	0	2	1	4	(25.0%)
As a collaborating equal with whom programs could be jointly considered	0	0	1	1	0	3	11	16	(68.7%)
As an expert resource, but outside of the organization, whose independence was valuable	0	0	2	3	2	7	28	42	(66.7%)
As an independent "contractor," who would deliver a completed "package" for consideration.	3	0	0	4	3	1	10	21	(47.7%)
TOTAL	3	1	3	9	5	13	50	84	(59.5%)
	(3.6%)	(1.1%)	(3.6%)	(10.7%)	(6.0%)	(15.5%)	(59.5%)		(100.0%)

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TABLE 14.--Effectiveness of assignment by changes in assignment during progress.

Origin of Changes Made to Assignment During its Progress	Degree of Effectiveness of Assignment						Total
	A*	B*	C*	D*	E*	F*	
Changes made at direction of chief executive on basis of his evaluation of progress. (% Across)	4 (33.3%)	1	6	0	0	1	12
Changes made at the request of other organization members.	0 (0.0%)	0	1	0	0	0	1
Changes mutually agreed by discussions between organization members and consultant.	12 (44.4%)	5	7	2	0	1	27
Changes made unilaterally by the consultant.	0 (0.0%)	0	0	1	1	0	2
Changes requested by the organization but not agreed to by the consultant.	0 (0.0%)	1	0	0	1	0	2
No changes made, or requested, to the original terms of assignment.	13 (38.2%)	3	6	4	4	4	34
Other.	0 (0.0%)	0	0	0	0	1	1
Changes made at direction of chief executives and other organization members.	0 (0.0%)	2	2	0	0	0	4
All other combinations of preceding arrangements.	6 (50.0%)	1	5	0	0	0	12
TOTAL	35 (36.8%)	13	27	7	6	7	95

*A = Completely effective.

B = Generally effective, but felt it could have been better.

C = Moderately effective but some problems yet remain.

D = Minimally effective and generally disappointing.

E = No worthwhile results achieved.

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shows that assignments were judged as completely effective in only 23.5% of cases where interim changes were made unilaterally by organization members. By contrast, 44.4% of assignments were judged as completely effective where interim changes were discussed and agreed between the consultant and organization members.

Yet another indication is provided by Table 15: "Effectiveness of Assignment by Replacement of Consultant during Assignment Progress" (from questionnaire Items 6.8 and 7.1). In none of the cases reported where the organization changed or attempted to have changed the consultant because of concern about his competence, were the assignments judged as being completely effective.

While it may show inconsistency in one reported aspect (see Table 12) the available evidence is generally in the direction of supporting the underlying hypothesis.

Hypothesis 3. Consultant-assisted change programs are more effective where the organization initiates the original suggestion to seek consultant help, rather than responding to a suggestion initiated by the consultant.

Table 10, which was previously presented in relation to Hypothesis 1, indicated that one out of the two reported consultant initiated contacts was judged as being completely effective. However, Table 16: "Effectiveness of Assignment by Origin of Suggestion to Seek Consultant Help" (from questionnaire Items 4.1 and 7.1) reported seven occasions where the suggestion was

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TABLE 15.--Effectiveness of assignment by replacement of consultant during progress.

Conditions Concerning Replacement of Consultant During Assignment Progress	Degree of Effectiveness of Assignment						Total
	A*	B*	C*	D*	E*	F*	
No change of consultant requested or made. (% Across)	35 (40.2%)	9	25	7	4	7	87
Change at request of organization members due to consultant's personal incompatibility.	0	0	0	0	0	0	0
Change at request of organization members due to doubt about consultant's competence.	0 (0.0%)	1	0	0	0	0	1
Change requested by organization but not agreed to by consulting firm.	0 (0.0%)	0	0	0	1	0	1
Assignment terminated prematurely due to dissatisfaction with consultant.	0 (0.0%)	0	0	0	1	0	1
Different consultant assigned to working phase than carried out initial diagnosis.	1 (33.3%)	1	1	0	0	0	3
All combinations of preceding arrangements.	0 (0.0%)	2	1	0	0	0	3
TOTAL	36 (37.5%)	13	27	7	6	7	96

*A = Completely effective.

B = Generally effective, but felt it could have been better.

C = Moderately effective but some problems yet remain.

D = Minimally effective and generally disappointing.

E = No worthwhile results achieved.

F = Not known as results cannot be evaluated.

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TABLE 16.--Effectiveness of assignment by origin of suggestion to seek consultant help.

Origin of Suggestion to Seek Consultant Help	Degree of Effectiveness of Assignment						Total
	A*	B*	C*	D*	E*	F*	
Consultant himself. (% Across)	0 (0.0%)	1	3	0	2	1	7
Chairman, board or corporate personnel.	2 (28.6%)	0	2	1	2	0	7
Chief Executive	19 (38.8%)	5	15	4	2	4	49
Department head immediately subordinate to chief executive.	12 (42.8%)	5	8	2	0	1	28
Lower level of management.	0 (0.0%)	1	0	0	0	1	2
Influential person(s) outside of the organization.	0 (0.0%)	1	0	0	0	0	1
Other.	1 (100.0%)	0	0	0	0	0	1
TOTAL	34 (35.8%)	13	28	7	6	7	95

*A = Completely effective.

B = Generally effective, but felt it could have been better.

C = Moderately effective but some problems yet remain.

D = Minimally effective and generally disappointing.

E = No worthwhile results achieved.

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initiated by the consultant and none of these was judged as being completely effective.

While these data are apparently inconsistent it is considered that the questionnaire items generating the information are basically different. Of the seven responses reported in Table 16 where the consultant initiated the suggestion that the organization should obtain consultant help, only two were reported (Table 10) where a consultant-initiated contact was the major situation leading to his retention. It would appear that this difference would be explained by the organization becoming aware of some other organizational situation following the suggestion of the consultant, and coming to regard this as the major situation leading to the assignment. Clearly, it is the data reported by Table 16 which relate most directly to the hypothesis and provide evidence in the direction of its confirmation. Further support is provided by the data from Table 17: "Complete Acceptance of Consultant's Recommendations by Different Organization Levels by Origin of Suggestion to Seek Consultant Help" (from questionnaire Items 4.1 and 7.4). These data indicate that the consultants' recommendations are completely accepted by all organization levels in only 11.9% of cases where the consultant himself initiated the suggestion to seek consultant help. Complete acceptance of recommendations was

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TABLE 17.--Complete acceptance of recommendations by different organization levels by origin of suggestion to seek consultant help.

Origin of Suggestion to Seek Consultant Help	Organization Level Completely Accepting						total
	A*	B*	C*	D*	E*	F*	
Consultant himself (% of Total Responses)**	1	0	1	1	1	1	5 (11.9%)
Chairman, board, or corporate personnel	1	2	0	1	2	0	6 (15.0%)
Chief executive	12	23	4	11	9	10	69 (27.0%)
Department heads immediately subordinate to chief executive	8	12	7	5	8	5	45 (29.0%)
Lower level of management	0	0	0	0	0	0	0 (0.0%)
Influential person(s) external to the organization	0	0	0	0	0	0	0 (0.0%)
Other	1	1	1	1	1	0	5 (83.4%)
TOTAL	23	38	13	19	21	16	130 (25.7%)

*A = Chairman, board, or corporate personnel.

B = Chief executive

C = Other organization sponsor

D = Managers immediately subordinate to chief executive

E = Heads of departments or areas to be affected

F = All managers advised of assignment.

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Per cent of Total Responses is the proportion of the total number of responses made by each organizational level which completely accepted the consultant's recommendations.

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proportionately very much higher where this situation originated within the organization (complete acceptance in 27.8% of such occasions).

Hypothesis 4. Consultant-assisted change programs are more effective where organization members are in general agreement as to the need for, and desirability of, obtaining consultant assistance.

One indication of the agreement of organization members to seek consultant help is the origin of the suggestion to seek consultant help. Table 16 indicates assignments are judged as completely effective most often (42.8% of such occasions) when this suggestion originated with the management group immediately subordinate to the chief executive. Consistently, Table 17 indicates that the consultants' recommendations are completely accepted by all management levels most often (29.0% of such occasions) where the consultant suggestion was initiated by this same group.

Table 18: "Degree of Concensus of Acceptance of Recommendations by Origin of Suggestion to Seek Consultant Help" (from questionnaire Items 4.1 and 7.5) adds further evidence with its indication that there is complete (or almost complete) agreement concerning the acceptance of recommendations most often (48.2% of cases) where the consultant suggestion was initiated by department head(s) immediately subordinate to the chief executive. Where there is complete (or almost complete)

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TABLE 18.--Degree of consensus of acceptance of recommendations by origin of suggestion to seek consultant help.

Origin of Suggestion to Seek Consultant Help	Consensus Concerning Accep- tance of Recommendations						total
	A*	B*	C*	D*	E*	F*	
Consultant himself (% across)	0	0	0	4	3 (42.9%)	0	7
Chairman, board, or corporate personnel	0	2	1	3	1 (14.3%)	0	7
Chief executive	2	1	4	19	17 (36.2%)	4	47
Department head(s) immediately subordinate to chief executive	0	1	1	8	13 (48.2%)	4	27
Lower level of management	0	0	0	1	0 (0.0%)	0	1
Influential person(s) outside of the organization	0	0	0	0	1 (100.0%)	0	1
Other	0	0	0	0	1 (100.0%)	0	1
TOTAL	2	4	6	35	36 (39.6)	8	91

- *A = Strong and almost complete disagreement among organization members
 B = Majority disagreement but some members in favor
 C = About equally divided
 D = Majority in agreement but some disagreement
 E = Complete or almost complete agreement
 F = Degree of consensus not known

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consensus among organization members concerning the decision to hire a consultant, the ensuing assignments are most often judged as being completely effective--in 41.0% of such cases--as shown by Table 19: "Effectiveness of Assignment by Degree of Consensus Concerning Consultant Assistance" (from questionnaire Items 4.5 and 7.1).

Table 20: "Complete Acceptance of Recommendations by Different Organization Levels by Degree of Consensus Concerning Consultant Assistance" (from questionnaire Items 4.5 and 7.4), and Table 21: "Degree of Consensus of Acceptance of Recommendations by Degree of Consensus Concerning Consultant Assistance" (from questionnaire Items 4.5 and 7.5) provide further supporting data.

Thus all the available evidence is consistent, and in the direction of confirming the hypothesis that consultant assistance will be more effective where organization members are in agreement as to its need and desirability.

Hypothesis 5. Consultant-assisted change programs will be more effective where several organization members, and particularly those likely to be affected, have participated in the discussions and decisions leading to the retention of a consultant.

A considerable amount of data relevant to this hypothesis are presented in the following tables:

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TABLE 19.--Effectiveness of assignment by degree of consensus concerning consultant assistance.

Degree of consensus Concerning Consultant Assistance	Degree of Effectiveness of Assignment						Total
	A*	B*	C*	D*	E*	F*	
Strong and almost complete disagreement (% Across)	1 (50.0%)	0	0	0	0	1	2
Majority disagreement, but some members in favor.	1 (100.0%)	0	0	0	0	0	1
About equally divided.	0 (0.0%)	0	1	1	0	0	2
Majority agreement, but some disagreement.	7 (35.0%)	2	6	1	3	1	20
Complete, or almost complete, agreement.	25 (41.0%)	10	15	5	3	3	61
Degree of consensus or disagreement among members not known.	1 (10.0%)	1	6	0	0	2	10
TOTAL	35 (36.5%)	13	28	7	6	7	96

*A = Completely effective.

B = Generally effective, but felt it could have been better.

C = Moderately effective but some problems yet remain.

D = Minimally effective and generally disappointing.

E = No worthwhile results achieved.

F = Not known as results cannot be evaluated.

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TABLE 20.--Complete acceptance of recommendations by different organization levels by degree of consensus concerning consultant assistance.

Degree of Consensus	Organization Level Completely Accepting						total
	A*	B*	C*	D*	E*	F*	
Strong and almost complete disagreement (% of Total Responses)	0	1	0	0	1	0	2 (18.0%)
Majority disagreement, but some members in favor	1	1	1	0	0	0	3 (50.0%)
About equally divided	0	0	0	0	0	0	0 (0.0%)
Majority agreement, but some disagreement	5	7	2	2	3	2	21 (20.6%)
Complete, or almost complete, agreement	18	26	10	17	18	14	103 (31.2%)
Degree of consensus not known	0	4	0	1	0	0	5 (10.2%)
TOTAL	24	39	13	20	22	16	134 (26.2%)

*A = Chairman, board, or corporate personnel

B = Chief executive

C = Other organization sponsor

D = Managers immediately subordinate to chief executive

E = Heads of departments or areas to be affected

F = All managers advised of assignment.

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TABLE 21.--Degree of consensus of acceptance of recommendations by degree of consensus concerning consultant assistance.

Organization Members' Consensus Concerning Consultant Assistance	Consensus Concerning Acceptance of Recommendations						total
	A*	B*	C*	D*	E*	F*	
Strong and almost complete disagreement (% across)	0	0	0	1	1 (50.0%)	0	2
Majority disagreement, but some members in favor	0	0	0	1	0 (0.0%)	0	1
About equally divided	0	1	1	0	0 (0.0%)	0	2
Majority agreement, but some disagreement	2	0	1	9	8 (40.0%)	0	20
Complete, or almost complete agreement	0	3	3	19	28 (47.5%)	6	59
Degree of consensus not known	0	0	1	5	0 (0.0%)	2	8
TOTAL	2	4	6	35	37 (40.2%)	8	92

- *A = Strong and almost complete disagreement among organization members
 B = Majority disagreement but some members in favor
 C = About equally divided
 D = Majority in agreement but some disagreement
 E = Complete or almost complete agreement
 F = Degree of consensus not known

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Table 22: "Effectiveness of Assignment by Level of Pre-Engagement Discussions" (from questionnaire Items 4.2 and 7.1).

Table 23: "Complete Acceptance of Recommendations by Different Organization Levels by Level of Pre-Engagement Discussion" (from questionnaire Items 4.2 and 7.4).

Table 24: "Degree of Concensus of Acceptance of Recommendations by Level of Pre-Engagement Discussions" (from questionnaire Items 4.2 and 7.5).

Table 25: "Effectiveness of Assignment by Level of Decision to Request Consulting Help" (from questionnaire Items 4.3 and 7.1).

Table 26: "Effectiveness of Assignment by Level of Determination of Assignment Scope" (from questionnaire Items 5.2 and 7.1).

Table 22 indicates that consulting assignments were most often judged as completely effective where there were pre-engagement discussions among several organization members (completely effective in 47.6% of such cases), and next most often (34.5%) where pre-engagement discussions were held between the chief executive and his immediate subordinates. Assignments were least often judged as completely effective (25.0% of cases) where no organization members were involved in

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TABLE 22.--Effectiveness of assignment by level of pre-engagement discussions.

Level of Pre-Engagement Discussions	Degree of Effectiveness of Assignment						Total
	A*	B*	C*	D*	E*	F*	
Discussions between chief executive and peers or superiors. (% Across)	7 (33.3%)	1	7	2	2	2	21
Discussions between chief executive and immediate subordinates.	10 (34.5%)	4	8	2	3	2	29
Discussions among all department heads.	1 (50.0%)	0	0	1	0	0	2
Discussions among only those department heads involved in proposed action.	0 (0.0%)	0	1	0	0	0	1
Discussions among managers of department(s) or area(s) considering assistance.	0 (0.0%)	1	1	0	0	0	2
No discussion, as decision about consultant made unilaterally.	1 (25.0%)	1	1	0	0	1	4
Other.	2 (100.0%)	0	0	0	0	0	2
Discussions between chief executive, superiors, and immediate subordinates.	4 (28.6%)	2	5	2	1	0	14
All other combinations of preceding parties.	10 (47.6%)	4	5	0	0	2	21
TOTAL	35 (36.5%)	13	28	7	6	7	96

*A = Completely effective.

B = Generally effective, but felt it could have been better.

C = Moderately effective but some problems yet remain.

D = Minimally effective and generally disappointing.

E = No worthwhile results achieved.

F = Not known as results cannot be evaluated.

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TABLE 23.--Complete acceptance of recommendations by different organization levels by level of pre-engagement discussions.

Level of Pre-Engagement Discussions	Organization Level Completely Accepting						total
	A*	B*	C*	D*	E*	F*	
Discussions between chief executive and peers or superiors (% of Total Responses)	4	9	1	4	3	1	22 (19.5%)
Discussions between chief executive and immediate subordinates	8	13	7	8	9	6	51 (34.2%)
Discussions among all department heads	1	1	0	1	1	1	5 (41.7%)
Discussions among heads of department(s) or area(s) to be affected	0	0	0	0	0	0	0 (0.0%)
Discussions among all managers in the department(s) considering assistance	0	0	0	0	0	0	0 (0.0%)
No discussions--as decision was made unilaterally	0	1	1	0	1	1	4 (25.0%)
Other	5	10	3	5	8	6	38 (29.7%)
Discussions between chief executive and superiors and immediate subordinates	5	5	1	2	0	1	14 (17.1%)
TOTAL	24	39	13	20	22	16	134 (26.2%)

*A = Chief, board or corporate personnel

B = Chief executive

C = Other organization sponsor

D = Managers immediately subordinate to chief executive

E = Heads of departments or areas to be affected

F = All managers advised of assignment

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TABLE 24.--Degree of consensus of acceptance of recommendations by level of pre-engagement discussions.

Level of Pre-Engagement Discussions	Consensus Concerning Acceptance of Recommendations						total
	A*	B*	C*	D*	E*	F*	
Discussions between chief executive and peers or superiors (% across)	1	1	2	7	7 (35.0%)	2	20
Discussions between chief executive and immediate subordinates	1	1	2	8	14 (51.8%)	1	27
Discussions among all department heads	0	0	0	1	1 (50.0%)	0	2
Discussions among only those department heads involved in proposed action	0	1	0	0	0 (0.0%)	0	1
Discussions among managers of departments or areas considering assistance	0	0	0	1	0 (0.0%)	1	2
No discussions, as decision about consultant made unilaterally	0	0	1	1	1 (33.3%)	0	3
Other	0	0	0	1	1 (50.0%)	0	2
Discussions between chief executive, superiors, and immediate subordinates	0	1	1	7	4 (28.6%)	1	14
All other combinations of preceding parties	0	0	0	9	9 (42.9%)	3	21
TOTAL	2	4	6	35	37 (40.2%)	8	92

*A = Strong and almost complete disagreement among organization members

B = Majority disagreement but some members in favor

C = About equally divided

D = Majority in agreement but some disagreement

E = Complete or almost complete agreement

F = Degree of consensus not known

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TABLE 25.--Effectiveness of assignment by level at decision to request consulting help.

Level of Decision to Request Consulting Help	Degree of Effectiveness of Assignment						Total
	A*	B*	C*	D*	E*	F*	
Chairman, board, or corporate personnel. (% Across)	6 (46.2%)	0	3	0	3	1	13
Chief executive.	21 (37.5%)	8	17	5	3	2	56
Head(s) of relevant department(s) or area(s) to be affected.	4 (30.8%)	2	3	1	0	3	13
Other.	0 (0.0%)	2	0	0	0	0	2
Chief executive together with superiors or corporate personnel.	1 (20.0%)	1	2	0	0	1	5
Chief executive together with head(s) of relevant department(s) or area(s).	3 (50.0%)	0	3	0	0	0	6
All other combinations of preceding parties.	0 (0.0%)	0	0	1	0	0	1
TOTAL	35 (36.5%)	13	28	7	6	7	96

*A = Completely effective.

B = Generally effective, but felt it could have been better.

C = Moderately effective but some problems yet remain.

D = Minimally effective and generally disappointing.

E = No worthwhile results achieved.

F = Not known as results cannot be evaluated.

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TABLE 26.--Effectiveness of assignment by level of determination of assignment scope.

Level of Determination of Assignment Scope	Degree of Effectiveness of Assignment						Total
	A*	B*	C*	D*	E*	F*	
Chairman, board, or corporate personnel. (% Across)	3 (50.0%)	1	2	0	0	0	6
Chief Executive	12 (34.3%)	1	13	2	5	2	35
Department head(s) of relevant organization area(s).	10 (47.6%)	2	5	2	0	2	21
Consultant himself.	0 (0.0%)	0	0	0	1	0	1
Chief executive together with department head(s).	6 (40.0%)	2	5	1	0	1	15
Chief executive together with consultant.	0 (0.0%)	1	1	0	0	0	2
Department head(s) to- gether with consultant.	1 (50.0%)	0	0	0	0	1	2
Other combination of preceding parties.	1 (11.1%)	3	2	2	0	1	9
TOTAL	33 (36.3%)	10	28	7	6	7	91

*A = Completely effective.

B = Generally effective, but felt it could have been better.

C = Moderately effective but some problems yet remain.

D = Minimally effective and generally disappointing.

E = No worthwhile results achieved.

F = Not known as results cannot be evaluated.

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pre-engagement discussions and the engagement decision was made unilaterally. Table 23 provides consistent data in rating the complete acceptance of recommendations with respect to the same variable. In this analysis, complete acceptance of recommendations by all organization levels is most frequent (41.7%) where discussions were held among all department heads.

By relating the consensus of acceptance of recommendation to the nature of pre-engagement discussions within the organization, Table 24 shows that there is complete (or almost complete) agreement most often where discussions were held between the chief executive and his immediately subordinate managers (51.8% of such cases showed complete, or almost complete, agreement concerning the acceptance of recommendations).

While the data are inadequate, Table 25 indicates that assignments are most often judged as completely effective where the decision to retain a consultant was made jointly by the chief executive together with the heads of the relevant departments or areas to be affected (50.0% of such cases). Table 26 furnishes data which indicate an assignment was more often judged as completely effective where its scope was determined by the department heads of the related organization areas (47.6% were judged completely effective), than where the assignment scope was determined by the chief

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executive alone (34.3% were judged completely effective).

All of these data would appear to be in the direction of supporting the hypothesis that assignment effectiveness is related to the participation, by organization members, in the discussions and ultimate decision concerning the retention of an external consultant.

Hypothesis 6. Consultant-assisted change programs are more effective where organization members are in general agreement as to the particular consultant selected.

Evidence for this hypothesis is provided by a consideration of which organization members made, or participated in making, the decision about the particular consultant to be selected. Table 27: "Effectiveness of Assignment by Level of Decision Concerning Consultant to be Hired" (from questionnaire Items 4.12 and 7.1) indicates assignments were most often judged as completely effective where the decision on consultant selection was made jointly by the chief executive together with his immediately subordinate department heads (54.6% judged as completely effective). This arrangement resulted in assignments being judged completely effective more frequently than where the chief executive alone (35.2% completely effective) or the department heads alone (29.4% completely effective) made the selection decision.

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TABLE 27.--Effectiveness of assignment by level of decision concerning consultant to be hired.

Level of Decision Concerning Consultant to be Hired	Degree of Effectiveness of Assignment						Total
	A*	B*	C*	D*	E*	F*	
Chairman, board, or corporate personnel. (% Across)	5 (50.0%)	0	3	0	2	0	10
Chief executive.	19 (35.2%)	7	17	4	4	3	54
Department head(s) of relevant organization area(s).	5 (29.4%)	3	4	2	0	3	17
Chief executive, together with chairman, board or corporate personnel.	1 (100.0%)	0	0	0	0	0	1
Chief executive, together with department heads.	6 (54.6%)	0	4	0	0	1	11
Other.	0 (0.0%)	3	0	1	0	0	4
TOTAL	36 (37.1%)	13	28	7	6	7	97

*A = Completely effective.

B = Generally effective, but felt it could have been better.

C = Moderately effective but some problems yet remain.

D = Minimally effective and generally disappointing.

E = No worthwhile results achieved.

F = Not known as results cannot be evaluated.

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Table 28: "Complete Acceptance of Recommendations by Different Organization Levels by Level of Decision Concerning Particular Consultant to be Hired" (from questionnaire Items 4.12 and 7.4) relates the same organization variable to a different measure of effectiveness. Complete acceptance of recommendations occurred most often where the selection decision was made jointly by the chief executive and his immediately subordinate department heads (recommendations were completely accepted by all levels in 39.4% of such cases).

Finally, Table 29: "Effectiveness of Assignment by Degree of Consensus Concerning Consultant Finally Selected" (from questionnaire Items 4.13 and 7.1) indicates that assignments are most often judged as completely effective where there is complete or almost complete, agreement among organization members concerning the consultant to be appointed (such assignments were judged as completely effective in 39.7% of cases).

These data are not entirely conclusive, but they are consistent in direction and provide at least tentative confirmation of the underlying hypothesis.

Hypothesis 7. Consultant-assisted change programs are more effective where the consultant finally appointed has been selected from two or more consultants invited by the organization for preliminary discussions or to make preliminary diagnoses.

Consulting assignments are evaluated as completely effective most often where two or three consultants

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TABLE 28.--Complete acceptance of recommendations by different organization levels by level of decision concerning particular consultant to be hired

Level of Decision Concerning Particular Consultant to be Hired	Organization Level Completely Accepting						total
	A*	B*	C*	D*	E*	F*	
Chairman, board or corporate personnel (%) of all cases)	4	4	1	4	3	1	17 (32.1%)
Chief executive	13	24	7	10	11	8	73 (24.7%)
Head(s) of department(s) or area(s) to be affected	1	4	5	2	5	3	20 (25.4%)
Other	0	0	0	0	0	0	0 (0.0%)
Chief executive together with board, or corporate personnel	1	1	0	1	0	0	3 (50.0%)
Chief executive together with head(s) or relevant department(s)	5	6	0	4	4	5	24 (39.4%)
All other combinations of preceding parties	1	1	0	0	0	0	2 (9.1%)
TOTAL	25	40	13	21	23	17	139 (26.9%)

*A = Chairman, board or corporate personnel

B = Chief executive

C = Other organization sponsor

D = Managers immediately subordinate to chief executive

E = Heads of departments or areas to be affected

F = All managers advised of assignment

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TABLE 29.--Effectiveness of assignment by degree of consensus concerning consultant finally selected.

Degree of Consensus Concerning Consultant Finally Selected	Degree of Effectiveness of Assignment						Total
	A*	B*	C*	D*	E*	F*	
Strong and almost complete disagreement. (% Across)	0 -	0	0	0	0	0	0
Majority disagreement but some members in favor.	1 (100.0%)	0	0	0	0	0	1
Organization members about equally divided.	0 (0.0%)	0	1	0	0	0	1
Majority agreement, but some disagreement.	4 (36.4%)	1	2	2	2	0	11
Complete, or almost complete agreement.	29 (39.7%)	11	20	4	2	7	73
Degree of consensus not known.	2 (16.7%)	1	5	1	1	2	12
TOTAL	36 (36.8%)	13	28	7	5	9	98

- *A = Completely effective.
 B = Generally effective, but felt it could have been better.
 C = Moderately effective but some problems yet remain.
 D = Minimally effective and generally disappointing.
 E = No worthwhile results achieved.
 F = Not known as results cannot be evaluated.

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have been invited for preliminary discussions (39.0% of cases). The proportion of assignments so evaluated is lower both where only one consultant was invited (37.8% completely effective) or where four or more consultants were invited (27.3% completely effective). This evidence is furnished by Table 30: "Effectiveness of Assignment by Number of Consulting Firms Invited for Discussions" (from questionnaire Items 4.7 and 7.1).

Misunderstandings between the organization and its consultant occur least often where two or three consultants have been invited for preliminary discussions (33.3% of such cases) and most often (45.5%) where four or more consultants were invited--as shown by Table 31: "Bases for Organization-Consultant Misunderstandings by Number of Consulting Firms Invited for Discussions" (from questionnaire Items 4.7 and 7.8).

However, when the variable becomes the number of consultants conducting preliminary examinations, as in Table 32, the proportion of assignments evaluated as completely effective is greatest where there have been four or more consultants (66.7%). But in this analysis, also, the proportion judged as completely effective is greater where there have been two or three consultants (46.2%) than where there has been a preliminary investigation conducted by only one consultant (17.4% judged as completely effective). The high proportion of

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TABLE 30.--Effectiveness of assignment by number of consulting firms invited for discussions.

Number of Consulting Firms Invited for Discussion	Degree of Effectiveness of Assignment						Total
	A*	B*	C*	D*	E*	F*	
1 Only (% Across)	23 (37.8%)	7	20	5	3	3	61
2 or 3	7 (39.0%)	2	4	0	3	2	18
4 or more	3 (27.3%)	2	4	1	0	1	11
Not indicated.	0 (0.0%)	0	0	0	0	1	1
TOTAL	33 (36.3%)	11	28	6	6	7	91

- *A = Completely effective.
 B = Generally effective, but felt it could have been better.
 C = Moderately effective but some problems yet remain.
 D = Minimally effective and generally disappointing.
 E = No worthwhile results achieved.
 F = Not known as results cannot be evaluated.

TABLE 31.--Bases for organization-consultant misunderstandings by number of consulting firms invited for discussions.

Consultant

TABLE 31.--Bases for organization-consultant misunderstandings by number of consulting firms invited for discussions.

Number of Consulting Firms Invited for Discussions	Nature of Organization-Consultant Misunderstandings							Total
	A*	B*	C*	D*	E*	F*	G*	
1 only (% across)	0	1	2	6	4	9	31 (58.5%)	53
2 or 3	1	0	0	3	0	2	12 (66.7%)	18
4 or more	2	0	1	0	1	1	6 (54.5%)	11
Not indicated	0	0	0	0	0	0	1 (100.0%)	1
TOTAL	3	1	3	9	5	12	50 (60.3%)	83

- * A = Differences between organization sponsor's and consultant's concepts of assignment completion.
 B = Differences between backgrounds of organization sponsor and consultant.
 C = Differences between viewpoints of organization sponsor and consultant.
 D = Differences among organization members' concepts about purpose of consultant.
 E = Other.
 F = All combinations of preceding situations.
 G = No misunderstandings between organization and consultant.

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TABLE 32.--Effectiveness of assignment by number of consulting firms conducting preliminary investigations.

Number of Consulting Firms Conducting Preliminary Investigations	Degree of Effectiveness of Assignment						Total
	A*	B*	C*	D*	E*	F*	
No preliminary investigations conducted. (% Across)	21 (39.6%)	5	17	3	2	5	53
1	4 (17.4%)	6	6	3	3	1	23
2 or 3	6 (46.2%)	0	4	1	1	1	13
4 or more	2 (66.7%)	0	1	0	0	0	3
TOTAL	33 (35.9%)	11	28	7	6	7	92

*A = Completely effective.

B = Generally effective, but felt it could have been better.

C = Moderately effective but some problems yet remain.

D = Minimally effective and generally disappointing.

E = No worthwhile results achieved.

F = Not known as results cannot be evaluated.

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assignments judged as completely effective when no preliminary investigations have been conducted (39.6% of such cases) must be noted, as it appears inconsistent with the other data in this table and also with the underlying hypothesis--see Table 32: "Effectiveness of Assignment by Number of Consulting Firms Conducting Preliminary Investigations" (from questionnaire Items 4.8 and 7.1).

An essentially similar situation is described by Table 33: "Effectiveness of Assignment by Number of Consulting Firms Submitting a Preliminary Proposal" (from questionnaire Items 4.9 and 7.1).

A review of all the related evidence leaves considerable uncertainty about this hypothesis. While the resulting assignment effectiveness is consistently greater where two or three consultants, rather than only one, are involved in preliminary discussions and investigations, there appears to be a curvilinearity in the relationship evidenced by the decrease in effectiveness where four or more consultants have been involved. A possible explanation is that with this greater number of proposals and/or viewpoints presented in discussion, the organization becomes confused as to the objectives it should seek and the optimal arrangement for their accomplishment. Further, the knowledge of the potential for organization improvement provided by the

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TABLE 33.--Effectiveness of assignment by number of consulting firms submitting a preliminary proposal.

Number of Consulting Firms Submitting a Proposal Prior to Selection of Consultant	Degree of Effectiveness of Assignment						Total
	A*	B*	C*	D*	E*	F*	
No proposals submitted prior to selection of consultant. (% Across)	14 (41.2%)	3	11	2	2	2	34
1	12 (29.3%)	6	13	4	4	2	41
2 or 3	4 (44.4%)	1	2	1	0	1	9
4 or more	3 (37.5%)	1	2	0	0	2	8
TOTAL	33 (35.9%)	11	28	7	6	7	92

*A = Completely effective.

B = Generally effective, but felt it could have been better.

C = Moderately effective but some problems yet remain.

D = Minimally effective and generally disappointing.

E = No worthwhile results achieved.

F = Not known as results cannot be evaluated.

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aggregation of proposals introduced by several consultants may lead the organization to develop expectations which no one of the consultants could be expected to satisfy. Thus the organization's ultimate perception of effectiveness may become moderated through comparison with inflated expectations.

A similarly plausible explanation, however, is more difficult to develop for the situations which show a comparatively high level of effectiveness where no consultants conduct preliminary investigations, and none submit an assignment proposal to the organization prior to the selection of a particular consultant. It is suggested that these data may derive from situations where the organization is clear as to its needs and expectations following internal discussions among appropriate organization members. Thus, the organization knows what it wants to achieve and is able to select a consultant who will be likely to accomplish these requirements by conducting preliminary discussions with two or three who are appropriately qualified and experienced.

Consequently, it would appear that the data confirm a somewhat modified hypothesis which would state that assignment effectiveness is greater where the consultant is selected from two or three consultants invited by the organization for preliminary discussions prior to a final appointment.

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Hypothesis 8. Consultant-assisted change programs are more effective where the consultant finally appointed has been selected on the basis of some objective, identified criteria.

Relevant data are presented in Table 34:

"Effectiveness of Assignment by Basis for Selection of Consultant" (from questionnaire Items 4.11 and 7.1). This table shows that consulting assignments were most often judged as being completely effective where the consultant was selected on the basis of his previous consulting relationship(s) with the organization (63.6% of such cases were judged as completely effective). Effectiveness is high where the appointment is made on the basis of recommendations from external sources (60.0% of assignments in this situation were judged as being completely effective), or where no particular basis for selection was identified (57.2% judged as completely effective). However, appointments made on the bases of previous (personal) contacts between the consultant and members of the organization, or impressions they held concerning the consultant's reputation, resulted in assignments which were infrequently judged to be completely effective. Similarly, and perhaps even more significantly, assignments carried out by consultants who were selected on the nature and content of their proposal, and the manner of its presentation to the

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TABLE 34.--Effectiveness of assignment by basis for selection of consultant.

Basis for Selection of Particular Consultant	Degree of Effectiveness of Assignment						Total
	A*	B*	C*	D*	E*	F*	
Personal impression created by consultant during preliminary diagnostic phase. (% Across)	2 (33.3%)	1	1	2	0	0	6
Known record of consultant's assignments in other organizations.	7 (31.8%)	1	9	1	2	2	22
Previous consulting relationships with the organization.	14 (63.6%)	1	3	1	1	2	22
Previous contacts between consultant and chief executive or other organization members.	1 (9.1%)	3	2	2	2	1	11
Impressions held by organization members concerning the consultant's reputation.	0 (0.0%)	2	3	0	1	1	7
Recommendations from sources external to the organization.	3 (60.0%)	0	2	0	0	0	5
Nature and content of consultant's proposal, and manner of presentation.	1 (12.5%)	1	5	1	0	0	8
On-going retainer agreement between organization and consultant.	0 (0.0%)	0	1	0	0	1	2
Other.	1 (33.3%)	2	0	0	0	0	3
No reason indicated as most important.	4 (57.2)	1	2	0	0	0	7
TOTAL	33 (35.5%)	12	28	7	6	7	93

*A = Completely effective; B = Generally effective, but felt it could have been better; C = Moderately effective but some problems yet remain; D = Minimally effective and generally disappointing; E = No worthwhile results achieved; F = Not known as results cannot be evaluated.

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It is considered that the evidence available does not allow this hypothesis to be confirmed. Neither, however, can it be completely rejected as there is an indication that consultant appointments based on personal predispositions (which might reasonably be considered as a corollary to the stated hypothesis) result in assignments which are infrequently judged as being completely effective.

Hypothesis 9. Consultant-assisted change programs are more effective where the selected consultant has been required to conduct preliminary diagnostic investigations and develop a proposed program for the organization's approval and acceptance.

Table 32 indicates that where one or more preliminary investigations have been conducted the subsequent consulting assignments are judged as completely effective in 30.8% of cases, whereas 39.6% of assignments are so judged where there has been no preliminary investigation. Table 35: "Bases for Organization-Consultant Misunderstandings by Number of Consulting Firms Conducting Preliminary Investigations" (from questionnaire Items 4.8 and 7.8) presents a similar picture. Some misunderstandings occurred in 41.7% of assignments where one or more preliminary investigations were conducted, but only in 37.5% of assignments where there was no preliminary investigation.

TABLE 35.--Bases for organization-consultant misunderstandings by number of consulting firms conducting preliminary investigations.

Nature of Organization-Consultant

TABLE 35.--Bases for organization-consultant misunderstandings by number of consulting firms conducting preliminary investigations.

Number of Consulting Firms Conducting Preliminary Investigations	Nature of Organization-Consultant Misunderstandings							Total
	A*	B*	C*	D*	E*	F*	G*	
No preliminary investigations conducted (% across)	2	0	3	3	3	7	30 (62.5%)	48
1	0	1	0	3	2	4	10 (50.0%)	20
2 or 3	1	0	0	3	0	1	8 (61.6%)	13
4 or more	0	0	0	0	0	0	0 (100.0%)	3
TOTAL	3	1	3	9	5	12	51 (60.8%)	84

* A = Differences between organization sponsor's and consultant's concepts of assignment completion.

B = Differences between backgrounds of organization sponsor and consultant.

C = Differences between viewpoints of organization sponsor and consultant.

D = Differences among organization members' concepts about purpose of consultant.

E = Other.

F = All combinations of preceding situations.

G = No misunderstandings between organization and consultant.

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Entirely consistent with this are the data in Table 33 and Table 36: "Bases for Organization-Consultant Misunderstandings by Number of Consulting Firms Submitting a Preliminary Proposal" (from questionnaire Items 4.9 and 7.8). Assignments are more often judged as completely effective, and misunderstandings between the parties are fewer where no preliminary proposals are submitted to the organization from any consultants.

The evidence, then, is in a direction opposite to that proposed by the hypothesis which must therefore be rejected.

Hypothesis 10. Consultant-assisted change programs are more effective where the organization's goals and expectations with respect to the required outcomes from the consulting assignment are identified and made explicit.

The data in Table 37: "Effectiveness of Assignment by Origin and Specificity of Assignment Objectives" (from questionnaire Items 5.4 and 7.1), and Table 38: "Complete Acceptance of Recommendations by Different Organization Levels by Origin and Specificity of Assignment Objectives" (from questionnaire Items 5.4 and 7.4) relate to this hypothesis.

Where specific goals are formulated by one, or other, organization member and given to the consultant the subsequent assignments were judged as completely effective in 44.8% of cases, compared with a 33.3%

TABLE 36.--Bases for organization-consultant misunderstandings by number of consulting firms submitting a preliminary proposal.

Number of Consulting Firms Submitting a Proposal Prior to Selection of Consultant	Nature of Organization-Consultant Misunderstandings							Total
	A*	B*	C*	D*	E*	F*	G*	
No. proposals submitted prior to selection of consultant (% across)	0	0	1	1	2	4	22	30
							(73.3%)	
1	0	1	1	8	1	7	19	37
							(51.4%)	
2 or 3	2	0	0	0	1	1	5	9
							(55.6%)	
4 or more	1	0	1	0	1	0	5	8
							(62.5%)	
TOTAL	3	1	3	9	5	12	51	84
							(60.8%)	

- *A = Differences between organization sponsor's and consultant's concepts of assignment completion.
 B = Differences between backgrounds of organization sponsor and consultant.
 C = Differences between viewpoints of organization sponsor and consultant.
 D = Differences among organization members' concepts about purpose of consultant.
 E = Other.
 F = All combinations of preceding situations.
 G = No misunderstandings between organization and consultant.

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TABLE 37.--Effectiveness of assignment by origin and specificity of assignment objectives.

Origin and Specificity of Assignment Objectives	Degree of Effectiveness of Assignment						Total
	A*	B*	C*	D*	E*	F*	
Specific goals formulated by board and given to consultant. (% Across)	1 (100.0%)	0	0	0	0	0	1
Specific goals formulated by chief executive and given to consultant.	4 (50.0%)	0	2	0	2	0	8
Specific goals formulated by chief executive together with subordinate managers.	5 (41.6%)	1	3	2	1	0	12
Specific goals formulated by managers of affected department(s) and approved by chief executive.	3 (37.5%)	1	2	2	0	0	8
Specific goals discussed and agreed between chief executive and consultant.	2 (40.0%)	0	2	0	1	0	5
Specific goals discussed and agreed between other organization members and consultant.	1 (20.0%)	2	1	0	0	1	5
Generalized (non-specific) goals discussed among organization members.	2 (25.0%)	1	4	1	0	0	8
Goals determined entirely by the consultant.	1 (50.0%)	0	0	0	1	0	2
All other combinations of preceding arrangements.	17 (36.2%)	7	14	2	1	6	47
TOTAL	36 (37.6%)	12	28	7	6	7	96

*A = Completely effective; B = Generally effective, but felt it could have been better; C = Moderately effective but some problems yet remain; D = Minimally effective and generally disappointing; E = No worthwhile results achieved; F = Not known as results cannot be evaluated.

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TABLE 38.--Complete acceptance of recommendations by different organization levels by origin and specificity of assignment objectives.

Origin and Specificity of Assignment Objectives	Organization Level Completely Accepting						total
	A*	B*	C*	D*	E*	F*	
Specific goals laid down by chairman, board, or corporate personnel (% of all cases)	1	1	0	1	0	0	3 (50.0%)
Specific goals laid down by chief executive	2	4	1	4	3	3	17 (35.4%)
Specific goals determined by chief executive and immediately subordinate managers	0	4	3	2	2	2	13 (20.6%)
Specific goals determined by head(s) of department(s) or area(s) to be affected	2	3	1	2	1	1	10 (23.3%)
Mutual agreement on specific goals by chief executive and consultant	2	2	0	0	0	0	4 (13.8%)
Mutual agreement on specific goals by other organization members and consultant	0	1	1	0	2	1	5 (29.4%)
General (non-specific) goals discussed among chief executive and other organization members	3	2	1	1	1	0	8 (18.2%)
Goals determined entirely by the consultant	1	1	1	1	2	1	7 (70.0%)
All other combinations of preceding parties	13	21	5	10	12	9	70 (28.1%)
TOTAL	24	39	13	21	23	17	137 (26.8%)

*A = Chairman, board, or corporate personnel

B = Chief executive

C = Other organization sponsor

D = Managers immediately subordinate to chief executive

E = Heads of departments or areas to be affected

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proportion obtained when the consultant participated in the formulation of specific goals. Where only generalized, non-specific, goals were developed, the proportion of assignments judged as completely effective was 25.0%. Table 38 provides further support with its indication that recommendations are least often completely accepted by all organization levels (18.2% of such cases) where only generalized, non-specific, goals were discussed among the chief executive and other organization members.

The evidence obtained from a consideration of effectiveness in relation to the different organization members who were advised of the objectives of the consultant assignment is not so clear cut. Table 39: "Effectiveness of Assignment by Awareness of Assignment by Organization Members" (from questionnaire Items 5.6 and 7.1) shows that assignments were most often judged as completely effective where managers immediately subordinate to the chief executive were formally advised of assignment objectives (completely effective in 50.0% of such cases), and that effectiveness is low where no organization members were so advised (completely effective in 25.0% of cases). However, completely effective assignments were even less frequent (20.0%) where all managers in the organization had been advised of assignment objectives.

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TABLE 39.--Effectiveness of assignment by awareness of assignment objections by organization members.

Organization Members Formally Advised of Assignment Objectives	Degree of Effectiveness of Assignment						Total
	A*	B*	C*	D*	E*	F*	
Chairman, board, or corporate personnel. (% Across)	1 (50.0%)	0	0	1	0	0	2
Chief executive only.	1 (33.3%)	0	1	1	0	0	3
Managers immediately subordinate to chief executive.	6 (50.0%)	1	3	1	1	0	12
Managers in affected department(s) or area(s).	2 (22.2%)	1	3	1	1	1	9
All managers in the organization.	1 (20.0%)	0	3	0	0	1	5
No organization members advised as specific objectives not identified.	1 (25.0%)	0	0	1	1	1	4
Chief executive together with board or corporate personnel.	1 (25.0%)	0	0	1	2	0	4
Chief executive and immediately subordinate managers.	1 (33.3%)	1	1	0	0	0	3
Chief executive, subordinate managers, and managers of affected department(s) or area(s).	3 (37.5%)	4	1	0	0	0	8
All other combinations of preceding parties.	19 (41.3%)	5	16	1	1	4	46
TOTAL	36 (37.5%)	12	28	7	6	7	96

*A = Completely effective; B = Generally effective, but felt it could have been better; C = Moderately effective but some problems yet remain; D = Minimally effective and generally disappointing; E = No worthwhile results achieved; F = Not known as results cannot be evaluated.

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This evaluation is essentially repeated by Table 40: "Complete Acceptance of Recommendations by Different Organization Levels by Awareness of Objectives by Organization Members" (from questionnaire Items 5.6 and 7.4).

Thus, the available evidence is consistently in the direction of supporting the hypothesis which relates assignment effectiveness to the specificity and explanation of assignment objectives.

Hypothesis 11. Consultant-assisted change programs are more effective where the organization does not closely direct the consultant's work, or unreasonably constrain him, by embargo or withheld information.

Assignments were most often judged as completely effective where the organization restricted the work area in which the consultant was permitted to operate (60.0% of such cases were completely effective). Overall, however, judgments of complete effectiveness were more frequent (37.7%) where no restrictions were placed on the consultant, than where the organization constrained him in one way or another (32.0% completely effective)--see Table 41: "Effectiveness of Assignment by Nature of Restrictions Placed on Consultant" (from questionnaire Items 5.7 and 7.1).

The manner in which any changes were made to the nature of the assignment during its progress is another factor which might relate to this hypothesis. Where

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TABLE 40.--Complete acceptance of recommendations by different organization levels by awareness of objectives by organization members.

Organization Members Formally Advised of Assignment Objectives	Organization Level Completely Accepting						Total
	A*	B*	C*	D*	E*	F*	
Chairman, board or corporate personnel (% of all cases)	0	1	0	1	1	1	4 (33.3%)
Chief executive only	0	0	0	0	0	0	0 (0.0%)
Managers immediately subordinate to chief executive	2	6	3	5	4	4	24 (38.1%)
Managers of department(s) or area(s) to be affected	0	1	2	0	3	2	8 (20.0%)
All managers in the organization	2	2	0	1	0	0	5 (15.1%)
Chairman, board, or corporate personnel and chief executive	1	1	0	1	0	0	3 (13.0%)
Chief executive and immediately subordinate managers	1	1	0	1	1	1	5 (35.7%)
Chief executive, immediately subordinate managers and managers of affected department(s) or area(s)	1	4	0	1	2	2	10 (22.2%)
All other combinations of preceding parties	17	23	8	12	12	7	78 (27.8%)
TOTAL	24	39	13	21	23	17	137 (26.8)

*A = Chairman, board, or corporate personnel

B = Chief executive

C = Other organization sponsor

D = Managers immediately subordinate to chief executive

E = Heads of departments or areas to be affected

F = All managers advised of assignment.

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TABLE 41.--Effectiveness of assignment by nature of restrictions placed on consultant.

Restrictions Imposed on Consultant by Organization	Degree of Effectiveness of Assignment						Total
	A*	B*	C*	D*	E*	F*	
Work area restricted. (% Across)	3 (60.0%)	0	2	0	0	0	5
Personal contacts restricted.	1 (33.3%)	1	1	0	0	0	3
Information access restricted.	0 (0.0%)	1	0	0	0	0	1
No restrictions placed on consultant.	26 (37.7%)	7	21	6	5	4	69
Other.	0 (0.0%)	1	1	0	0	2	4
Work areas and personal contacts restricted.	1 (25.0%)	1	1	0	1	0	4
Personal contacts and information access restricted.	1 (50.0%)	0	1	0	0	0	2
All other combinations of preceding situations.	2 (33.3%)	1	1	1	0	1	6
TOTAL	34 (36.2%)	12	28	7	6	7	94

*A = Completely effective.

B = Generally effective, but felt it could have been better.

C = Moderately effective but some problems yet remain.

D = Minimally effective and generally disappointing.

E = No worthwhile results achieved.

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any such changes are made unilaterally by one or more organization members, but without the concurrence of the consultant, this could represent the imposition of a constraint on the consultant. As indicated previously under the discussion of Hypothesis 2, by Table 14, assignments in which changes were made unilaterally by organization members were less often judged as completely effective (23.5% of cases) than where changes were introduced with the concurrence of the consultant (44.4% of these assignments were judged as completely effective).

While not extensive, the available evidence for this hypothesis is in the direction of providing support. The hypothesis can certainly not be rejected even though it is not possible to claim strong confirmation.

Hypothesis 12. Consultant-assisted change programs are more effective where there is clear definition, and shared understanding of the respective duties to be assumed by the consultant and organization members.

Table 42: "Effectiveness of Assignment by Agreement on Respective Responsibilities (from questionnaire Items 5.8 and 7.1) indicates that effectiveness was greatest where the organization's chief executive laid down the duties to be assumed by all parties (47.4% of such assignments were judged as completely effective), and next where duties were allocated by mutual agreement between the consultant and organization members (43.7% completely effective). Neither of the two

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TABLE 42.--Effectiveness of assignment by agreement on respective responsibilities.

Nature of Discussions Between Organization Members and Con- sultant Concerning Duties to be Assumed	Degree of Effectiveness of Assignment						Total
	A*	B*	C*	D*	E*	F*	
Board, or corporate per- sonnel laid down duties for all parties. (% Across)	0 -	0	0	0	0	0	0
Chief executive laid down duties for all parties.	9 (47.4%)	1	6	0	2	1	19
Mutual agreement on duties reached by con- sultant and chief executive.	10 (31.3%)	3	12	2	2	3	32
Consultant advised chief executive of duties he would accept.	0 (0.0%)	1	0	1	0	0	2
Mutual agreement on duties reached by con- sultant and other organization members.	14 (43.7%)	6	6	3	1	2	32
Matter not discussed - resulting in uncertainty concerning duties.	0 (0.0%)	0	0	1	1	0	2
Other.	2 (50.0%)	0	1	0	0	1	4
TOTAL	35 (38.5%)	11	25	7	6	7	91

*A = Completely effective.

B = Generally effective, but felt it could have been better.

C = Moderately effective but some problems yet remain.

D = Minimally effective and generally disappointing.

E = No worthwhile results achieved.

F = Not known as results cannot be evaluated.

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assignments where the matter of allocating duties was not discussed, nor the two assignments where the consultant indicated the duties he was prepared to accept, were judged as being completely effective.

As reported by Table 43: "Complete Acceptance of Recommendations by Different Organization Levels by Agreement on Respective Responsibilities" (from questionnaire Items 5.8 and 7.4) complete acceptance was most frequent (35.8%) where there was mutual agreement on duties between the consultant and organization members.

Table 44: "Bases for Organization Consultant Misunderstandings by Agreement on Respective Responsibilities" (from questionnaire Items 5.8 and 7.4) provides further support that misunderstandings were fewest when there was mutual agreement on the allocation of duties (misunderstandings in 27.6% of assignments) and most frequent where this issue was not clarified (misunderstandings in 50.0% of assignments).

Where an organization does not have an accurate, explicit organization structure with organization members assigned specified responsibilities, it is considered likely that the respective roles of the consultant and organization members could only be less well defined. Thus a relationship between assignment effectiveness and the existence of an accurate structure will be pertinent to this hypothesis. Table 45: "Complete Acceptance of

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TABLE 43.--Complete acceptance of recommendations by different organization levels by agreement on respective responsibilities.

Nature of Discussion Between Organization Members and Consultant Concerning Duties to be Assumed	Organization Level Completely Accepting						total
	A*	B*	C*	D*	E*	F*	
Board or corporate personnel laid down duties for all parties (% of all cases)	0	0	0	0	0	0	0
Chief executive laid down duties for all parties	5	7	1	4	4	4	25 (23.8%)
Mutual agreement on duties reached by consultant and chief executive	8	17	3	6	4	3	41 (22.9%)
Consultant advised chief executive of duties he would accept	1	0	0	0	0	0	1 (8.3%)
Mutual agreement on duties reached by consultant and other organization members	8	12	7	10	12	9	58 (35.8%)
Matter not discussed resulting in uncertainty concerning duties	0	0	0	0	1	0	1 (8.3%)
Other	1	1	1	1	1	1	6 (35.3%)
TOTAL	23	37	12	21	22	17	132 (27.1%)

*A = Chairman, board or corporate personnel

B = Chief executive

C = Other organization sponsor

D = Managers immediately subordinate to chief executive

E = Heads of departments or areas to be affected

F = All managers advised of assignment

44 --Bases for organization-consistent misunderstandings by agreement responsibilities.

TABLE 44. --Bases for Organizational Response	Nature of Organization	Nature of Organization-Consultant Misunderstandings	Total
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TABLE 44.--Bases for organization-consultant misunderstandings by agreement on respective responsibilities.

Nature of Discussion Between Organization Members and Consultant Concerning Duties to be Assumed	Nature of Organization-Consultant Misunderstandings						Total
	A*	B*	C*	D*	E*	F*	G*
Board, or corporate personnel laid down duties for all parties (% across)	0	0	0	0	0	0	0
Chief executive laid down duties for all parties	0	1	1	3	0	2	11 (61.1%)
Mutual agreement on duties reached by consultant and chief executive	2	0	1	3	3	5	16 (53.3%)
Consultant advised chief executive of duties he would accept	0	0	0	0	0	0	1 (50.0%)
Mutual agreement on duties reached by consultant and other organization members	1	0	1	3	1	2	21 (72.4%)
Matter not discussed--resulting in uncertainty concerning duties	0	0	0	0	0	1	1 (50.0%)
Other	0	0	0	0	1	0	2 (66.7%)
TOTAL	3	1	3	9	5	11	52 (61.9%)

*A = Differences between organization sponsor's and consultant's concepts of assignment completion; B = Difference between backgrounds of organization sponsor and consultant; C = Difference between viewpoints of organization sponsor and consultant; D = Difference among organization members' concepts about purpose of consultant; E = Other; F = All combinations of preceding situation; and G = No misunderstandings between organization and consultant.

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TABLE 45.--Complete acceptance of recommendations by different organization levels by existence of formal organization structure.

Extent of Existing Formal Organization Structure	Organization Level Completely Accepting						total
	A*	B*	C*	D*	E*	F*	
No defined structure or permanent duty allocations (% of all cases)	2	4	1	2	2	2	12 (21.0%)
Organization structure established, but loose and flexible	5	8	1	4	4	3	25 (22.9%)
Formal structure established, but not known to, or used by, managers	0	0	0	0	0	0	0 (-)
Formal structure established and known but not descriptive of real arrangement	2	2	1	1	0	0	6 (10.9%)
Formal structure well defined, accurate, and used	14	24	8	13	15	12	86 (32.4%)
TOTAL	23	38	11	20	21	16	129 (26.5%)

*A = Chairman, board or corporate personnel

B = Chief executive

C = Other organization sponsor

D = Managers immediately subordinate to chief executive

E = Heads of departments or areas to be affected

F = All managers advised of assignment

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Recommendations by Different Organization Levels by Existence of Formal Organization Structure" (from questionnaire Items 5.9 and 7.4) shows that complete acceptance is most frequent (32.4% of cases) where the organization's structure is well defined, well known, and accurately reflects the working responsibilities of organization members. Further, where such structure existed, and was known, but did not accurately describe the real working arrangement of the organization--a likely source of confusion for an external consultant--the complete acceptance of responsibilities was least (10.9% of such cases).

Thus, the evidence available for this hypothesis is consistently in the direction of its support and it, too, can be tentatively confirmed.

Hypothesis 13. Consultant-assisted change programs are more effective where the consultant develops his recommendations for organization change on the basis of his investigations of problems and needs, rather than where he supplies the organization with a standardized, "pre-packaged" program.

The evidence for this hypothesis is presented in Table 46: "Effectiveness of Assignment by Consultant's Emphasis on Problem Identification" (from questionnaire Items 6.5 and 7.1), and Table 47: "Evaluation of Consultant's Report by Consultant's Emphasis on Problem Identification" (from questionnaire Item 6.5 and 7.2).

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TABLE 46.--Effectiveness of assignment by consultant's emphasis on problem identification.

Relative Emphasis by Consultant on Diagnosis and Problem Identification	Degree of Effectiveness of Assignment						Total
	A*	B*	C*	D*	E*	F*	
Little emphasis on diagnosis - accepted diagnosis provided by organization. (% Across)	7 (38.9%)	3	3	1	3	1	18
Considerable emphasis including preliminary study to confirm problem or otherwise identify.	18 (32.2%)	7	22	2	2	5	56
Complete emphasis on diagnosis such that consultant regarded assignment then complete.	6 (42.9%)	2	3	2	1	0	14
TOTAL	31 (35.2%)	12	28	5	6	6	88

*A = Completely effective.

B = Generally effective, but felt it could have been better.

C = Moderately effective but some problems yet remain.

D = Minimally effective and generally disappointing.

E = No worthwhile results achieved.

F = Not known as results cannot be evaluated.

... Evaluation of consultant's report by consultant's emphasis on problem

TABLE 47.--Evaluation of consultant's report by consultant's emphasis on problem identification.

Related Emphasis by Consultant on Diagnosis and Problem Identification	Quality of Consultant's Report						Total
	A*	B*	C*	D*	E*	F*	
Little emphasis on diagnosis--accepted diagnosis provided by organization (% across)	1	1	4	2	8 (47.0%)	1	17
Considerable emphasis including preliminary study to confirm problem or otherwise identify	2	1	13	10	29 (51.9%)	1	56
Complete emphasis on diagnosis such that consultant regarded assignment then complete	1	0	4	4	5 (35.7%)	0	14
TOTAL	4	2	21	16	42 (48.3%)	2	87

*A = Poor quality, and generally unsatisfactory.

B = Low quality, and minimally acceptable.

C = Acceptable, but workmanlike rather than creative.

D = High quality, but some important aspects not dealt with.

E = High quality, and complete in coverage of organization problems.

F = No report provided by consultant.

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Table 46 indicates assignments are most often judged as completely effective where the consultant placed complete emphasis on problem diagnosis such that he regarded the assignment as essentially complete when the organization's problems had been identified (completely effective in 42.9% of such cases). Where the consultant placed only "considerable emphasis" on the diagnostic phase, the associated assignments were least often (32.2% of cases) judged as completely effective.

Table 47, however, reversed this situation by showing that the consultant's report was judged as comprehensive and of highest quality most frequently when there was considerable emphasis on diagnosis (51.9%) and least frequently when there was exclusive concentration on the diagnostic phase.

This inconsistency is considered to preclude even the tentative acceptance of the underlying hypothesis, and it must therefore be rejected.

Hypothesis 14. Consultant-assisted change programs are more effective where the organization makes specific provision for the consultant to report to the organization on his progress and findings throughout the course of his assignment, rather than only at its completion.

Tables 48 and 49 relate two different measures of effectiveness to the nature of interim reporting arrangements between the consultant and the organization.

Table 48: "Complete Acceptance of Recommendations by Different Organization Levels by Nature of Interim

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TABLE 48.--Complete acceptance of recommendations by different organization levels by nature of interim reporting arrangements.

Nature of Interim Reporting Arrangements	Organization Level Completely Accepting						total
	A*	B*	C*	D*	E*	F*	
Regular meetings with board or corporate personnel (% of all cases)	1	1	0	1	1	1	5 (45.4%)
Regular meetings with chief executive	2	4	0	1	0	0	7 (12.2%)
Meetings with chief executive when requested by either party	0	1	1	1	1	1	5 (22.8%)
Regular meetings with top management group	1	1	2	1	1	0	6 (18.7%)
Progress reports through designated organization members	2	5	2	3	3	1	16 (32.7%)
Occasional written reports to chief executive	0	1	0	0	0	0	1 (8.3%)
Final report only--at completion of the assignment	2	4	3	4	5	4	22 (57.9%)
Regular meetings with chief executive and top management group	1	1	0	1	1	0	4 (-)
Occasional meetings with chief executive, plus progress reports through organization members	3	2	0	2	2	2	11 (27.5%)
All other combinations of preceding arrangements	12	19	5	7	9	8	60 (24.8%)
TOTAL	24	39	13	21	23	17	137 (26.8%)

*A = Chairman, board, or corporate personnel; B = chief executive; C = other organization sponsor; D = managers immediately subordinate to chief executive; E = heads of departments or areas to be affected; F = all managers advised of assignment.

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TABLE 49.--Bases for organization-consultant misunderstanding by nature of interim reporting arrangements.

Nature of Interim Reporting Arrangements	Nature of Organization-Consultant Misunderstandings							Total
	A*	B*	C*	D*	E*	F*	G*	
Regular meetings with board or corporate personnel (% across)	0	0	0	0	1	0	0 (50.0%)	2
Regular meetings with chief executive	0	0	1	1	0	2	6 (60.0%)	10
Meetings with chief executive when requested by either party	0	0	0	1	0	0	3 (75.0%)	4
Regular meetings with top management group	0	0	0	2	0	1	2 (40.0%)	5
Progress reports through designated organization member	0	0	1	0	0	1	8 (80.0%)	10
Occasional written reports to chief executive	0	0	0	0	0	1	0 (0.0%)	1
Final report only--at completion of assignment	0	1	0	0	0	1	5 (71.5%)	7
Occasional meetings with chief executive plus progress reports through organization members	0	0	0	1	0	2	4 (40.0%)	7
Regular meetings with top managers, plus occasional written reports to chief executive	0	0	0	0	0	1	0 (0.0%)	1
All other combinations of preceding arrangements	3	0	1	4	4	4	25 (61.0%)	41
TOTAL	3	1	3	9	5	13	54 (61.3%)	88

*A = Differences between organization sponsor's and consultant's concepts of assignment completion.

B = Difference between backgrounds of organization sponsor and consultant.

C = Difference between viewpoints of organization sponsor and consultant.

D = Differences among organization members' concepts about purpose of consultant.

E = Other.

F = All combinations of preceding situation.

G = No misunderstandings between organization and consultant.

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Reporting Arrangements (from questionnaire Items 6.1 and 7.4) indicates recommendations are most often completely accepted (57.9% of cases) where the consultant provides the organization with a final report only at the completion of the assignment. Complete acceptance of recommendations is less frequent in all of the arrangements where some provision was made for interim reporting.

However, while misunderstandings between consultant and organization were few where there was no provision for interim reporting arrangements (misunderstandings occurred in 28.5% of such assignments) they occurred least often (20.0% of cases) where the consultant submitted interim reports through a designated organization member--see Table 49: "Bases for Organization-Consultant Misunderstandings by Nature of Interim Reporting Arrangements" (from questionnaire Items 6.1 and 7.8).

It is considered that this hypothesis cannot be substantiated because of the inconsistent and inadequate evidence available for its support.

Hypothesis 15. Consultant-assisted change programs are more effective where the consultant works closely and directly with organization members within a cooperative rather than a directive framework.

Table 50: "Effectiveness of Assignment by Involvement of Organization Members" (from questionnaire Items

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TABLE 50.--Effectiveness of assignment by involvement of organization members.

Nature of Involvement of Organization Members	Degree of Effectiveness of Assignment						Total
	A*	B*	C*	D*	E*	F*	
Worked closely with consultant on a cooperative, participatory basis. (% Across)	3 (23.1%)	2	5	1	2	0	13
Continuing discussion of ideas to permit organization members to initiate some proposals.	1 (50.0%)	0	1	0	0	0	2
Recommendations developed through joint discussions with consultant.	4 (80.0%)	0	1	0	0	0	5
Organization members not actively involved but kept well informed by consultant.	3 (50.0%)	1	0	0	1	1	6
No attempt to involve organization members--all recommendations made by consultant.	3 (21.4%)	1	4	2	2	2	14
Cooperative, participatory relationship with some proposals initiated by organization members.	2 (100.0%)	0	0	0	0	0	2
Cooperative, participatory relationship with recommendations arising from joint discussions.	1 (20.0%)	1	1	1	0	1	5
Cooperative, participatory relationship plus feedback from consultant.	1 (100.0%)	0	0	0	0	0	1
Cooperative, participatory relationship with organization members assigned specific roles.	1 (100.0%)	0	0	0	0	0	1
All other combinations of preceding arrangements.	17 (37.8%)	7	14	3	1	3	45
TOTAL	36 (38.3%)	12	26	7	6	7	94

*A = Completely effective; B = Generally effective, but felt it could have been better; C = Moderately effective but some problems yet remain; D = Minimally effective and generally disappointing; E = No worthwhile results achieved; F = Not known as results cannot be evaluated.

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6.3 to 7.1) indicates that assignments are least often judged as completely effective where recommendations arose from joint discussions between consultant and organization members from within a cooperative, participatory relationship (20.0% of such assignments were judged completely effective). However, an almost as poor result was obtained where no effort was made to involve organization members in the assignment (21.4% completely effective). All assignments were judged as completely effective where, within a cooperative participatory relationship:

- (i) some proposals were initiated by organization members, or
- (ii) the consultant fed back interim findings to the organization, or
- (iii) organization members were assigned specific roles.

An essentially similar picture is presented by Table 51: "Complete Acceptance of Recommendations by Different Organization Levels by Involvement of Organization Members" (from questionnaire Items 6.3 and 7.4). Complete acceptance by all levels is greatest--83.3%--where organization members are assigned specific roles, and least (11.5%) where recommendations arose from joint discussions between consultant and organization members within a cooperative, participatory relationship.

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TABLE 51.--Complete acceptance of recommendations by different organization levels by involvement of organization members.

Nature of Involvement of Organization Members in Assignment	Organization Level Completely Accepting						total
	A*	B*	C*	D*	E*	F*	
Worked closely with consultant on a cooperative participatory basis (% across)	1	3	1	2	2	2	11 (16.2%)
Recommendations developed through joint discussions with consultant	2	2	1	1	2	3	11 (36.7%)
Organization members not actively involved, but kept well informed by consultant	2	3	1	2	1	1	10 (33.3%)
Cooperative, participatory relationship plus feedback from consultant	1	1	1	0	0	0	3 (50.0%)
Cooperative, participatory relationship with some proposals initiated by organization members	1	2	1	2	1	1	8 (66.7%)
Cooperative, participatory relationship with recommendations arising from joint discussions	0	1	1	1	0	0	3 (11.5%)
Cooperative participatory relationship with organization members assigned specific roles	1	1	0	1	1	1	5 (83.3%)
All other combinations of preceding arrangements	14	21	7	10	15	8	75 (31.1%)
No attempt to involve organization members--all recommendations made by consultant	2	5	0	2	1	1	11 (13.8%)
TOTAL	24	39	13	21	23	17	137 (27.4%)

*A = Chairman, board, or corporate personnel; B = chief executive; C = other organization sponsor; D = managers immediately subordinate to chief executive; E = heads of departments or areas to be affected; F = all managers advised of assignment.

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Next to least often completely accepted were the recommendations from those assignments where no effort was made to involve organization members (recommendations were completely accepted in only 13.8% of these cases).

A further reflection of the involvement of organization members is provided by the nature of the consultant's final reporting arrangements. From Table 52: "Complete Acceptance of Recommendations by Different Organization Levels by Nature of Final Reporting Arrangement" (from questionnaire Items 6.2 and 7.4) it is seen that complete acceptance is highest (58.3%) where the consultant's report is discussed with organization members to be affected, and lowest when discussed with the organization's chief executive only (9.3% of such cases were completely accepted). Somewhat inconsistent, however, is the low level of complete acceptance (17.2%) obtained when the consultant's report was prepared only after proposals had been discussed with organization members.

With respect to misunderstandings between the consultant and the organization, there were fewest in those assignments where the final report was discussed with organization members to be affected and most frequent where the final report was either delivered to the organization sponsor, or discussed with the chief executive--see Table 53: "Bases for Organization-

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TABLE 52.--Complete acceptance of recommendations by different organization levels by nature of final reporting arrangements.

Nature of Final Reporting Arrangements	Organization Level Completely Accepting						total
	A*	B*	C*	D*	E*	F*	
Formal written report to organization sponsor only (% of all cases)	2	3	2	1	2	1	11 (38.0%)
Several copies of final report for distribution to affected organization members	2	3	0	2	1	1	9 (13.8%)
Written report delivered to, and discussed with board or corporate personnel	1	1	0	1	1	1	5 (17.8%)
Written report discussed with chief executive	1	2	0	1	0	0	4 (9.3%)
Written report discussed with affected organization members	2	3	1	2	3	3	14 (58.3%)
Written report prepared by consultant, only after proposals discussed with organization members	1	3	0	1	1	0	6 (17.2%)
Other	3	2	1	2	2	2	12 (26.1%)
Written report discussed with chief executive and other organization members	2	5	1	1	0	0	9 (-)
All other combinations of preceding arrangements	10	17	8	10	13	9	67 (31.8%)
TOTAL	24	39	13	21	23	17	137 (27.2%)

*A = Chairman, board, or corporate personnel

B = Chief executive

C = Other organization sponsor

D = Managers immediately subordinate to chief executive

E = Heads of departments or areas to be affected

F = All managers advised of assignment

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TABLE 53.--Bases for organization-consultant misunderstandings by nature of final reporting arrangements.

Nature of Final Reporting Arrangements	Nature of Organization-Consultant Misunderstandings							Total
	A*	B*	C*	D*	E*	P*	G*	
Formal written report to organization sponsor only (% across	0	0	0	1	0	2	3 (50.0%)	6
Several copies of final report for distribution to affected organization members	0	0	0	0	0	3	8 (72.7%)	11
Written report discussed with board of corporate personnel by consultant	0	0	0	0	1	1	3 (60.0%)	5
Written report discussed with chief executive by consultant	0	0	1	3	0	0	4 (50.0%)	8
Written report discussed with affected organization members by consultant	0	0	0	0	0	0	0 (100.0%)	3
Written report prepared by consultant after discussion of proposals with organization members	0	0	1	0	1	0	4 (66.7%)	6
Other	0	1	0	1	1	2	3 (37.5%)	8
Written report discussed with board and chief executive	0	0	0	0	0	0	1 (100.0%)	1
Written report discussed with chief executive and affected organization members	0	0	0	0	1	1	2 (50.0%)	4
All other combinations of preceding arrangements	3	0	1	4	1	4	22 (62.9%)	35
TOTAL	3	1	3	9	5	13	53 (61.0%)	87

* A = Differences between organization sponsor's and consultant's concepts of assignment completion.

B = Difference between backgrounds of organization sponsor and consultant.

C = Difference between viewpoints of organization sponsor and consultant.

D = Differences among organization members' concepts about purpose of consultant.

E = Other.

P = All combinations of preceding situation.

G = No misunderstandings between organization and consultant.

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Consultant Misunderstandings by Nature of Final Reporting Arrangements" (from questionnaire Items 6.2 and 7.8).

Thus, the evidence appears fairly clear and sufficiently compelling to permit the tentative acceptance of the underlying hypothesis. An apparent inconsistency, and one which cannot be explained, is the low level of effectiveness associated with those assignments where the consultant's recommendations arose from joint discussions between the consultant and organization members.

Hypothesis 16. Consultant-assisted change programs are more effective where the organization establishes a specific point of contact and liaison with whom and through whom the consultant can operate.

Tables 48 and 49, previously discussed under Hypothesis 14, indicate that complete acceptance is higher than average, and misunderstandings least frequent, when the consultant submitted progress reports through designated organization members.

Table 54: "Effectiveness of Assignment by Coordination of Consultant's Organization Contacts" (from questionnaire Items 6.4 and 7.1) shows that assignments are most often judged as completely effective where the organization's chief executive (or other assignment sponsor) was specifically designated as consultant liaison. Next most effective arrangement was where a particular organization member was designated as consultant liaison, and least effective was the

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TABLE 54.--Effectiveness of assignment by coordination of consultant's organization contacts.

Coordination of Contacts Between Consultant and Organization Members	Degree of Effectiveness of Assignment						Total
	A*	B*	C*	D*	E*	F*	
Organization member designated as liaison to initiate required contacts. (% Across)	11 (35.5%)	4	9	3	2	2	31
Consultant established own points of contact.	5 (33.3%)	0	5	2	3	0	15
Different organization members designated as working assistants to consultant.	1 (25.0%)	2	0	0	1	0	4
Chief executive (or other sponsor) acted as liaison for consultant.	5 (41.7%)	1	4	1	0	1	12
No liaison established, and no attempt by organization to coordinate contacts.	1 (100.0%)	0	0	0	0	0	1
All combinations of preceding arrangements.	13 (40.6%)	5	9	1	0	4	32
TOTAL	36 (37.9%)	12	27	7	6	7	95

*A = Completely effective.

B = Generally effective, but felt it could have been better.

C = Moderately effective but some problems yet remain.

D = Minimally effective and generally disappointing.

E = No worthwhile results achieved.

F = Not known as results cannot be evaluated.

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arrangement where different organization members were assigned as working assistants.

Further support is provided by Table 55: "Complete Acceptance of Recommendations by Differing Organization Levels by Coordination of Consultant's Organization Contacts" (from questionnaire Items 6.4 and 7.4).

Recommendations are most often completely accepted (30.3% of such cases) where a particular organization member has been designated as consultant liaison, and least often where either the assignment sponsor acted as consultant liaison, or otherwise where different organization members were assigned as working assistants to the consultants. Under neither of these arrangements were the consultant's recommendations completely accepted in any of the associated assignments.

While the evidence is not strong, it is in the direction of the hypothesis, and is considered to permit its tentative confirmation.

Hypothesis 17. Consultant-assisted change programs are more effective where the consultant actively involves organization members--and particularly key managers--in the development and implementation of recommended change programs.

Examination of the available data indicates that there is just no evidence which specifically relates to this hypothesis. It would seem that the hypothesis is essentially similar to Hypothesis 15--at least to the

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TABLE 55.--Complete acceptance of recommendations by different organization levels by coordination of consultant's organization contacts.

Coordination of Contacts Between Consultant and Organization Members	Organization Level Completely Accepting						total
	A*	B*	C*	D*	E*	F*	
Organization member designated as liaison to initiate required contacts (% of all cases)	7	14	7	8	7	6	49 (30.3%)
Consultant established own points of contact within the organization	2	5	0	2	3	2	14 (16.7%)
Assignment sponsor acted as liaison between organization and consultant	3	4	0	2	1	0	10 (16.2%)
Different organization members designated as working assistants to consultant	0	0	0	0	0	0	0 (0.0%)
No liaison established and no attempt by organization to coordinate contacts	0	0	1	0	1	1	3 (50.0%)
Sponsor acted as liaison but with consultant establishing his own contacts	1	1	0	1	1	1	5 (-)
All other combinations of preceding arrangements	11	15	5	8	10	7	56 (29.3%)
TOTAL	24	39	13	21	23	17	137 (27.2)

*A = Chairman, board, or corporate personnel

B = Chief executive

C = Other organization sponsor

D = Managers immediately subordinate to chief executive

E = Heads of departments or areas to be affected

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point of being impossible to differentiate with the available data.

Accordingly, it is considered that this hypothesis must be omitted as it can be neither confirmed nor rejected.

Hypothesis 18. Consultant-assisted change programs are more effective where the scope of the assignment requires (or permits) the consultant to participate in the implementation of recommended change programs.

Table 56: "Effectiveness of Assignment by Scope of Assignment" (from questionnaire Items 5.1 and 7.1) shows a high proportion (60.0%) of assignments are judged as completely effective where the consultant was required to implement action programs. Also, those assignments where implementation of recommendations was included as part of the assignment scope were judged as completely effective in 42.6% of cases, whereas only 32.6% were completely effective where the scope did not include the implementation phase. Where the measure of effectiveness is the complete acceptance of the consultant's recommendations, the comparative evaluations for the inclusion or exclusion of the implementation phase are 30.4% and 21.8% of cases respectively--see Table 57: "Complete Acceptance of Recommendations by Different Organization Levels by Scope of Assignment" (from questionnaire Items 5.1 and 7.4).

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TABLE 56.--Effectiveness of assignment by scope of assignment.

Scope of Assignment	Degree of Effectiveness of Assignment						Total
	A*	B*	C*	D*	E*	F*	
To diagnose and identify organization problems. (% Across)	1 (50.0%)	0	1	0	0	0	2
To develop possible solutions or action programs.	4 (26.7%)	1	5	1	2	2	15
To evaluate possible solutions or action programs.	0 (0.0%)	0	2	0	0	2	4
To recommend action programs.	2 (33.3%)	0	0	1	2	1	6
To implement action programs (incl. training)	3 (60.0%)	0	2	0	0	0	5
To diagnose problems and develop solutions.	5 (62.5%)	1	1	1	0	0	8
To diagnose problems and develop, evaluate, and recommend solutions.	1 (12.5%)	1	4	0	0	2	8
All phases - from diagnosis through implementation.	2 (25.0%)	1	3	0	2	0	8
To recommend and implement only.	1 (33.3%)	2	0	0	0	0	3
All other combinations of various assignment phases.	17 (44.7%)	7	10	4	0	0	38
TOTAL	36 (37.1%)	13	28	7	6	7	97

*A = Completely effective.

B = Generally effective, but felt it could have been better.

C = Moderately effective but some problems yet remain.

D = Minimally effective and generally disappointing.

E = No worthwhile results achieved.

F = Not known as results cannot be evaluated.

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TABLE 57.--Complete acceptance of recommendations by different organization levels by scope of assignment.

Scope of Assignment	Organization Level Completely Accepting						total
	A*	B*	C*	D*	E*	F*	
To diagnose and identify organization problems (% of all cases)	1	1	0	1	1	1	5 (41.7%)
To develop possible solutions or action programs	3	6	0	2	2	1	14 (19.2%)
To evaluate possible solutions of action programs	0	1	0	0	0	0	1 (6.3%)
To recommend action programs	2	2	1	2	3	2	12 (36.4%)
To implement action programs (including training)	2	2	1	0	1	0	6 (20.0%)
To diagnose problems and develop possible solutions	0	3	1	1	1	1	7 (16.3%)
To diagnose problems, and develop, evaluate, and recommend action programs	1	3	0	1	0	1	6 (15.4%)
All phases--from diagnosis through implementation	3	3	1	2	2	2	13 (28.9%)
To recommend and implement action programs	1	1	0	1	0	0	3 (27.3%)
All other combinations of various assignment phases	12	18	9	11	13	9	72 (33.8%)
TOTAL	25	40	13	21	23	17	139 (26.9%)

*A = Chairman, board, or corporate personnel

B = Chief executive

C = Other organization sponsor

D = Managers immediately subordinate to chief executive

E = Heads of departments or areas to be affected

F = All managers advised of assignment

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Further evidence is provided by Table 58:

"Effectiveness of Assignment by Consultant's Participation in Implementation" (from questionnaire Items 6.10 and 7.1), and Table 59: "Complete Acceptance of Recommendations by Different Organization Levels by Consultant's Participation in Implementation" (from questionnaire Items 6.10 and 7.4).

Table 58 shows that assignments are most often judged as completely effective where implementation was shared between consultant and organization members (39.1% of cases) but this was only marginally greater than the degree of complete effectiveness where the consultant did not participate in implementation (38.5% of such cases were judged as completely effective). Also, assignments where the implementation of recommendations was handled entirely by the consultant were judged as completely effective in only 25.0% of cases. An essentially similar pattern is provided by Table 59 which used the measure of complete acceptance of recommendations with respect to the same organization variable.

The resultant situation is thus somewhat uncertain. On the one hand, the inclusion of an implementation phase in the scope of the assignment is associated with a clearly superior measure of assignment effectiveness. On the other hand, effectiveness is lower where such

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TABLE 58.--Effectiveness of assignment by consultant's participation in implementation.

Extent of Consultant's Participation in Implementation	Degree of Effectiveness of Assignment						Total
	A*	B*	C*	D*	E*	F*	
Implementation entirely by consultant. (% Across)	1 (25.0%)	0	3	0	0	0	4
Implementation shared by consultant and organization members.	9 (39.1%)	5	6	2	1	0	23
Initial implementation phases shared, but subsequent phases handled by organization members.	5 (38.4%)	2	5	0	0	1	13
Implementation by organization members with consultant available for advice.	5 (33.3%)	3	6	0	0	1	15
No participation by consultant in implementation.	12 (38.6%)	3	7	2	4	3	31
Consultant's recommendations not implemented.	0 (0.0%)	0	1	2	1	0	4
Other.	1 (50.0%)	0	0	0	0	1	2
TOTAL	33 (35.9%)	13	28	6	6	6	92

*A = Completely effective.

B = Generally effective, but felt it could have been better.

C = Moderately effective but some problems yet remain.

D = Minimally effective and generally disappointing.

E = No worthwhile results achieved.

F = Not known as results cannot be evaluated.

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TABLE 59.--Complete acceptance of recommendations by different organization levels by consultant's participation in implementation.

Extent of Consultant's Participation in Implementation	Organization Level Completely Accepting						total
	A*	B*	C*	D*	E*	F*	
Implementation Entirely By Consultant (% of All Cases)	1	1	0	1	0	0	3 (21.4%)
Implementation shared by consultant and organization members	6	12	6	5	7	4	40 (29.8%)
Initial implementation phases shared but subsequent phases handled by organization members	3	4	1	2	1	1	12 (16.7%)
Implementation by organization members, but with consultant available for advice	5	6	2	3	3	3	22 (28.6%)
No participation by consultant in implementation	7	13	3	6	9	7	45 (27.8%)
Consultant's recommendations not implemented	0	0	1	1	1	1	4 (20.0%)
Other	1	1	0	1	1	0	4 (36.4%)
TOTAL	23	37	13	19	22	16	130 (26.5%)

*A = Chairman, board or corporate personnel

B = Chief executive

C = Other organization sponsor

D = Managers immediately subordinate to chief executive

E = Heads of departments or areas to be affected

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implementation is handled by the consultant exclusively, and the effectiveness resulting from a sharing of implementation between the consultant and organization members is only marginally superior to the arrangement where implementation was the exclusive concern of organization members. While the available evidence is in the direction of supporting the hypothesis it is considered insufficiently strong to allow its confirmation or acceptance.

Executive Opinion Survey

The Executive Opinion Survey questionnaire was the instrument used to obtain measures of the open-mindedness (Dogmatism) of organization respondents.

A total of 176 completed questionnaires was received from 122 responding organizations. Each organization had been furnished with, and requested to arrange for the completion and return of, four copies of this questionnaire but only 8 organizations did so. In the majority of cases the organization respondent to the Consultant Research Program questionnaire completed and returned one copy only of the Executive Opinion Survey questionnaire. The response pattern is summarized in Table 60: "Number of Completed Executive Opinion Surveys Returned by Questionnaire Respondents."

TABLE 60.--Number of completed executive opinion surveys returned by question-
naire respondents.

TABLE 60.--Number of completed executive opinion surveys returned by questionnaire respondents.

No. of Surveys Returned With Questionnaire	No. of Questionnaire Respondents	Total No. of Completed Opinion Surveys
No opinion surveys returned	11	0
One "	"	94
Two "	"	20
Three "	"	30
Four "	"	32
TOTAL	133	176

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It had been intended to examine the relationship between the "average" open-mindedness measures of a group of organization members and their organization's use and acceptance of consultant assistance, but the small number of cases in which two or more questionnaires were returned by an organization effectively precludes this. Accordingly, the following discussion will relate the measure of open-mindedness for the organization's chief executive, or other member who sponsored the consulting assignment, to the several variables which are considered.

Table 61: "Frequency of Use of Consultants by Open-Mindedness of Chief Executive" indicates an inverse relationship between Dogmatism Score and frequency of use of consultants, with the exception of the small number of responses where the chief executive's Dogmatism Score was in the lowest range. In addition, the table shows that as Dogmatism Scores (closed-mindedness) increased, the proportion of organizations which had never used the services of an external consultant also increased. This is entirely consistent with the hypothesized relationship between open-mindedness and frequency of use of external consultants.

A further relationship appears in Table 62: "Level of Decision to Request Consulting Assistance by Open-Mindedness of Chief Executive." It would be consistent with the open-mindedness construct to hypothesize an

TABLE 61.--Frequency of use of consultants by open-mindedness of chief executive.

Organization has Used Consultant	Open-mindedness of chief executive
Yes	100
No	100

TABLE 61.--Frequency of use of consultants by open-mindedness of chief executive.

Open-Mindedness of Chief Executive (Dogmatism Score)	No. of Occasions Organization has Used Consultant										Total No. of Organizations Responding	Average* No. of Engagements per Organization
	0	1	2	3	4	5	6-10	11-15	16-20	Over 20		
20 - 40 (% across)	2 (50.0%)	0	1	0	0	1	0	0	0	0	4	1.8
41 - 60	10 (24.4%)	8	4	4	2	2	6	2	2	1	41	4.7
61 - 80	14 (35.0%)	4	6	7	1	1	3	2	0	2	40	3.2
81 - 100	4 (57.2%)	0	0	2	0	0	1	0	0	0	7	2.3
101 - 120	2 (100.0)	0	0	0	0	0	0	0	0	0	2	0.0
121 - 140	0	0	0	0	0	0	0	0	0	0	0	-
TOTAL	32 (34.0%)	12	11	13	3	4	10	4	2	3	94	3.6

* Some responses omitted in calculating averages because of distorting effect.

TABLE 62.--Level of decision to request consultant assistance by open-mindedness of
Chief executive.

Chief Executive

TABLE 62.--Level of decision to request consultant assistance by open-mindedness of chief executive.

Level of Decision to Request Consultant Assistance	Open-Mindedness of Chief Executive (Expressed as Dogmatism Score)						Total
	A* (%)	B* (%)	C* (%)	D* (%)	E* (%)	F* (%)	
Chairman, board, or corporate personnel	0 (0.0%)	3 (8.6%)	6 (25.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	9 (13.7%)
Chief executive	1 (50.0%)	21 (60.0%)	16 (66.6%)	4 (100.0%)	1 (100.0%)	0 (0.0%)	43 (65.2%)
Head(s) of relevant department(s) or area(s) to be affected	0 (0.0%)	5 (14.3%)	1 (4.2%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	6 (9.1%)
Other	0 (0.0%)	1 (2.8%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	1 (1.5%)
Chief executive together with superiors or corporate personnel	1 (50.0%)	0 (0.0%)	1 (4.2%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	2 (3.0%)
Chief executive together with head(s) of relevant department(s) or area(s)	0 (0.0%)	5 (14.3%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	5 (7.5%)
TOTAL	2 (100.0%)	35 (100.0%)	24 (100.0%)	4 (100.0%)	1 (100.0%)	0 (0.0%)	66 (100.0%)

* A = 20 - 40
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inverse relationship between open-mindedness and the organization level at which the decision to engage an external consultant is made. This would derive from the theory that open-mindedness is associated with a willingness to accept, or become exposed to the ideas of others. Table 62 provides confirming evidence. Where the chief executive is more open-minded the consultant engagement decision was more often made by, or with the participation of, subordinate managers. Thus, managers of departments or areas of the organization to be effective were involved in 27.1% of such decisions where the chief executive's Dogmatism Score was 20-60, but in only 3.5% of cases where the Dogmatism Score of the chief executive was greater than 60.

Table 63: "Basis for Selection of Particular Consultant by Open-Mindedness of Chief Executive," shows that only where the chief executive was more open-minded was a particular consultant selected on the basis of the impression he created during preliminary discussions and investigations, or because of the nature, content, and/or manner of presentation of his proposal to the organization. Where the chief executive was less open-minded, the basis for selection more often concerned the consultant's known reputation, or recommendations from sources external to the organization. Again these relationships are entirely consistent with the theory

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TABLE 63.--Basis for selection of particular consultant by open-mindedness of chief executive.

Basis for Selection of Particular Consultant	Open-Mindedness of Chief Executive (expressed as Dogmatism Score)						Total
	A*	B*	C*	D*	E*	F*	
Personal impression created by consultant during preliminary diagnostic phase	0	3	1	0	0	0	4
Known record of consultant's assignments in other organizations	0	4	8	1	1	0	14
Previous consulting relationships with the organization	0	6	2	3	0	0	11
Previous contacts between consultant and chief executive or other organization members	1	5	2	0	0	0	8
Impressions held by organization members concerning the consultant's reputation	0	2	3	0	0	0	5
Recommendations from sources external to the organization	0	0	3	0	0	0	3
Nature and content of consultant's proposal, and the manner of its presentation	1	5	0	0	0	0	6
On-going retainer agreement organization and consultant	0	1	1	0	0	0	2
Other	0	2	0	0	0	0	2
No reason indicated as most important	0	5	2	0	0	0	7
TOTAL	2	33	22	4	1	0	62

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 A = 20 - 40
 B = 41 - 60
 C = 61 - 80
 D = 81 - 100
 E = 101 - 120
 F = 121 - 140

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underlying the Dogmatism construct as outlined in Chapter III of this thesis.

The theory of the open-mindedness construct would lead to the hypothesis that, within an organization-consultant relationship, the incidence of organization imposed constraints or restrictions placed on the consultant would vary directly with the Dogmatism Score of the chief executive. Or, to restate, the more open-minded the chief executive (or consultant sponsor) the lower would be the incidence of imposed constraints. The data in Table 64: "Nature of Restrictions Placed on Consultant by Open-Mindedness of Organization Sponsor," provide evidence which clearly supports such a hypothesis.

The relationship between an organization sponsor's open-mindedness and his evaluation of the effectiveness of a consulting assignment is presented in Table 65: "Effectiveness of Assignment by Open-Mindedness of Organization Sponsor." The differentiation is not strong but it is in the direction of an inverse relationship between open-mindedness and the evaluation of an assignment as completely effective. That is, the more open-minded the assignment sponsor the less often did he evaluate the consulting assignment as completely effective.

This relationship, however, is not supported by the data in Table 66: "Acceptance of Consultant's Recommendations by Organization Sponsor by His Open-

TABLE 64.--Nature of restrictions placed on consultant by open-mindedness of organization sponsor.

TABLE 64.--Nature of restrictions placed on consultant by open-mindedness of organization sponsor.

Nature of Restrictions Placed on Consultant	Open-Mindedness of Organization Sponsor**						Total (%)
	A* (%)	B* (%)	C* (%)	D* (%)	E* (%)	F* (%)	
Work area restricted	0	0	2	1	0	0	3
Personal contacts restricted	0	1	2	0	0	0	3
Information access restricted	0	0	0	0	0	0	0
Other	0	2	3	0	1	0	6
Work area and personal contacts restricted	0	0	3	1	0	0	4
Work area and information access restricted	0	0	0	0	0	0	0
Personal contacts and information access restricted	0	1	1	0	0	0	2
No restrictions placed on consultant	3 (100.0%)	32 (88.9%)	21 (65.6%)	3 (60.0%)	1 (50.0%)	0 (77.0%)	60
TOTAL	3	36	32	5	2	0	78

* A = 20 - 40

B = 41 - 60

C = 61 - 80

D = 81 - 100

E = 101 - 120

F = 121 - 140

** Expressed as Dogmatism Score.

TABLE 65.--Effectiveness of assignment by open-mindedness of organization sponsor.

TABLE 65.--Effectiveness of assignment by open-mindedness of organization sponsor.

Effectiveness of Assignment	Open-Mindedness of Organization Sponsor**					
	A* (%)	B* (%)	C* (%)	D* (%)	E* (%)	F* (%)
Completely effective	0 (0.0%)	13 (34.2%)	13 (40.6%)	2 (40.0%)	1 (50.0%)	0 (36.3%)
Generally effective but could have been better	0	3	5	2	0	0
Moderately effective but some problems remaining	2	11	9	1	1	0
Minimally effective and generally disappointing	1	4	1	0	0	0
No worthwhile results achieved	0	4	2	0	0	0
No known as results cannot be evaluated	0	3	2	0	0	0
TOTAL	3	38	32	5	2	0

*A = 20 - 40
 B = 41 - 60
 C = 61 - 80
 D = 81 - 100
 E = 101 - 120
 F = 121 - 140

** Expressed as Dogmatism Score.

TABLE 66.--Acceptance of consultant's recommendations by organization sponsor by his open-mindedness.

TABLE 66.--Acceptance of consultant's recommendations by organization sponsor by his open-mindedness.

Degree of Acceptance of Recommendations	Open-Mindedness of Organization Sponsor**					
	A* (%)	B* (%)	C* (%)	D* (%)	E* (%)	F* (%)
Complete acceptance	0 (0.0%)	16 (43.2%)	8 (28.5%)	2 (40.0%)	0 (0.0%)	0 (34.7%)
Acceptance in principle, but with modifications to programs	1	9	10	1	1	0
Partial acceptance, but some disagreement	2	4	5	2	0	0
Extensive rejection	0	1	1	0	0	0
Complete rejection	0	4	1	0	0	0
Not known (or not relevant)	0	3	3	0	1	0
TOTAL	3	37	28	5	2	0

*A = 20 - 40

B = 41 - 60

C = 61 - 80

D = 81 - 100

E = 101 - 120

F = 121 - 140

**Expressed as Dogmatism Score.

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Mindedness," as these latter tend to show more of a direct than an inverse relationship between these variables. In neither case, however, is it possible to relate these results to the underlying hypothesis which would derive from the open-mindedness construct. The theory would suggest that there would be a relationship between the organization sponsor's open-mindedness and his acceptance or evaluation of advice but that such relationship would depend on his concept of the consultant. Only where the consultant was viewed as an authority figure whose advice was to be "obeyed," could it be hypothesized that there would be a direct relationship between Dogmatism (i.e. closed-mindedness) and the acceptance of recommendations. The data required for this further classification are not available from this research.

Survey Data

In addition to the data reported and discussed in relation to the hypotheses concerning the organization-consultant relationship, and the assignment sponsor's open-mindedness, this research also collected a considerable quantity of survey data. These data are presented in Tables 67 through 85 which have been included in the Appendix Section of this thesis. Those findings which appear to have more interest and significance are discussed in the following notes.

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1. Almost 70% of the 133 survey respondents have used the services of an external consultant on at least one occasion during the three year period to December, 1967. The average number of engagements for each organization was 3.3 and the median was between 1 and 2 engagements over the three year period--see Table 67.
2. Merchandising and Financial (including Insurance) businesses most often reported making no use of consulting assistance over the course of the three year survey period--Table 68.
3. There appears to be a relationship between frequency of consultant use and organization size as measured by the number of employees in the organization. The average number of consulting engagements increased as the number of employees increased, and smaller organizations more often reported not using consulting services during the survey period--Table 70.
4. A similar, although not as clearly defined, relationship is found between frequency of consultant use and organization size as measured by annual dollar sales turnover in 1967--Table 71. There appear to be no significant inconsistencies between these data and the data reported in the earlier Seney survey.³³
(The precise date of this survey is not indicated but

³³W. Seney, op. cit., p. 6.



is prior to 1963.) Like the present research, about 30% of the respondents to the earlier survey indicated that they had not used consultant services during a three year period. Further, the same direct relationship between organization size and frequency of consultant use was found--Table 72. It should be noted, however, that Seney's sample includes industrial manufacturing organizations only, whereas the present research data are from all types of business organizations, and also include some government agencies.

5. Table 75 suggests the possibility of a relationship between the education level of an organization's chief executive and his firm's use of consultants. The higher the education level, the more often did the organization use consultant services, and the less often did it report not having used such services over the duration of the survey. A similar, but inverse, relationship appears when the age of the chief executive is related to the organization's use of consultants--Table 76.
6. There was no consistency about the frequency of consultant use when analyzed in terms of the geographic location of the organization, and no ready explanation for the wide variances in frequency found between different geographic regions. Organizations in the heavily industrialized states comprising the

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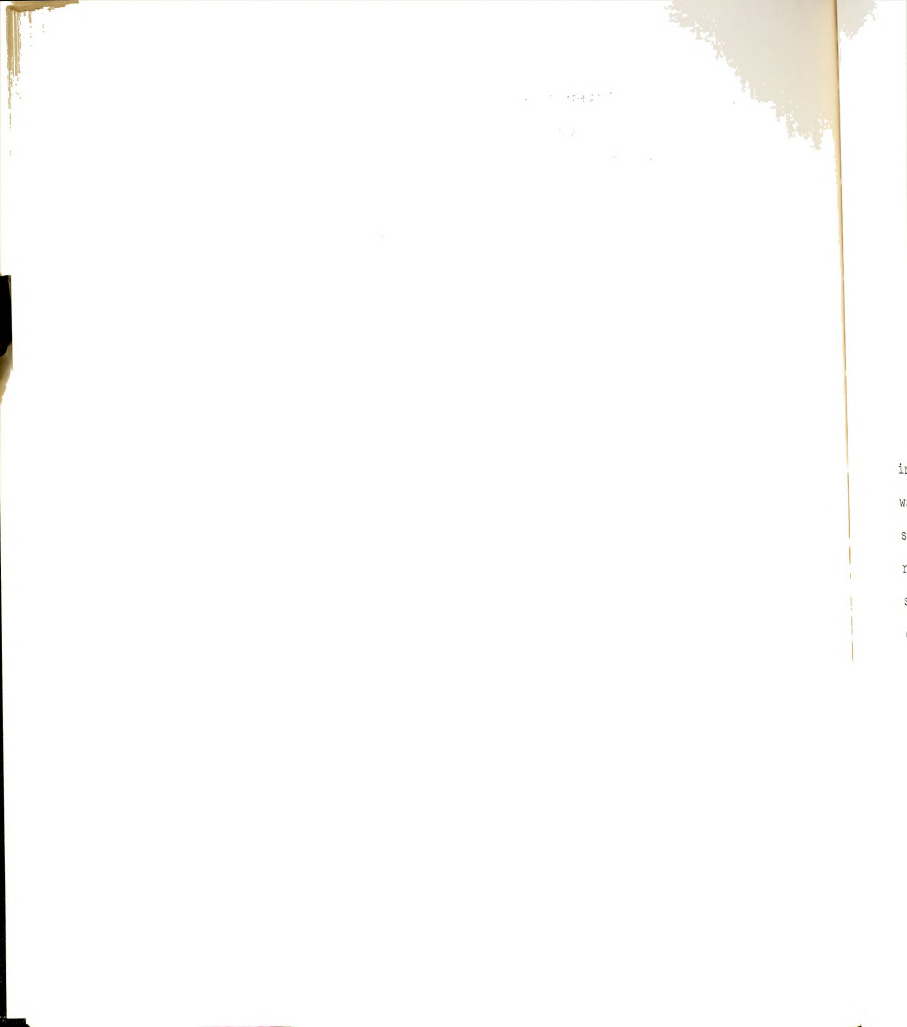
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East North Central region showed a minimum number of consulting engagements per organization, as well as the greatest proportion of organizations not using a consultant at all over the three year survey period--Table 77.

7. Consulting assignments were most often judged as completely effective by public utility companies (80.0% of cases) and least often by government departments and agencies (23.5%)--Table 78.
8. Consulting assignments concerned with Personnel, Labor Relations (including wage and salary systems) were most often judged as completely effective (71.5% of cases) and those concerned with Office, Information Systems and Data Processing were least often so judged (18.2%)--Table 79.
9. While the frequency of consultant use increased with the number of employees in the organization, the evaluation of these assignments showed a reverse trend. As the number of employees in the organization increased, the proportion of consulting assignments judged as completely effective appeared to decrease--Table 80.
10. There appears to be a direct relationship between the perceived effectiveness of a consulting assignment and the proportion of management personnel to total employees in an organization (Table 81), and an

inverse relationship with respect to the proportion of staff personnel to total employees (Table 82).

11. It was anticipated that there might be some relationship between perceived effectiveness of an assignment and the amount of the fee paid to the consultant--based on the rationale that an organization member's (and particularly the assignment sponsor's) commitment to the assignment would increase as the consultant's fee increased. That is, as the amount of the consultant's fee increased the organization member would anticipate a stronger indictment from his colleagues if the assignment were to be judged as less than completely effective, and thus he would feel stronger pressure to judge it as completely effective. An examination of the data which analyzed the complete acceptance of the consultant's recommendation by several different organization levels, however, showed no such pattern--Table 83.
12. Table 84 indicates that the most frequently stated reason for using the services of an external consultant was the consultant's ability to provide independent opinion based on unbiased judgment (29.8% of cases). Next most often was the consultant's specialized skills and experience from other organizations (22.4% of cases). Least often stated



as the major reason for the consultant's retention was the confidential nature of the problem where the consultant could prevent its disclosure (0.0% of cases). Also infrequently stated as reasons were the consultant's superior ability to introduce and implement change efficiently (3.2%), and his superior ability to train organization members in the techniques required to cope with the organization's problems (3.2%)--Table 84.

Summary

The number of complete responses to the research instruments was small but the distribution of responses was closely consistent with the distribution of the survey sample when analysed into the same categories. Thus the response can be considered as representative of the sample, but inadequate to permit more than the tentative confirmation or rejection of the research hypotheses.

Consultant Research Program

The data permit the tentative confirmation of the following hypotheses--all of which relate to the organization respondent's perception of the effectiveness of the consulting assignment:

Hypothesis 1: more effective where the organization considers some changes may be necessary, rather than where a consultant is retained to audit the status quo.

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- Hypothesis 2: more effective where the organization ascribes some expertise to, and demonstrates trust in the consultant for his ability to develop and implement an effective change program.
- Hypothesis 3: more effective where the organization initiates the original suggestion to seek consultant help, rather than responding to a suggestion initiated by the consultant.
- Hypothesis 4: more effective where organization members are in general agreement as to the need for, and desirability of, obtaining consultant assistance.
- Hypothesis 5: more effective where several organization members, and particularly those likely to be affected, have participated in the discussions and decisions leading to the retention of a consultant.
- Hypothesis 6: more effective where organization members are in general agreement as to the particular consultant selected.
- Hypothesis 10: more effective where the organization's goals and expectations with respect to the required outcomes from the consulting assignment are identified and made explicit.

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- Hypothesis 11: more effective where the organization does not closely direct the consultant's work, or unreasonably constrain him, by embargo or withheld information.
- Hypothesis 12: more effective where there is clear definition, and shared understanding of the respective duties to be assumed by the consultant and organization members.
- Hypothesis 15: more effective where the consultant works closely and directly with organization members within a cooperative rather than a directive framework.
- Hypothesis 16: more effective where the organization establishes a specific point of contact and liaison with whom and through whom the consultant can operate.

Because of inadequate and/or inconsistent evidence there are a number of hypotheses which must be rejected--even if only tentatively because of the limited number of responses on which the evidence is based. To be rejected are:

- Hypothesis 9: Consultant-assisted change programs are more effective where the selected consultant has been required to conduct preliminary diagnostic investigations and

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develop a proposed program for the organization's approval and acceptance.

Hypothesis 13: Consultant-assisted change programs are more effective where the consultant develops his recommendations for organization changes on the basis of his investigations of problems and needs, rather than where he supplies the organization with a standardized, "pre-packaged" program.

Hypothesis 14: Consultant-assisted change programs are more effective where the organization makes specific provision for the consultant to report on his progress and findings throughout the course of his assignment, rather than only at its completion.

Hypothesis 18: Consultant-assisted change programs are more effective where the scope of the assignment requires (or permits) the consultant to participate in the implementation of recommended change programs.

The remaining hypotheses do not fit either of the categories of tentative rejection quite so clearly.

Hypothesis 7: Consultant-assisted change programs are more effective where the consultant finally appointed has been selected from

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two or more consultants invited by the organization for preliminary discussions or to make preliminary diagnoses cannot be confirmed. However the evidence appears to support a somewhat modified hypothesis which would state that:

Consultant-assisted change programs are more effective where the consultant is selected from two or three consultants invited by the organization for preliminary discussions prior to a final appointment.

Hypothesis 8 stated: Consultant-assisted change programs are more effective where the consultant finally appointed was selected on the basis of some objective, identified criteria.

While there is insufficient evidence to confirm this hypothesis neither can it be completely rejected as the data indicate that consultant appointments based on personal predispositions result in assignments which are infrequently judged as completely effective.

There is no evidence to either support or reject Hypothesis 17 and it therefore remains as an untested hypothesis. The data which are available relate more precisely to Hypothesis 15 and do not permit

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differentiation between that already confirmed hypothesis and this one which states:

Hypothesis 17: Consultant-assisted change programs are more effective where the consultant actively involves organization members--and particularly key managers--in the development and implementation of recommended change programs.

Executive Opinion Survey

The open-mindedness (Dogmatism) measures of organization respondents which were analyzed with respect to certain organization variables show:

- (i) an inverse relationship between the chief executive's Dogmatism and his organizations frequency of use of consultants. This relationship was hypothesized and the hypothesis is thus confirmed.
- (ii) a direct relationship between the chief executive's Dogmatism and the organizational level at which the decision to engage a consultant was made. This relationship was not hypothesized, but is consistent with the underlying theory.
- (iii) an inverse relationship between the chief executive's Dogmatism and the frequency of selection of a particular consultant on the basis of objective criteria.

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- (iv) a direct relationship between the chief executive's Dogmatism and the frequency with which constraints were imposed upon the consultant.

Survey Data

The more interesting, and potentially significant findings drawn from the survey data gathered by the research instrument are:

- (i) almost 70% of responding organizations used consultant services on one or more occasions during the three year survey period to December, 1967. The average frequency of use for all respondents was 3.3 engagements per organization.
- (ii) Merchandising and Financial businesses most frequently reported making no use of consulting assistance.
- (iii) a direct relationship between frequency of consultant use and number of employees in an organization.
- (iv) a direct relationship between frequency of consultant use and annual dollar sales turnover.
- (v) a direct relationship between frequency of consultant use and the education level of the organization's chief executive, and an inverse relationship between frequency of use and age of the chief executive.

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- (vi) wide variations in the frequency of consultant use by organizations in different geographic regions.
- (vii) consulting assignments most often judged as completely effective by Public Utility companies, and least often by Federal Government Departments and Agencies.
- (viii) consulting assignments most often judged as completely effective when concerned with Personnel, Labor Relations aspects, and least often when concerned with Office, Information Systems and Data Processing.
- (ix) an inverse relationship between the proportion of consulting assignments rated as completely effective and the number of employees in an organization.
- (x) a direct relationship between the proportion of consulting assignments rated as completely effective and the proportion of management personnel to total employees in an organization, and an inverse relationship with respect to the proportion of staff personnel to total employees.
- (xi) no relationship between the proportion of consulting assignments in which the consultant's recommendations were completely accepted and the amount of the consultant's fees.

- (xii) consultants most often used because of their ability to provide independent opinion based on unbiased judgment.

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CHAPTER V

SUMMARY AND CONCLUSIONS

This research project has been directed towards collecting and presenting empirical data which will:

1. indicate the influence of the relationship between an organization and the consultant it has retained on the effectiveness of their collaborative efforts aimed at effecting organization change.
2. allow testing of the theory concerning individual belief systems as postulated by Rokeach in his development of the Dogmatism construct and measure.
3. indicate the relationship between the measurable characteristics of an organization and the frequency and effectiveness with which it uses consultant assistance.

The Organization-Consultant Relationship

The purpose behind item No. 1 was to be able to develop prescriptions for organization-consultant collaborative efforts which could lead to improvement in their general effectiveness. The orientation of the researcher was not one which posited that such joint efforts were either inevitably, or substantially,

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ineffective, but rather one which recognized that there was no existing empirical base on which appropriate styles of helping relationships could be developed. This essentially practical objective could be readily justified by the large amount of money which organizations pay for consulting assistance, at least some of which has been shown by earlier surveys to be less than completely effective. Little was available in the way of measures of effectiveness, or for operationalizing the concept of the organization-consultant relationship, such that different relationships could be distinguished and differentiated.

An attempt was made by this study to develop such measures and bases for differentiation, and relevant data were sought from organizations in these terms. A detailed self-administering questionnaire was developed and used as the research instrument not only because it was the only practical way to reach a large sample of organizations, but also because it provided a consistent way in which the necessarily detailed questions could be asked.

The shortcoming of the research design was manifested by the inadequate responses by organization addressees to the research questionnaire. Only 133 responses were received and, of these, only 91 described a consulting experience which had occurred within the three year survey

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period. It is possible that this response may have been increased by sending a follow-up request to the non-respondents to the original survey, and/or by selecting and mailing another sample, and/or by contacting and requesting the assistance of individual addressees to provide the required information in an interview situation. The financial and temporal constraints limiting this study, however, precluded the adoption of any of these means for augmenting the research data. On the other hand, it is likely that as many as 133 responses could only have been obtained through using a questionnaire instrument.

Thus, given the requirement for a significant quantity of empirical data, it is considered that the research design was the most appropriate. Before advocating its use on an expanded scale in order to provide a more significant quantity of evidence, however, consideration must be given to the nature of the evidence that the instrument can provide. The question, then, is whether the hypotheses which were tentatively, or "directionally" confirmed or rejected by the limited amount of evidence gathered by this study can be considered, with restatement, as useful prescriptions for the formation of effective collaborative efforts. A review of the tentatively confirmed hypotheses indicates the following arrangements should be observed in order

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for consultant assistance to be most often judged as completely effective.

1. In considering consultant help an organization should allow that some changes may be necessary and should reflect this by its identification and explication of specific objectives as bases for the engagement of a consultant (Hypothesis 1).
2. An organization should regard a consultant as an expert resource, and a collaborating "equal," and ensure his participation in the consideration of any changes which should be made in the assignment during its progress (Hypothesis 2).
3. An organization should use a consultant-initiated suggestion that his services be retained as a basis for internal considerations which may lead to the identification of needs and explication of goals (Hypothesis 3).
4. Rather than impose a possibly unwanted consultant on subordinate managers, a chief executive should encourage the initiation of pro-consultant discussions at this lower level, and/or seek to secure consensus among subordinate managers before making a decision to engage a consultant (Hypothesis 4).
5. Several management members of an organization should participate in pre-engagement discussions concerning consultant help, as well as in the decision that a consultant be retained (Hypothesis 5).

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6. As well as participating in the pro-consultant decision, subordinate managers should participate with the chief executive in identifying and agreeing on the particular consultant to be appointed (Hypothesis 6).
7. Before commencing a consulting assignment, an organization should identify and make explicit to the selected consultant its specific objectives and expectations with respect to the required outcomes from the assignment (Hypothesis 10).
8. An organization should not closely direct a consultant's work, nor unreasonably constrain him by restricting personal contacts or access to organizational information (Hypothesis 11).
9. Before commencing a consulting assignment an organization should ensure that the respective duties to be undertaken by the consultant and by organization members are identified and understood. Such understanding should preferably be reached by mutual agreement between the parties, or otherwise through its clear explication by the chief executive (Hypothesis 12).
10. A consultant should work closely and directly with members of the client organization and provide for their participation in the consulting assignment either by assignment to specific working roles,

discussion of findings, or an opportunity to initiate proposals (Hypothesis 15).

11. An organization should establish a specific point of contact and liaison for a consultant--either the assignment sponsor or other organization member--who can initiate other organization contacts and through whom the consultant can report (Hypothesis 16).
12. An organization should select a consultant from among two or three who have been invited by the organization for preliminary discussions prior to a final appointment being made. (A modified statement of Hypothesis 7.)

These prescriptions appeal as a useful framework for the development of an organization-consultant relationship which will result in a high level of effectiveness of the ensuing collaborative effort. It is considered that further research which would allow more confidence in the acceptance of the underlying hypotheses should be undertaken.

Dogmatism and Consultant Use and Acceptance

The relationships established between the Dogmatism (degree of open-mindedness) of a chief executive and his organization's use of consultants and acceptance of their advice, do not have the same practical applications



as the previously discussed relationships between organizational behavior and consultant effectiveness.

The Dogmatism relationships, however, do represent a useful field application of the underlying theoretical construct and provide means for its further validation. While not all of the resulting relationships had been hypothesized they were all directionally consistent with predictions which the theory would support.

A weakness in the data analysis phase of the research design was encountered in reviewing the relationship between Dogmatism and the acceptance of advice from an external consultant. To permit the testing of the hypothesis which postulated a relationship between Dogmatism and the acceptance of consultant advice, it would be necessary to further classify the organization responses in terms of the chief executives' concept of the consultant--as a "superior," or other. Such classification was not available, and moreover, the number of responses was considered insufficient to support meaningful analysis following a further classification.

Survey Data

The relationships established by the survey components of the research questionnaire are of interest and potential value to consultants.

In terms of potential business opportunities the reason for the more frequent non-use of consultants by



Merchandising and Financial organizations would appear to warrant further study. Similarly, the less frequent use of consultants made by smaller organizations may justify investigation. The inconsistency of the frequency of consultant use in relation to the geographic location of organizations has no obvious rationale, but it may represent the unavailability of appropriate consulting services in those areas where a lower frequency of use was reported.

The high frequency of consultant use by government departments and agencies, coupled with their infrequent evaluations of such assistance as completely effective, may provide justification for these clients and their retained consultants to look closely at those factors--including the nature of the client-consultant relationship--which may influence the effectiveness of collaborative efforts.

A statement made in the introductory section of this thesis indicated the earlier findings that organization-consultant collaborative efforts had been found to be less than completely effective, and suggested this as a justification for this research project. The data obtained by this study could, however, have provided adequate self-justification. In all of the analyses made, consultant assignments were judged as completely effective in less than 40% of all cases, and the

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recommendations made by consultants were completely accepted by the different levels of management in the responding organizations in less than 30% of all cases reported.

If the prescriptions developed for the behavior of an organization with respect to its collaborating consultant could be more positively established by further research and then adopted, the resulting increase in consultant effectiveness should be significant. Moreover, this research could then be considered worthwhile.



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APPENDICES



APPENDIX A

Introductory Covering Letter

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Harold H.
Harold H
Professo
Graduate
Administ

GRADUATE SCHOOL OF BUSINESS ADMINISTRATION
DEPARTMENT OF MANAGEMENT • EPPLEY CENTER

24 June, 1968.

The use of external consultants by business organizations has been found, by earlier surveys, to be a widespread practice. The questionnaire accompanying this letter introduces a research project designed to gather data which should be helpful in suggesting ways in which organization-consultant collaborative efforts could be made more effective.

Specifically, the present research is attempting to determine whether the nature of the relationship which develops between an organization and an external consultant which it retains, has any influence on the effectiveness with which recommended organizational changes are ultimately implemented. Business literature not infrequently moralizes on the importance of the relationship, but it is the intent of this research to go beyond the level of homily by developing prescriptions on the basis of substantive empirical evidence.

This research is being conducted under University auspices and as such guarantees the objectivity of the research and also that the information supplied will remain completely confidential.

Although we can offer no immediate benefits, we are nevertheless confident that your co-operation, along with other business leaders, will ultimately be rewarded by the availability of the new knowledge which should be disclosed in this vitally important area. To insure the anonymity of responses, and yet allow the identification of the final research sample, each questionnaire carries an identifying slip which respondents are requested to detach and return separately.

We earnestly and respectfully request your co-operation in providing complete, accurate, and prompt responses to the regrettably large number of questions which the research needs compel us to ask.

Yours faithfully,

Harold H. Wein

Harold H. Wein,
Professor of Management,
Graduate School of Business
Administration.

N. G. Davey

N. G. Davey,
Director,
Consultant Research Program.

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APPENDIX B

Consultant Research Program

Questionnaire

This questionnaire is addressed to you with the request that it be completed by you or by another organization member. The information requested in Section I is information which is a matter of fact and should be answered objectively on the basis of your best knowledge. By requesting that these responses be provided, we do not hope to provide, as a common basis for discussion, a "total responsibility" of all respondents.

It is recognized, however, that the chief executive of the company with his organization's most records does not know of the details. In these cases only it is requested that organization member at the principal associated with the assignment to complete all of the questions, such organization (at the consulting assignment).

Because of the essentially different respondents are requested to advice has been sought as "on context of this research project

Special Note to Government

While the position titles are the most appropriate to be used, respondents are asked to interpret them in a reasonable manner. Thus the executive titles of a Board of Directors may include Chairman and a Company Chairman may also be an "Executive Officer," or Under-Secretary of State. The term "Executive Officer" could be interpreted to include a Head, Director of an agency or a Chief of a division.

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MICHIGAN STATE UNIVERSITY
Graduate School of Business Administration
Eppley Center East Lansing, Michigan

CONSULTANT RESEARCH PROGRAM
Directions for Completing Questionnaire

This questionnaire is addressed to the chief executive of organizations with the request that it be completed by this official rather than delegated to other organization members, except for the purely factual information requested in Section 8. While some other questions seek information which is a matter of fact, there are many which can only be answered subjectively on the bases of opinions, observations or feelings. By requesting that these responses be made only by chief executives we hope to provide, as a common base, an equivalent "level of organizational responsibility" of all respondents.

Note. It is recognized, however, that there will be some instances where the chief executive of the company or division has not been associated with his organization's most recently completed consulting assignment, and does not know of the details concerning its initiation and conduct. **In these cases only** it is requested that the chief executive arrange for that organization member at the highest level of management who was principally associated with the planning and decision-making related to the assignment to complete all sections of the questionnaire. In several of the questions, such organization member is referred to as the "sponsor" (of the consulting assignment).

Because of the essentially different nature of legal advice and counsel, respondents are requested to **not include** the occasions on which such advice has been sought as "occasions of consultant assistance" in the context of this research project.

Special Note to Government Department and Agency Respondents.

While the position titles and other language of the questionnaire are most appropriate to business organizations, non-business respondents are asked to interpret these in the most nearly comparable manner. Thus the equivalent of the business organization's Board of Directors may be Commissioners of a Federal agency, and a Company Chairman could be considered as Secretary, Assistant, or Under-Secretary of an Executive Department. "Chief Executive" could be interpreted as Section chief, major Department Head, Director of an agency division, or similar.

All addressees are asked to complete Sections 1 and 8 of the questionnaire, regardless of their organization's use of external consultants over the three year period—January, 1965 through December, 1967. Those organizations which have not employed external consultants during this period will not be able to complete Sections 2 through 7, but are urged to return the questionnaire with Sections 1 and 8 complete as these will provide information of great value to the research. All other respondents are requested to complete all the questions in each section of the questionnaire.

Sections 2 through 7: the questions in these sections are to be answered with respect to the organization's most recently completed (prior to January, 1968) association with an external consultant, i.e. that situation referenced under Section 1, Item 1.7 of this questionnaire.

It is, of course, vital that all answers represent the respondent's best recollections or judgements of the **actual events** in each reference situation—rather than any potential improvement which hindsight may suggest, or procedure which might be followed on future occasions.

EXECUTIVE OPINION SURVEY. An Executive Opinion Survey has been included in addition to the questionnaire and forms an integral part of the research project.

Four copies of the Opinion Survey have been enclosed as the research requires a wider sampling of opinions held by organization members. In **every** case, one Opinion Survey should be completed by the chief executive—regardless of whether there has been any use of external consultants, and regardless of the chief executive's association with any reported consulting assignment.

Where there has been a consulting assignment, the chief executive is requested to arrange for the other three copies of the Opinion Survey to be completed by the three most senior management personnel—including the "sponsor" of the assignment—who were concerned with the assignment, and with the acceptance of its recommendations.

Where there have been no consulting assignments, the chief executive should return the three uncompleted copies of the Opinion Survey along with his completed copy, and the partially completed (Sections 1 and 8) questionnaire. This same procedure should be followed in those cases where there has been a consulting assignment handled personally and exclusively by the chief executive (i.e. where no other organization members have been concerned with its development or acceptance).

IMPORTANT! In order to relate the Executive Opinion Survey information to the questionnaire information, and maintain the anonymity of respondents, it is requested that **all materials from the organization be return mailed to the researchers in the one envelope.**

Completed questionnaires, including those only partially completed, and completed (and blank, if any) copies of the Executive Opinion Survey, should be returned to:

N. G. Davey,
Department of Management,
Graduate School of Business Administration,
Eppley Center,
Michigan State University,
East Lansing, Michigan. 48823.

In order to permit the expedient progress of the research project, respondents are requested to try to observe **31 JULY, 1968**, as a deadline date for mailing. Any earlier response will, of course, be most helpful and greatly appreciated, and later responses will be of equally great value.

CONSULTANT RES

Please check:

☐ Questionnaire
completely.

☐ Questionnaire

Please detach this slip

N. G. Dave
Director of
Graduate Studies
Michigan State
East Lansing

CONSULTANT RESEARCH PROGRAM

No.

Please check:

- ☐ Questionnaire has been completed and mailed separately.
- ☐ Questionnaire will not be completed or returned.

Please detach this slip and mail separately to:

N. G. Davey
Director of Consultant Research Program,
Graduate School of Business Administration
Michigan State University
East Lansing, Michigan 48823



1. GENERAL INFORMATION

11 General nature of Company's (or Division's) business:

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Industrial	Wholesale	Financial
Manufacturing	Trading	and Insurance
		Institutions

12 FOR INDUSTRIAL MANUFACTURING: Company's (or Division's) general product line:

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Machinery and Transportation	Chemicals, Petroleum &	Food, Beverages, Tobacco
Equipment	Metals and Industries	
	Textiles, Clothing, Footwear	
	Electrical and Electronic goods, equipment	

13 Location of Company (or Division):

14 Distance from nearest city: _____ million people.

<input type="checkbox"/>	<input type="checkbox"/>
0-20 miles	21-50 miles

15 Number of occasions on which the company has been visited by an external consultant since 1965 - December 1967.

16 Date when present chief executive was appointed:

Month _____ (13-14)

17 Description of the company's business in the organization: **PROVIDE**

Date of commencement:

Date of completion:

Has the consultant:

CONSULTANT RESEARCH PROGRAM

(1) (5)

(The parenthetical numbers, and the numbers directly above the check boxes which appear throughout the questionnaire are directions for key-punching of the data, and should be disregarded by all respondents.)

1. GENERAL INFORMATION

1.1 General nature of Company's (or Division's) principal business?

- ☐ 1 Industrial Manufacturing (6)
☐ 2 Merchandising
☐ 3 Financial and Insurance Institutions
☐ 4 Transportation
☐ 5 Public Utility
☐ 6 Government Departments and Agencies
☐ 7 Other

1.2 FOR INDUSTRIAL MANUFACTURING ORGANIZATIONS ONLY.

Company's (or Division's) general industry classification?

- Automotive and Transportation equipment ☐ Metals, Minerals ☐ (7)
 Drugs, Chemicals, Petroleum & Allied products and Industries ☐ Engineering, Machinery Metal Working ☐ (6)
 Textiles, Clothing, Footwear ☐ Construction materials, lumber, hardware ☐ (7)
 Food, Beverages, Tobacco ☐ Aero-space and Defense ☐ (7)
 Electrical and Electronic goods, equipment ☐ Other _____ ☐ (7)

1.3 Location of Company (or Division): City _____

State _____ (8)

1.4 Distance from nearest city having a population in excess of one million people.

- ☐ 1 0-20 miles (9)
☐ 2 21-50 miles
☐ 3 51-100 miles
☐ 4 101-200 miles
☐ 5 Over 200 miles

1.5 Number of occasions on which the organization has utilized the services of an external consultant during the three year period January 1965 - December 1967.

No. _____ (10-11)

(12)

1.6 Date when present chief executive assumed this position:

Month _____ Year _____
 (13-14) (15-16)

1.7 Description of the consulting assignment most recently completed in the organization PRIOR TO JANUARY, 1968.

Date of commencement: Month _____ Year _____ (19)

Date of completion: Month _____ Year _____ (22)

Was the consultant: - an individual practitioner? ☐- a member of a consulting firm? ☐- a member of a CPA, or other accounting firm? ☐- a University-based "academic"? ☐- Other? (please specify) _____ ☐ (23)

1.8 Was the consulting assignment handled by one single consultant or a team of two or more consultants?

- ☐ 1 No. of Consultants: 1 only (24)
☐ 2 2
☐ 3 3
☐ 4 4
☐ 5 5
☐ 6 More than 5

1.9 Nature of the major functional area of assignment?

- General Management, Organization ☐ Sales and Marketing (incl. Product Development) ☐ (25)
 Personnel, Labor Relations (incl. Wage and Salary systems) ☐ Manufacturing ☐
 Financial Accounting and Insurance ☐ Technical, Scientific ☐
 Office, Information systems, and Data Processing ☐ General Economic ☐
 Other (please specify) _____ ☐

1.10 Amount of fees actually charged by the consultant for the most recently completed consulting assignment?

- ☐ 1 Less than \$1000 (26)
☐ 2 \$1001-2000
☐ 3 \$2001-5000
☐ 4 \$5001-10000
☐ 5 \$10001-20000
☐ 6 \$20001-50000
☐ 7 Over \$50000

1.11 Position title of person completing this questionnaire.

- Chief Executive ☐ (27)
 Other (please specify) _____ ☐

1.12 Age of person completing this questionnaire at December, 1967.

- ☐ 1 30 or under (28)
☐ 2 31-40
☐ 3 41-50
☐ 4 51-60
☐ 5 61-70
☐ 6 Over 70

1.13 Level of Formal Education of person completing this questionnaire?

- ☐ 1 Less than High School (29)
☐ 2 Some High School
☐ 3 High School Graduate
☐ 4 Some College
☐ 5 College Graduate
☐ 6 Some Post Graduate
☐ 7 Post Graduate Degree

2. NATURE OF PROBLEM OR SITUATION LEADING TO THE DECISION

The response to this question should relate to the most recently completed consulting assignment, and not to any assignment still in progress as of January, 1968.

Check all statements which are true, then draw a circle around the one which describes the most compelling situation.

- 2.1 Contact initiated by consultant with offer to investigate the organization and recommend needed services. ☐ (30)
 2.2 Organization unaware of any general or particular problems but retained consultant to conduct an examination and evaluation of its operations, practices, and policies to confirm their adequacy. ☐ (31)

- 2.3 Organization concerned primarily about the adequacy of its technology and desired recommendations for changes or improvements in processes, facilities, layout. ☐ (32)
- 2.4 Organization concerned primarily about the adequacy of its management personnel and practices. ☐ (33)
- 2.5 Organization concerned primarily about the adequacy of its formal organization structure. ☐ (34)
- 2.6 Organization concerned primarily with changes in external conditions. ☐ (35)
- 2.7 Other reason. (Describe briefly) ☐ (36)
- _____

(37)

3. MAJOR REASON FOR USING EXTERNAL CONSULTANT

Check all statements which are true, then draw a circle around the one which describes the major reason.

- 3.1 Consultant's superior ability (i.e. superior with respect to the ability of organization members) to provide NEW IDEAS and a fresh approach. ☐ (38)
- 3.2 Consultant's superior ability to DIAGNOSE AND IDENTIFY organization problems and evaluate possible solutions. ☐ (39)
- 3.3 Consultant's specialized SKILLS AND EXPERIENCE from other organizations which may be applied to the present situation. ☐ (40)
- 3.4 Consultant's superior ability to introduce and IMPLEMENT CHANGE programs in an effective and efficient manner. ☐ (41)
- 3.5 Consultant's ability to provide INDEPENDENT OPINION based on unbiased judgement and comparative freedom from organizational involvement. ☐ (42)
- 3.6 Consultant's superior ability to TRAIN ORGANIZATION MEMBERS in techniques and skills required to handle existing situations or those likely to emerge. ☐ (43)
- 3.7 The availability of the consultant to undertake the necessary work at the TIME REQUIRED where competent organization members cannot be made available. ☐ (44)
- 3.8 The CONFIDENTIAL nature of the problem wherein the consultant can provide protection against the disclosure of organization identity, or gain information to which the organization would not have access. ☐ (45)
- 3.9 Other reason (please specify) ☐ (46)
- _____
- _____
- _____

(47)

4. ORGANIZATION CONSIDERATIONS PRIOR TO THE RETENTION OF THE CONSULTANT ON THE MOST RECENTLY COMPLETED ASSIGNMENT

- 4.1 At what level, or by whom, was the RECOMMENDATION INITIATED that consultant assistance be considered?

(Check one statement only for this question.)

By the consultant himself? ☐

By the Board of Directors, or Chairman of the Company, or by corporate headquarters personnel (in the case of a Division or Subsidiary) ☐ (48)

By the Chief Executive of the Company or Division ☐

By a functional or departmental head immediately subordinate to chief executive ☐

By a lower level of management ☐

By influential person(s) associated with, but not members of the organization ☐

Other (please specify) ☐

- 4.2 At what management level, and between which organization members, was the proposal to seek consultant assistance FORMALLY DISCUSSED prior to any decision being made?

(Check all statements which are true.)

Discussion between chief executive and his peers or superiors (either Board of Directors or Corporate Office personnel) ☐ (49)

Discussion between chief executive and immediate subordinates ☐ (50)

Discussion between all departmental heads ☐ (51)

Discussion between only those departmental heads on the same level of management, over areas related to the perceived problem or involved in any proposed action ☐ (52)

Discussion among management members within the particular departmental area(s) considering consultant assistance ☐ (53)

No discussion held as the decision to engage a consultant was made unilaterally. ☐ (54)

Other (please specify) ☐ (55)

- 4.3 At what level, or by whom, was the ACTUAL DECISION to hire a Consultant made?

(Check each statement which is true where the decision was jointly made.)

By the Board of Directors or Chairman of the Company, or by corporate headquarters personnel (in the case of a Division or Subsidiary). ☐ (56)

By the Chief Executive of the organization ☐ (57)

By the head(s) of the relevant department(s) or area(s) of the organization ☐ (58)

Other (please specify) ☐ (59)

- 4.4 At what level, or by whom, was the decision to hire a consultant FORMALLY AUTHORIZED or approved?

(Check one statement only for this question.)

By the Board of Directors or Chairman of the Company, or by corporate headquarters personnel (in the case of a Division or Subsidiary) ☐ (60)

By the Chief Executive of the organization ☐

By the head of the relevant department or area of the organization ☐

Other (please specify) ☐

- 4.5 What was the extent of disagreement among all those organization members who would be affected by it, concerning the decision to hire a consultant?

(Check one statement only for this question.)

Strong and almost complete disagreement ☐

Majority disagreement but some members in favor ☐

About equally divided ☐

Majority agreement, but some disagreement ☐ (61)

Complete, or almost complete, agreement ☐

Degree of consensus or disagreement not known ☐

(What factor(s) or situation(s) prompted selection of that PARTICULAR time, rather than another?)

Check all statements which are true, and which describes the most important factors that have been perceived as serious problems.

No particular urgency, but situation arose over time.

Factors were only then available to the organization.

Cost position then extremely strong.

Members of the organization had no problem or achieved the desired or intended results.

Situation expected to worsen if not handled.

Seriousness or magnitude of problem.

Change(s) in management personnel.

Other (please specify) _____

How many consultants (or consultants' firms) were assigned to the organization?

No. of Consultants Involved ☐ 1 only ☐

How many consultants conducted investigations prior to a selection?

No. of Consultants Nil ☐ 1 ☐

How many consultants submitted proposals carrying out the assignment prior to a selection?

No. of Consultants Nil ☐ 1 ☐

How many preliminary investigations were conducted prior to a selection?

No. of Consultants Nil ☐ 1 ☐

How many preliminary investigations were conducted prior to a selection?

(Check one statement only.)

No preliminary investigations conducted.

Preliminary investigation was given the assignment.

Preliminary investigations were given the assignment.

Preliminary investigations were given the assignment.

Other _____

What was the basis for selection?

Check all statements which describe the most important factors.

Personal impression created by preliminary meetings and interviews.

Recommendation of consultants.

Previous consulting relationship.

Previous professional contact with other organization members.

4.6 What factor(s) or situation(s) prompted the decision to hire a consultant at that PARTICULAR time, rather than earlier or later?

(Check all statements which are true, then draw a circle around the box which describes the most important factor.)

- Problems then perceived as serious and urgent ☐ (62)
- No particular urgency, but situation considered "opportune" at the time ☐ (63)
- Finances were only then available to pay consultant fees ☐ (64)
- Cash position then extremely strong ☐ (65)
- Members of the organization had unsuccessfully attempted to solve the problem or achieve the desired changes ☐ (66)
- Situation expected to worsen if not dealt with then ☐ (67)
- Seriousness or magnitude of problem had recently increased significantly ☐ (68)
- Change(s) in management personnel or their assignments ☐ (69)
- Other (please specify) _____ ☐ (70)
- (71)

4.7 How many consultants (or consulting firms) were invited to discuss the assignment with the organization prior to a selection being made?

- | | | | | | |
|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|------|
| | 1 | 2 | 3 | 4 | |
| No. of Consultants | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | (72) |
| Invited | 1 only | 2 | 3 | 4 or more | |

4.8 How many consultants conducted preliminary investigations within the organization prior to a selection being made?

- | | | | | | | |
|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|------|
| | 6 | 1 | 2 | 3 | 4 | |
| No. of Consultants | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | (73) |
| | Nil | 1 | 2 | 3 | 4 or more | |

4.9 How many consultants submitted a proposal to the organization for carrying out the assignment prior to a selection being made?

- | | | | | | | |
|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|------|
| | 6 | 1 | 2 | 3 | 4 | |
| No. of Consultants | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | (74) |
| | Nil | 1 | 2 | 3 | 4 or more | |

4.10 Were preliminary investigations of the organization made by the consultant prior to a selection paid for by the organization?

- (Check one statement only.)
- No preliminary investigations conducted ☐ (75)
- Preliminary investigation made only by consultant who was finally given the assignment ☐
- Preliminary investigations made at consultants' own expense ☐ (75)
- Preliminary investigations paid for by the organization ☐
- Other _____ ☐

4.11 What was the basis for selection of the consultant who was finally hired? (1-4)

(Check all statements which are true, then draw a circle around the box which describes the most important factor.) ☐ (5)

- Personal impression created by the individual consultant during preliminary meetings and diagnostic phase ☐ (6)
- Known record of consultant's assignments in other organizations ☐ (7)
- Previous consulting relationships with the organization ☐ (8)
- Previous professional contacts by consultant with chief executive or other organization members ☐ (9)

- Impressions held by organization members concerning the consultant's reputation ☐ (10)
- Recommendations from sources external to the organization ☐ (11)
- The consultant's advertising or presentation of his own services ☐ (12)
- Nature and content of the proposal, and the manner of its presentation by the consultant ☐ (13)
- Amount of fees quoted ☐ (14)
- Extent of promised or indicated savings or other improvements ☐ (15)
- Consultant's availability at the time required ☐ (16)
- On-going retainer agreement between the consultant and the organization ☐ (17)
- Not known (e.g. where the decision to hire the consultant was made outside the organization) ☐ (18)
- Other (please specify) _____ ☐ (19)
- (20-21)

4.12 At what level, or by whom, was the decision made concerning which PARTICULAR CONSULTANT would be hired?

(Check all statements which are true where the decision was made jointly.)

- Board of Directors, or Chairman of the Company, or corporate headquarters personnel (in the case of a Division or Subsidiary) ☐ (22)
- By the chief executive of the organization ☐ (23)
- By the functional or departmental head(s) of the relevant organization area(s) ☐ (24)
- Other (please specify) _____ ☐ (25)

4.13 What was the extent of disagreement among all those organization members who would be affected by it, concerning the consultant who was finally selected?

(Check one statement only for this question.)

- Strong and almost complete disagreement ☐
- Majority disagreement but some members in favor ☐
- Organization members about equally divided ☐ (26)
- Majority agreement, but some disagreement ☐
- Complete, or almost complete, agreement ☐
- Degree of consensus or disagreement not known ☐

5. FACTORS IN THE ESTABLISHMENT OF THE ORGANIZATION-CONSULTANT RELATIONSHIP FOR THE MOST RECENTLY COMPLETED CONSULTING ASSIGNMENT

5.1 What was the extent of the assignment given to the consultant?

(Check as many statements as necessary to describe the scope of the consultant's assignment.)

- To diagnose and identify organization problems ☐ (27)
- To develop possible solutions or action programs ☐ (28)
- To evaluate possible solutions or action programs ☐ (29)
- To recommend action programs ☐ (30)
- To implement action programs (incl. training) ☐ (31)

5.2 At what level, or by whom, was the SCOPE OR EXTENT of the consulting assignment determined?

(Check all statements which are true.)

By the Board of Directors or Chairman of the Company, or by corporate headquarters personnel (in the case of a Division or Subsidiary) ☐ (32)

By the chief executive of the organization ☐ (33)

By the head(s) of the relevant department(s) or area(s) of the organization ☐ (34)

By the consultant himself ☐ (35)

Other ☐ (36)

5.3 Which organization members were FORMALLY ADVISED that a consultant had been retained?

(Check as many statements as necessary to indicate the extent to which members were formally advised.)

Board of Directors or Chairman of the Company, or corporate headquarters personnel (in the case of a Division or Subsidiary) ☐ (37)

Chief Executive ☐ (38)

Management group immediately subordinate to the chief executive ☐ (39)

The highest level managers in the department(s) or area(s) of the organization to be affected by the assignment ☐ (40)

All management personnel in the department(s) or area(s) of the organization to be affected by the assignment ☐ (41)

All management and supervisory personnel throughout the organization ☐ (42)

All employees of the organization ☐ (43)

Other (please specify) ☐ (44)

5.4 To what extent were the organization's objectives and expectations with respect to required outcomes from the consulting assignment identified and made explicit?

(Check all statements which are true.)

Specific goals formulated by the Board of Directors, or corporate headquarters in the case of a division, and given to the consultant. (Specific goals are those where required outcomes and work areas are precisely identified, and quantified wherever possible.) ☐ (45)

Specific goals formulated by chief executive and given to consultant ☐ (46)

Specific goals formulated by chief executive together with subordinate managers ☐ (47)

Specific goals determined by managers of affected functional areas and approved by chief executive ☐ (48)

Specific goals discussed and agreed between chief executive and consultant ☐ (49)

Specific goals discussed and agreed between other organization members and consultant ☐ (50)

Generalized, non-specific goals (indicating only the general nature of desired changes) discussed among organization members, including chief executive and members of the Board ☐ (51)

No discussion on specific goals or expected outcomes by organization members ☐ (52)

Goals determined entirely by the consultant ☐ (53)

Other (please specify) ☐ (54)

5.5 To what extent were the organization's expectations formalized in any agreement between the organization and consultant?

(Check one statement only.)

Written statement detailing scope, procedures, and expected outcomes prepared by consultant and given to the organization ☐

Written statement from the consultant to the organization with general description of the nature of the assignment and rates for consultant's charges only ☐ (55)

Verbal agreement only, with no written submission from consultant to the organization ☐

Other (please specify) ☐

5.6 Which organization members were formally advised of the organization's objectives with respect to the consultant's assignment?

(Check all statements which are true.)

Board of Directors or Chairman of the Company, or corporate headquarters personnel (in the case of a Division or Subsidiary) ☐ (56)

Chief Executive ☐ (57)

Management group immediately subordinate to the chief executive ☐ (58)

Managers in affected departments or areas of the organization ☐ (59)

The entire management group in the organization ☐ (60)

All management and rank and file personnel ☐ (61)

No organization members formally advised as specific objectives were not identified or discussed ☐ (62)

5.7 What CONSTRAINTS, OR LIMITS, did the organization impose as to areas in which the consultant should not work, or to people, or information to which he should not have access?

(Check all statements which are true.)

Work area restricted ☐ (63)

Personal contacts restricted ☐ (64)

Information access restricted ☐ (65)

No restrictions placed on consultant ☐ (66)

Other ☐ (67)

5.8 To what extent were the respective DUTIES TO BE ASSUMED by the consultant and organization members, and their division of responsibilities, discussed between the organization and the consultant?

(Check one statement only.)

Board of Directors or Chairman of the Company, or corporate headquarters personnel (in the case of a Division or Subsidiary) laid down the duties and responsibilities for all parties ☐

Chief executive laid down the duties and responsibilities for all parties ☐

Agreement regarding respective duties and responsibilities reached through mutual discussion between chief executive and consultant ☐ (68)

Consultant advised the chief executive of the duties and the responsibilities he would assume ☐

Agreement regarding duties and responsibilities reached through discussion between organization members and consultant ☐

Matter not discussed between the parties resulting in uncertainty regarding respective duties and responsibilities ☐

Other (please specify) ☐

5.9 To what extent did a FORMAL ORGANIZATION STRUCTURE which defined the duties, responsibilities, and relationships of organization members, exist PRIOR to the intervention of the consultant?

(Check one statement only.)

No defined management structure or permanent responsibility allocations ☐

Organization structure established somewhat flexible ☐

Formal structure developed, but not fully managed ☐

Formal structure developed and actual allocations and relationships ☐

Formal structure well defined, but no actual working arrangements ☐

10. In what way did the chief executive regard the consultant? ☐

(Check one statement only.)

As a competent subordinate who was initiated by the chief executive or other managers ☐

As a superior, by virtue of his/her whose recommendations were ☐

As a collaborating equal, with organizational sponsor could grant, and jointly consider the ☐

As an expert resource, but not a person useful inquisitive on the ☐

As an independent contractor the form of recommendation for implementation, modifying ☐

Other (please specify) ☐

6. FACTORS IN THE ORGANIZATION-CONSULTANT RELATIONSHIP THE MOST RECENT IDENTIFIED ASSIGNMENT

6.1. What arrangements were made to report on his activities (specific areas necessary) to the organization? ☐

(Check all statements which are true.)

Regularly scheduled meetings with the Board of Directors, or with corporate Division or Subsidiary ☐

Regularly scheduled meetings with Chief Executive ☐

Regular meetings with other organization members ☐

Progress reports to be submitted had been designated a consultant ☐

Regular written reports ☐

Occasional written reports ☐

Final report and record of assignment ☐

Other (please specify) ☐

Organization structure established, but "loosely" defined and/or somewhat flexible ☐

Formal structure developed, but not known to or used by subordinate managers ☐ (69)

Formal structure developed and promulgated but not descriptive of actual allocations and relationships ☐

Formal structure well defined, widely known and accurately reflective of actual working arrangements ☐

5.10 In what way did the chief executive, or other organizational sponsor, regard the consultant?

(Check one statement only.)

As a competent subordinate who would carry out program as determined by the chief executive or other organization members ☐

As a superior, by virtue of his reputed or demonstrated expertise, whose recommendations were to be regarded as directives ☐

As a collaborating equal with whom the chief executive or other organizational sponsor could mutually plan investigations and programs, and jointly consider their outcomes and implications ☐ (70)

As an expert resource, but outside of the organization, who could provide useful insights on the basis of his expertise and independence ☐

As an independent contractor who would "deliver his package" in the form of recommendations which the organization could consider for implementation, modification, or rejection—in whole or in part ☐

Other (please specify) _____ ☐

6. FACTORS IN THE WORKING PHASE OF THE ORGANIZATION-CONSULTANT RELATIONSHIP OF THE MOST RECENTLY COMPLETED CONSULTING ASSIGNMENT

6.1 What arrangements were made, AT THE OUTSET, for the consultant to report on his activities and progress (other than time spent and expenses incurred) to the organization?

(Check all statements which are true.)

Regularly scheduled meetings with the Chairman or Board of Directors, or with corporate headquarters personnel (in the case of a Division or Subsidiary) ☐ (71)

Regularly scheduled meetings with Chief Executive ☐ (72)

Meetings with Chief Executive as and when requested by either party ☐ (73)

Regular meetings with top management group ☐ (74)

Progress reports to be made through an organization member who had been designated as the liaison between the organization and consultant ☐ (75)

Regular written reports to Chief Executive ☐ (76)

Occasional written reports to Chief Executive ☐ (77)

Final report and recommendations only—at the completion of the assignment ☐ (78)

Other (please specify) _____ ☐ (79)

6.2 How were the consultant's final report or findings transmitted to the organization?

(Check all statements which are true.)

Formal, written report delivered to the organization sponsor only ☐ (6)

Several copies of a formal written report delivered to the organization for distribution to organization members involved with, or affected by, the assignment ☐ (7)

Written report delivered and discussed with Chairman or Board members, or corporate personnel (in the case of a Division or Subsidiary) ☐ (8)

Written report discussed with Chief Executive ☐ (9)

Written report discussed with organization members involved with, or affected by, the assignment ☐ (10)

Subordinate report prepared by consultant only after its intended content had been discussed among organization members and the consultant ☐ (11)

Other (please specify) _____ ☐ (12)

6.3 In what ways did the consultant attempt to INVOLVE ORGANIZATION MEMBERS in, or secure their commitment to, the program he wanted recommended?

(Check all statements which are true.)

Feeding back of information by consultant to organization members during the assignment to provide them with bases for developing recommendations ☐ (13)

Consultant worked closely with organization members on a co-operative, participatory basis, rather than a detached or directive basis ☐ (14)

Continuing discussion of ideas and information with organization members to provide them with the bases for developing recommendations rather than these all coming from the consultant ☐ (15)

Recommendations developed through joint discussions between consultant and organization members ☐ (16)

Organization members assigned specific roles during diagnostic and problem solving phases to ensure their involvement with, and commitment to, the ensuing recommendations ☐ (17)

Organization members not actively involved in the assignment, but kept well informed by the consultant at all times ☐ (18)

No attempt made to involve organization members, and all recommendations formally made by the consultant without reference to organization members ☐ (19)

Other (please specify) _____ ☐ (20)

6.4 How did the consultant maintain a CO-ORDINATED CONTACT with the organization during the various phases of the assignment?

(Check all statements which are true.)

A particular organization member, other than the chief executive or other sponsor, was designated as permanent liaison between the organization and consultant to initiate other organizational contacts as required ☐ (21)

Consultant established his own points of contact as he moved through the various departments and areas of the organization ☐ (22)

Different organization members were designated as working assistants to the consultant for different phases and areas of the assignment ☐ (23)

Chief executive or other organizational sponsor acted as liaison and point of co-ordination between the organization and consultant ☐ (24)

No point of liaison established, and no attempt by the organization to co-ordinate the different aspects of the consultant's assignment ☐ (25)

Other (please specify) _____ ☐ (26)

(14)

☐ (5)

6.5 What relative emphasis did the consultant place on diagnosing and identifying organization problems himself?

(Check one statement only.)

Little emphasis on diagnosis, but completely accepting the organization's identification of the problem(s) ☐ 6

Considerable emphasis on diagnosis to the extent of preliminary investigations to confirm the problem statement as given, or to otherwise suitably identify and define the organization's situation as a basis for development of recommendations ☐ 1 (27)

Complete emphasis on diagnosis such that consultant regarded his job as complete when the organization's problem(s) had been identified and defined, and their causes made explicit ☐ 2

6.6 What arrangements were made, AT THE OUTSET, for evaluating the effectiveness of the consulting assignment — by either the consultant or the organization?

(Check all statements which are true.)

Evaluation to be based on subjective assessments by organization members alone ☐ (28)

Evaluation to be based on subjective assessments by organization members in conjunction with the consultant ☐ (29)

No pre-arrangements made for evaluation of the assignment effectiveness ☐ (30)

Other (please specify) _____ ☐ (31)

6.7 What CHANGES to the scope, extent, objective, or timing of the assignment were made during its progress?

(Check all statements which are true.)

Changes made at the direction of the chief executive on the basis of his evaluation of progress data, or other reason ☐ (32)

Changes made at the request of other organization members ☐ (33)

Changes mutually agreed by discussion between consultant and organization members ☐ (34)

Changes made unilaterally by the consultant ☐ (35)

Changes requested by the organization but not agreed to by the consultant ☐ (36)

Changes requested by the consultant, but not agreed to by the organization ☐ (37)

No changes made, or requested, to the original terms of the assignment ☐ (38)

Other (please specify) _____ ☐ (39)

6.8 Was the individual consultant who commenced the assignment replaced during its course?

(Check all statements which are true.)

No change in consultant requested or made ☐ (40)

Change made at the request of the organization because of the consultant's personal incompatibility with organization members ☐ (41)

Change made at the request of the organization because of organization members' uncertainty about consultant's competence ☐ (42)

Change requested by organization but not agreed to by consulting firm ☐ (43)

Assignment prematurely terminated because of dissatisfaction with individual consultant ☐ (44)

Different consultant assigned to working phase than carried out preliminary diagnosis ☐ (45)

6.9 Where there was a change of consulting personnel did any organization members have an opportunity to meet and approve the newly assigned individual before he commenced on the job?

Yes ☐ No ☐ Not applicable ☐ (46)

6.10 To what extent did the consultant participate in the implementation of the (change) programs he recommended?

(Check one statement only.)

Implementation entirely by consultant ☐ 1

Implementation shared by consultant and organization members ☐ 2

Initial phase of implementation shared by consultant and organization members, but subsequent phases handled by organization members alone ☐ 3 (47)

Implementation by organization members with consultant present in resource or advisory capacity ☐ 4

No participation by consultant in implementation phase ☐ 5

Consultant's recommendations not implemented ☐ 6

Other (please specify) _____ ☐ 7

6.11 With respect to the most recently completed consulting assignment which has been the subject for all responses in this questionnaire, was the same situation or problem assigned to any other consultant or firm at any prior time?

(Check one statement only.)

Assignment originally allocated to another consultant (firm) but terminated prematurely by the organization ☐ 1

Assignment originally allocated to another consultant (firm), but terminated prematurely by the consultant ☐ 2 (48)

Assignment only ever handled by the consultant (firm) who completed it ☐ 3

7. SUBJECTIVE EVALUATIONS OF THE EFFECTIVENESS OF THE MOST RECENTLY COMPLETED CONSULTING ASSIGNMENT

7.1 How EFFECTIVE was the consulting assignment judged to be in terms of achieving the desired changes or improvements?

(Check one statement only.)

☐ 1 No ☐ 2 Generally effective, while results could have been better. ☐ 3 Minimally effective, and generally disappointing. ☐ 4 Completely effective. ☐ 5 Moderately effective, but some problems yet remain. ☐ 6 Not known as results cannot be evaluated. ☐ 7 (49)

7.2 How was the CONSULTANT'S REPORT (i.e. diagnosis, analyses, and recommendations) rated in terms of its quality?

(Check one statement only.)

Poor quality, and considered as generally unsatisfactory ☐ 1

High quality, but some important aspects not dealt with ☐ 2

Low quality, and minimally acceptable ☐ 3

High quality, and complete in its coverage of organization problems ☐ 4 (50)

Acceptable quality, but "workmanlike" rather than creative ☐ 5

No report provided by consultant ☐ 6

3. How influence do you feel the following relationship had on the report?

For each statement — Place a check in the box that best describes the influence of that relationship.

Mode-ately Negative

1. The amount of cooperation given by organization members to the consultant.

2. The personality of the (major) consultant and his personal manner of approaching organization members.

3. The "technical" competence of the consultant.

4. The consultant's knowledge of the organization's business and its particular problems.

5. The effectiveness with which the consultant reported or followed information to the organization.

6. The extent to which the consultant's work focused on the major problem as perceived by the organization.

7. The extent to which the consultant's investigations interfered with or interrupted the organization's normal activities.

8. The duration of the diagnosis and recommendations phases of the consulting assignment.

9. The ability of organization members to understand and react constructively concerning the consultant's recommendations.

10. The objectivity of the consultant's recommendations.

11. The similarity of professional backgrounds of the staff executive (or other sponsor) and the consultant.

12. The extent to which recommendations could be discussed without offending the consultant.

13. The extent to which other known ideas or approaches were explored before the consultant's recommendations were made.

consulting personnel did any organization to meet and approve the way recommended on the job?

Not applicable ☐

consultant participate in the implementation of the recommended?

consultant

consultant and organization members

shared by consultant and organization members handled by organization members

members with consultant present

in implementation phase

not implemented

completely consulting assigned all responses in this questionnaire assigned to any other consultant

to another consultant (firm) but organization

to another consultant (firm) but consultant

by the consultant (firm) who was

ATIONS OF THE EFFECTIVENESS OF THE CONSULTANT RECENTLY COMPLETED ASSIGNMENT

assignment judged to be in line with improvements?

Completely effective. Not as effective as results but some problems remain.

ORT (i.e. diagnosis, analyses, and its quality?

generally unsatisfactory

pects not dealt with

able

coverage of organization problem

like" rather than creative

7.3 What influence do you feel the following characteristics of the organization-consultant relationship had on the quality of the consultant's REPORT?

(For each statement—Place a check mark under the column which best describes the influence of that characteristic.)

	Nature of Influence						
	Mod- erately Neg- ative	Strong- ly Neg- ative	No Influ- ence	Strong- ly Posi- tive	Mod- erately Posi- tive	No Opin- ion	
(i) The amount of cooperation given by organization members to the consultant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	(51)
(ii) The personality of the (major) consultant and his personal manner in approaching organization members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	(52)
(iii) The "technical" competence of the consultant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	(53)
(iv) The consultant's knowledge of the organization's business and its particular problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	(54)
(v) The effectiveness with which the consultant reported or feedback information to the organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	(55)
(vi) The extent to which the consultant's work focused on the major problems as perceived by the organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	(56)
(vii) The extent to which the consultant's investigations interfered with or interrupted the organization's normal activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	(57)
(viii) The duration of the diagnosis and recommendations phases of the consulting assignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	(58)
(ix) The ability of organization members to understand and reach consensus concerning the consultant's recommendations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	(59)
(x) The objectivity of the consultant's recommendations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	(60)
(xi) The similarity of professional backgrounds of the chief executive (or other sponsor) and the consultant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	(61)
(xii) The extent to which recommendations could be discussed without offending the consultant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	(62)
(xiii) The extent to which other known ideas or approaches were explored before the consultant's final recommendations were made	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	(63)

Nature of Influence

Mod- erately Neg- ative	Strong- ly Neg- ative	No Influ- ence	Strong- ly Posi- tive	Mod- erately Posi- tive	No Opin- ion
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(64)

(xiv) The extent to which the consultant made use of the abilities of organization members and existing organization knowledge and experience

7.4 To what extent, and by whom, were the consultant's recommendations disagreed with or rejected?

(Check one column only for each statement)

	Not Known or Not Rele- vant	Com- plete Rejec- tion	Exten- sive Rejec- tion	Partial Accept- ance, but some Dis- agreement	Accept- ance in Principle, but with Modifica- tions to Programs	Complete Accept- ance with little Dis- agreement
Board of Directors, or corporate headquarters personnel (in the case of a Division or Subsidiary)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Chief Executive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other organization sponsor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management group immediately subordinate to chief executive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Heads of departments or areas to be affected	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All managers and supervisors who knew of recommendations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7.5 What was the extent of disagreement among all those organization members who would be affected by them, concerning the acceptance of the consultant's recommendations?

(Check one statement only.)

Strong and almost complete disagreement by all affected organization members	<input type="checkbox"/>
Majority disagreement, but some members in favor	<input type="checkbox"/>
About equally divided	<input type="checkbox"/>
Majority agreement, but some disagreement	<input type="checkbox"/>
Complete or almost complete agreement	<input type="checkbox"/>
Degree of consensus or disagreement not known	<input type="checkbox"/>

(71)

7.6 TO BE ANSWERED ONLY IN THOSE CASES WHERE THE CONSULTANT WAS INVOLVED, AT LEAST IN PART, IN THE IMPLEMENTATION OF HIS RECOMMENDATIONS OR OTHER CHANGE PROGRAMS.

What influence do you feel the following characteristics of the organization-consultant relationship had on the effectiveness with which

recommendations or other change programs were implemented?
(For each statement—Place a check mark under the column which best describes the influence of that characteristic.)

	Nature of Influence						
	Moderately Negative	Strongly Negative	No Influence	Strongly Positive	Moderately Positive	No Opinion	
(i) The amount of cooperation given by organization members to the consultant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	(72)
(ii) The personality of the (major) consultant and his personal manner in working with organization members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	(73)
(iii) The "technical" competence of the consultant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	(74)
(iv) The consultant's knowledge of the organization's business and its particular problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	(75)
(v) The effectiveness with which the consultant reported or feedback information to the organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	(76)
(vi) The extent to which implementation interfered with or interrupted the organization's normal activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	(77)
(vii) The duration of the implementation phase of the assignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	(78)
(viii) The ability of organization members to reach consensus concerning the proposed methods of program implementation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	(79)
(ix) The extent to which the consultant made use of the abilities of organization members to assist in implementing the recommended programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	(80)

- 7.7 To what extent do you PERCEIVE CHANGES in the following areas or conditions, subsequent to, and as the probable and at least partial consequence of the consultant's assignment? (1-4)
- (Place a check mark under the most appropriate column for each statement.) ☐ (5)

	Little Change	Moderate Improvement	Situation Worsened	Great Improvement	No Opinion	
	0	1	2	3	4	
Job satisfaction of workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	(6)
Job satisfaction of managers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	(7)
Internal communications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	(8)

	Little Change	Moderate Improvement	Situation Worsened	Great Improvement	No Opinion	
	0	1	2	3	4	
Internal relationships among managers and functional groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	(9)
New business opportunities in effect, or under consideration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	(10)
Ability of the organization to deal with future problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	(11)
Skills and abilities of organization members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	(12)
Less dependence of organization members on external assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	(13)
Management decision-making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	(14)

7.8 To what extent did any of the following conditions lead to MISUNDERSTANDINGS between the organization and consultant, and detract from the possible effectiveness of the assignment?

(Check all statements which are true.)

- Differences between the chief executive's (or other sponsor) and the consultant's concept of the point at which the consultant's work would be regarded as completed ☐ (15)
- Differences between the professional backgrounds of the chief executive (or other sponsor) and the consultant ☐ (16)
- Differences between the general management viewpoint of the chief executive, and the specialized functional viewpoint of the consultant ☐ (17)
- Differences between the assumptions made by the chief executive (or other sponsor) and the consultant about the responsibility for problem identification and definition ☐ (18)
- Differences among organization members in their interpretation of the organization's purpose in using consultant help ☐ (19)
- Differences between the assumptions made by the chief executive (or other sponsor) and the consultant about the division of tasks between the consultant and organization members ☐ (20)
- No misunderstandings between organization and consultant ☐ (21)
- Other (please describe) _____ ☐ (22)

- 7.9 What were the major reasons for only PARTIALLY IMPLEMENTING, or otherwise considerably modifying the consultant's recommendations? (Check all statements which are true, then draw a circle around the one which best describes the major reason.)

- Organization did not have the required resources (other than personnel) ☐ (23)
- Organization did not have personnel with the required skills ☐ (24)
- Appropriately skilled personnel could not be made available for implementation tasks ☐ (25)
- Implementation regarded as a poor investment on the basis of probable costs and returns ☐ (26)
- Recommendations required action with respect to personnel which the organization did not wish to take ☐ (27)

Situation Worsened	Great Improvement	No Opinion
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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respect to personnel which



Recommendations unclear and not practical programs

For presentation of recommendations to convince organization members did not come early expert

Fearing by organization members could be developed

Ability of consultant to achieve, even with regard to the interpretation of his recommendations

Question not applicable as answer represented by the organization

11 How did the actual duration of the consultant's original estimate?

(Check one statement only)

Significantly longer than original

About the same as the original estimate

Shorter than the original estimate

Double than the original estimate

Larger than original estimate

Muchly revised estimate

Other (please specify) _____

12 At the completion of the assignment, in relation to what the firm was able to gain from the assignment

(Check one statement only)

Fee regarded as "modest" in relation to actual or potential benefits

Fee regarded as high but not excessive

Fee regarded as reasonable

Fee regarded as excessive

Fee related to the amount of work provided

Fee related to the amount of time provided

Other (please specify) _____

13 If it were possible, would the firm be retained for another assignment?

(Check one statement only)

Would be prepared to retain the firm

Would be prepared to retain the firm

Would be prepared to retain the firm

Would be prepared to retain the firm

Would be prepared to retain the firm

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Would be prepared to retain the firm

Would be prepared to retain the firm

Would be prepared to retain the firm

- Recommendations unclear and not presented in the form of specific action programs ☐ (28)
- Poor presentation of recommendations by the consultant which failed to convince organization members of their necessity ☐ (29)
- Organization members did not consider the consultant to be sufficiently expert ☐ (30)
- Feeling by organization members that better recommendations could be developed ☐ (31)
- Inability of consultant to achieve consensus of organization members with regard to the interpretation of the problem situation and the acceptance of his recommendations ☐ (32)
- Question not applicable as essentially all recommendations were implemented by the organization ☐ (33)
- (34-35)

7.10 How did the actual duration of the assignment compare with the consultant's original estimate?

(Check one statement only.)

- Significantly longer than original estimate ☐ ⁰
- About the same as the original estimate ☐ ¹
- Shorter than the original estimate ☐ ² (36)
- Longer than original estimate but approximately consistent with a mutually revised estimate ☐ ³
- Other (please specify) _____ ☐ ⁴

7.11 At the completion of the assignment, how was the consultant's fee regarded in relation to what the organization had gained, or would be able to gain from the assignment?

(Check one statement only.)

- Fee regarded as "modest" in relation to actual or potential benefits ☐ ⁰
- Fee regarded as high but more than adequately justified by the actual or potential benefits ☐ ¹
- Fee regarded as reasonable in relation to actual or potential benefits ☐ ² (37)
- Fee related to the amount of work done by the consultant, rather than to the benefits provided to the organization, and regarded as high when evaluated by this criterion ☐ ³
- Other (please specify) _____ ☐ ⁴

7.12 If it were possible, would the same individual consultant(s) or consulting firm be retained again under similar circumstances or for another assignment?

(Check one statement only.)

- Would be prepared to retain the same individual consultant. (Where more than one individual was assigned, this statement will refer to the major member of the consulting team) ☐ ⁰
- Would be prepared to retain the same consulting firm but not the same individual consultant ☐ ¹ (38)
- Would not be prepared to retain either the same consulting firm or individual(s) again ☐ ²

7.13 On the basis of the experience with the consulting engagement you have described in this questionnaire, and your other experience and knowledge—please indicate those characteristics which you feel are important for ensuring an effective (or ideal) consulting assignment.

(First, check all statements which you feel are important. Then from these checked statements only—double check the five, or fewer factors which you consider **most important**.)

Check of Important Factors	Double Check of Five Most Important Factors	
<input type="checkbox"/> ⁰	<input type="checkbox"/> ¹	(39)
<input type="checkbox"/>	<input type="checkbox"/>	(40)
<input type="checkbox"/>	<input type="checkbox"/>	(41)
<input type="checkbox"/>	<input type="checkbox"/>	(42)
<input type="checkbox"/>	<input type="checkbox"/>	(43)
<input type="checkbox"/>	<input type="checkbox"/>	(44)
<input type="checkbox"/>	<input type="checkbox"/>	(45)
<input type="checkbox"/>	<input type="checkbox"/>	(46)
<input type="checkbox"/>	<input type="checkbox"/>	(47)
<input type="checkbox"/>	<input type="checkbox"/>	(48)
<input type="checkbox"/>	<input type="checkbox"/>	(49)
<input type="checkbox"/>	<input type="checkbox"/>	(50)
<input type="checkbox"/>	<input type="checkbox"/>	(51)
<input type="checkbox"/>	<input type="checkbox"/>	(52)
<input type="checkbox"/>	<input type="checkbox"/>	(53)
<input type="checkbox"/>	<input type="checkbox"/>	(54)
<input type="checkbox"/>	<input type="checkbox"/>	(55)
<input type="checkbox"/>	<input type="checkbox"/>	(56)
<input type="checkbox"/>	<input type="checkbox"/>	(57)
<input type="checkbox"/>	<input type="checkbox"/>	(58)

(i) The consultant's specialized skills and experience

(ii) The consultant's knowledge of the organization's business and its particular problems

(iii) The initiation of a recommendation for consulting assistance from the organization area and level where this help is required

(iv) Discussion among all organization members who might become involved with a consulting assignment before a decision to proceed is taken

(v) Consensus among organization members who might become involved concerning the decision to retain an external consultant

(vi) Consensus among organization members who might become involved concerning the selection of a particular consultant

(vii) Identifying and making explicit the organization's objectives in initiating a consulting assignment

(viii) Advising organization members that a consultant has been retained, and of the objectives of the proposed assignment

(ix) Clarifying for all parties the intended division of tasks between the consultant and organization members

(x) Requiring the consultant to make interim reports to the organization on progress and findings of the assignment

(xi) The consultant's placement of emphasis on problem identification and definition

(xii) The designation of a particular organization member to co-ordinate the consultant's contacts and to act as liaison between organization and consultant

(xiii) Participation by the consultant in the implementation of recommended programs

(xiv) The amount of co-operation given by organization members to the consultant

(xv) The personality of the consultant and his personal manner in working with organization members

(xvi) The consultant's ability to report or feed back information to the organization

(xvii) The extent to which the consultant focuses his work on the major problems as perceived by the organization

(xviii) The extent to which the consultant's work interferes with or interrupts the organization's normal activities

(xix) The similarity of professional backgrounds of the organization sponsor and the consultant

(xx) The extent to which a consultant makes use of the abilities, knowledge, and experience of organization members

	Check of Important Factors	Double Check of Five Most Important Factors	
	1	2	
(xvi) The extent to which the consultant is regarded as an expert by those organization members who will become involved with him, and with his recommendations and their implementation	<input type="checkbox"/>	<input type="checkbox"/>	(59)
(xvii) The extent to which organization members become committed to seeking and introducing improvements into the organization	<input type="checkbox"/>	<input type="checkbox"/>	(60)
(xviii) The duration of the consulting assignment	<input type="checkbox"/>	<input type="checkbox"/>	(61)
(xix) The completeness of the preliminary briefing of the consultant by organization members	<input type="checkbox"/>	<input type="checkbox"/>	(62)
(xx) The extent to which the consultant is permitted to investigate what he perceives as relevant areas—free from constraint, embargo or information withheld by the organization	<input type="checkbox"/>	<input type="checkbox"/>	(63)
(xxi) Other (please describe) _____	<input type="checkbox"/>	<input type="checkbox"/>	(64)

(xxii) Other (please describe) _____	<input type="checkbox"/>	<input type="checkbox"/>	(65)

			(14)
			13 (5)

8. ORGANIZATION STATISTICS

8.1 Total No. of Employees Dec. 1967* _____ (6-10)

_____ (11-15)

Dec. 1966 _____ (16-20)

_____ (21-25)

Dec. 1965 _____

Dec. 1964 _____

(26)

8.2 No. of Management Employees (incl. Supervisors and Foremen) Dec. 1967 _____ (27-30)

8.3 No. of "Staff" Employees (i.e. Employees who are neither direct production workers nor management personnel) Dec. 1967 _____ (31-34)

8.4 Total Annual Sales (\$ millions) Dec. 1967 _____ (35-38)

Dec. 1966 _____ (39-42)

Dec. 1965 _____ (43-46)

Dec. 1964 _____ (47-50)

(51)

8.5 Net Income - After Taxes and Depreciation (\$ millions/year) Dec. 1967 _____ (52-57)

Dec. 1966 _____ (58-63)

Dec. 1965 _____ (64-69)

Dec. 1964 _____ (70-75)

(76)

* The required statistics should be the actual numbers as at the date, or for the twelve months through the date indicated—whichever is appropriate.

7
(27-30)

67
(31-34)

67
(35-38)

66
(39-42)

65
(43-46)

64
(47-50)

67
(52-57)

66
(58-63)

65
(64-69)

64
(70-75)

APPENDIX C

Executive Opinion Survey Questionnaire

Indicate by (check one only):

Our Executive (as sponsor of consultation)

Our Executive (as Non-sponsor)

Our Executive (as sponsor), Position

Our Executive (as Non-sponsor), Position

The following statements have been
in several topics. You may find your
statements... disagreeing just as
often about others. Whether you
you can be sure that many other people

We want your personal opinion on
or disagree with it, and how strong

You should indicate this by placing
Indicates your opinion on each of
Please be careful not to omit any

1. In this complicated world of
ours the only way we can know
what's going on is to rely on
leaders or experts who can be
trusted.

2. My blood boils whenever a person
stubbornly refuses to admit
he's wrong.

3. There are two kinds of people
in this world: those who are for
the truth and those who are
against the truth.

4. Most people just don't know
what's good for them.

5. Of all the different philosophies
which exist in this world
there is probably only one which
is correct.

6. The highest form of government
is a democracy and the
highest form of democracy is
government run by those who
are most intelligent.

- [illegible]

TABLE 6

No. of
Organiz-
Used Co-

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TABLE 67.--Frequency of use of consultants during three year period 1965-1967.

No. of Occasions Organization has Used Consultant	No. of Organizations Reporting (%)
0	42 (31.6)
1	15
2	15
3	14
4	4
5	6
6 - 10	17
11 - 15	6
16 - 20	3
Over 20	8
Not Indicated	3
TOTAL	133
Average per Organization	3.3

TABLE 68.--Frequency of use of consultants (1965-1967) by type of business.

No. of Occasions Organization has Used Consultant	Total
---------------------------------------------------	-------

TABLE 68.--Frequency of use of consultants (1965-1967) by type of business.

Type of Business	No. of Occasions Organization has Used Consultant											Total
	0	1	2	3	4	5	6-10	11-15	16-20	Over 20		
Industrial Manufacturing (% across)	13 (24.6%)	8	4	9	3	2	9	1	2	2	53	
Merchandising	5 (45.5%)	2	1	1	0	0	0	1	0	1	11	
Financial and Insurance	10 (41.7%)	3	5	2	0	3	2	0	0	0	24	
Transportation	0 (0.0%)	0	0	0	0	1	0	0	0	0	1	
Public Utility	0 (0.0%)	0	2	0	0	0	3	0	0	0	5	
Government Departments and Agencies	3 (16.7%)	1	3	1	1	1	1	4	0	3	18	
Other	4 (40.0%)	1	0	1	0	0	2	0	0	2	10	
TOTAL	35 (28.7%)	15	15	14	4	6	17	6	2	8	122	

Use of consultants by industry classification.

TABLE 69.—Frequency of use of consultants by industries						
Industry Classification	No. of Occasions Organization has Used Consultant					Total
	0	1	2	3	4	
Over 20	0	1	2	3	4	5
16-20						
11-15						
6-10						
1-5						
0						

TABLE 70.--Frequency of use of consultants by number of employees in the organization.

No. of Employees in the Organization	No. of Occasions Organization has Used Consultants	Total No. of Consultants per Organization

TABLE 70.--Frequency of use of consultants by number of employees in the organization.

No. of Employees in the Organization	No. of Occasions Organization has Used Consultants										No. of Organizations Reporting	Average* No. of Engagements per Organization
	0	1	2	3	4	5	6-10	11-15	16-20	Over 20		
100 - 500 Employees (% across)	30 (41.2%)	12	9	8	1	1	7	3	1	1	73	2.5
501 - 1000	4 (28.6%)	0	1	4	0	3	2	0	0	0	14	3.2
1001 - 2500	2 (13.3%)	3	3	0	1	1	3	0	0	2	15	3.2
2501 - 5000	1 (20.0%)	0	1	0	0	0	2	0	1	0	5	7.4
5001 - 10000	0 (0.0%)	0	0	1	0	0	2	0	0	0	3	6.3
Over 10000	0 (0.0%)	0	0	1	1	0	1	3	1	3	10	13.9
No. of Employees Not Reported	0 (0.0%)	0	1	0	1	1	0	0	0	1	4	3.7
TOTAL	37 (29.8%)	15	15	14	4	6	17	6	3	7	124	3.9

* These responses omitted in calculating averages because of distorting effect.

TABLE 71.--Frequency of use of consultants by annual sales turnover (1967).

Annual Sales Turnover-1967	No. of Occasions Organization has Used Consultant	No. of occasions during * No. of clients per million

TABLE 71.--Frequency of use of consultants by annual sales turnover (1967).

Annual Sales Turnover-1967 (\$ millions)	No. of Occasions Organization has Used Consultant												Total No. of Organizations Responding	Average # No. of Engagements per Organization
	0	1	2	3	4	5	6-10	11-15	16-20	Over 20				
Less than \$5 Million (%) across)	5 (41.7%)	1	2	2	0	1	1	0	0	0	0	12	1.8	
\$5 - 10 m.	9 (34.7%)	4	3	1	1	1	4	2	0	1	1	26	3.4	
\$11 - 25 m.	8 (36.4%)	2	2	5	0	1	3	0	1	0	0	22	3.2	
\$26 - 50 m.	0 (0.0%)	0	0	1	0	0	2	0	0	0	0	3	6.7	
\$51 - 100 m.	3 (30.0%)	1	1	3	1	0	1	0	0	0	0	10	2.2	
\$101 - 250 m.	0 (0.0%)	2	2	0	0	0	2	1	0	0	0	7	4.6	
\$251 - 500 m.	1 (16.7%)	1	0	0	1	0	1	0	1	1	1	6	9.5	
Over \$500 Million	0 (0.0%)	0	1	0	0	0	1	0	0	0	0	2	4.0	
Annual Sales Turnover not Reported	12 (32.4%)	3	5	2	1	3	2	3	1	5	1	37	6.5	
TOTAL	38 (30.4%)	15	15	14	4	6	17	6	3	7	3	125	4.5	

* These responses omitted in calculating averages because of distorting effect.

TABLE 72.--Frequency of use of consultants by annual sales turnover--Seney survey.

Annual Sales Turnover (\$ Millions)	No. of Occasions Organization has Used Consultants		No. of Organizations Responding	Average No. of Consultants per Organization
	Under \$100,000	Over \$100,000		

TABLE 72.---Frequency of use of consultants by annual sales turnover--Senev survey, a

Annual Sales Turnover (\$ Millions)	No. of Occasions Organization has Used Consultants										Total No. of Responding Organizations	Average No. of Engagements per Organization
	0	1	2	3	4	5	6-10	11-20	Over 20	1b		
Less than \$5 Million (% across)	6	6	0	0	0	0	0	0	0	1b	13	0.5
	(46.2%)											
\$5 - 10 m.	17	15	7	2	1	2	0	0	0	0	44	1.1
	(38.6%)											
\$10 - 25 m.	16	14	7	15	1	5	2	0	0	0	60	2.0
	(26.7%)											
\$25 - 50 M.	14	13	11	13	3	3	3	0	0	0	60	2.1
	(23.4%)											
\$50 - 100 m	13	4	10	6	2	1	4	2	0	0	42	2.8
	(31.0%)											
\$100 - 250 m.	7	6	9	6	4	3	8	3	0	0	46	4.0
	(15.2%)											
\$250 - 500 m.	0	5	0	13	0	1	4	4	0	0	27	5.1
	(0.0%)											
Over \$500 million	2	3	0	4	3	1	2	1	1	1	17	5.1
	(11.8%)											
Annual Sales Turnover Not Known	36	27	21	21	4	4	3	0	0	0	116	1.6
	(31.0%)											
TOTAL	111	93	65	80	18	20	26	10	2 ^b	0	425	2.4
	(26.2%)											

a. W. Senev, Effective Use of Business Consultants (New York: Financial Executives Research Foundation Inc., 1963).

b. This response omitted in calculating averages because of distorting effect.



TABLE 73.--Frequency of use of consultants by proportion of management personnel to total employees in the organization.

Ratio of Management Personnel to Total Number of Employees (%)	No. of Occasions Organization has Used Consultant											Total
	0	1	2	3	4	5	6-10	11-15	16-20	Over 20		
Less than 10.0%	13 (27.7%)	7	6	6	1	2	9	1	0	2	47	
Greater than 10.0%	16 (34.5%)	4	8	4	1	3	5	3	2	0	46	
TOTAL	29	11	14	10	2	5	14	4	2	2	93	

TABLE 74.--Frequency of use of consultants by proportion of staff personnel to total employees in the organization.

TABLE 74.--Frequency of use of consultants by proportion of staff personnel to total employees in the organization.

Ratio of Staff Personnel to Total Number of Employees (%)	No. of Occasions Organization has Used Consultant											Total
	0	1	2	3	4	5	6-10	11-15	16-20	Over 20		
Less than 20.0%												
		23	5	8	7	2	4	10	2	1	1	63
		(36.5%)										
Greater than 20.0%												
		3	2	2	2	0	1	1	1	1	0	13
		(23.1%)										
TOTAL		26	7	10	9	2	5	11	3	2	1	76

TABLE 75.---Frequency of use of consultants by education level of chief executive.

No. of Occasions Organization has Used Consultant	No. of Consultants	No. of Consultants per
1	1	1
2	1	1
3	1	1
4	1	1
5	1	1
6	1	1
7	1	1
8	1	1
9	1	1
10	1	1
11	1	1
12	1	1
13	1	1
14	1	1
15	1	1
16	1	1
17	1	1
18	1	1
19	1	1
20	1	1
21	1	1
22	1	1
23	1	1
24	1	1
25	1	1
26	1	1
27	1	1
28	1	1
29	1	1
30	1	1
31	1	1
32	1	1
33	1	1
34	1	1
35	1	1
36	1	1
37	1	1
38	1	1
39	1	1
40	1	1
41	1	1
42	1	1
43	1	1
44	1	1
45	1	1
46	1	1
47	1	1
48	1	1
49	1	1
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79	1	1
80	1	1
81	1	1
82	1	1
83	1	1
84	1	1
85	1	1
86	1	1
87	1	1
88	1	1
89	1	1
90	1	1
91	1	1
92	1	1
93	1	1
94	1	1
95	1	1
96	1	1
97	1	1
98	1	1
99	1	1
100	1	1

TABLE 75.--Frequency of use of consultants by education level of chief executive.

Education Level of Chief Executive	No. of Occasions Organization has Used Consultant											Total No. of Organizations Responding	Average No. of Engagements per Organization
	0	1	2	3	4	5	6-10	11-15	16-20	Over 20			
Some High School (% across)	1	0	0	0	0	0	0	0	0	0	1	0.0	
High School Graduate	2	1	0	0	0	0	0	0	0	0	3	0.3	
Some College	7	7	1	4	1	3	2	2	0	0	25	2.7	
College Graduate	11	2	3	4	1	0	3	0	0	0	24	2.2	
Some Post- Graduate	4	1	1	2	1	1	2	0	0	2	14	3.2	
Post Graduate Degree	3	1	5	4	0	0	3	3	2	2	23	5.7	
TOTAL	28	12	10	14	3	4	8	5	2	4	90		

TABLE 76.--Frequency of use of consultants by age of chief executive.

Age of Chief Executive	No. of Occasions Organization has Used Consultant											Total No. of Organizations Responding	Average No. of Engagements per Organization
	0	1	2	3	4	5	6-10	11-15	16-20	Over 20			
31 - 40 years (% across)	1 (16.7%)	2	1	0	1	0	0	1	0	0	6	3.8	
41 - 50	9 (27.3%)	4	4	6	0	k	3	2	2	2 ^a	33	4.1	
51 - 60	16 (36.4%)	4	5	5	2	3	5	2	0	2 ^a	44	2.8	
61 - 70	3 (37.5%)	3	0	2	0	0	0	0	0	0	8	1.1	
Over 70 years	2 (100.0%)	0	0	0	0	0	0	0	0	0	2	0.0	
TOTAL	31 (33.4%)	13	10	13	3	4	8	5	2	4 ^a	93	3.1	

^aThese responses omitted in calculating averages because of distorting effect.

TABLE 77.--Frequency of use of consultants by geographic location of organization.

Location of	No. of Occasions Organization has Used Consultant	No. of Organizations	Average No. of Engagements per Organization

TABLE 77.--Frequency of use of consultants by geographic location of organization.

Location of Organization (Geographic Region)	No. of Occasions Organization has Used Consultant												Total No. of Responding Organizations	Average No. of Engagements per Organization
	0	1	2	3	4	5	6-10	11-15	16-20	Over 20				
New England (% Across)	1	0	0	2	0	1	4	0	0	0	8	5.5		
Middle Atlantic	8 (30.8%)	5	2	2	1	1	5	0	1	1	26	3.4		
South Atlantic	4 (36.4%)	1	4	0	0	1	0	0	0	1	11	1.4		
East South Central	0 (0.0%)	0	0	1	0	0	0	0	0	0	1	3.0		
West South Central	1 (33.3%)	1	0	0	0	0	1	0	0	0	3	3.7		
East North Central	14 (42.4%)	6	3	5	0	0	1	1	0	3	33	1.5		
West North Central	5 (38.5%)	0	1	2	0	1	3	0	1	0	13	4.0		
Mountain	1 (50.0%)	0	0	0	0	0	0	1	0	0	2	6.0		
Pacific	2 (22.2%)	1	2	1	1	1	1	0	0	0	9	2.6		
Federal Government Departments and Agencies	6 (26.1%)	1	2	1	1	1	2	4	1	3	23	5.4		
TOTAL	42 (32.6%)	15	15	14	3	6	17	6	3	8	129	3.3		

TABLE 78

Type

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and age

Other.

TOTAL

*A = C
B = G
C = M
D = M
E = N
F = N

TABLE 78.--Effectiveness of consulting assignment by type of business.

Type of Business	Degree of Effectiveness of Assignment						Total
	A*	B*	C*	D*	E*	F*	
Industrial manufacturing. (% Across)	14 (31.9%)	5	14	4	5	2	44
Merchandising.	3 (42.9%)	2	1	1	0	0	7
Financial and insurance.	8 (50.0%)	2	5	0	0	1	16
Transportation.	0 (0.0%)	1	0	0	0	0	1
Public utility.	4 (80.0%)	0	0	0	0	1	5
Government departments and agencies.	4 (23.5%)	3	6	2	0	2	17
Other.	3 (42.9%)	0	2	0	1	1	7
TOTAL	36 (37.1%)	13	28	7	6	7	97

*A = Completely effective.

B = Generally effective, but felt it could have been better.

C = Moderately effective but some problems yet remain.

D = Minimally effective and generally disappointing.

E = No worthwhile results achieved.

F = Not known as results cannot be evaluated.

TABLE 79.-

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General

Other.

TOTAL

*A =
B =
C =
D =
E =
F =

TABLE 79.--Effectiveness of assignment by functional area of assignment.

Functional Area of Assignment	Degree of Effectiveness of Assignment						Total
	A*	B*	C*	D*	E*	F*	
General management, organization (% Across)	6 (35.3%)	2	6	1	1	1	17
Personnel, labor relations (incl. wage and salary systems).	10 (71.5%)	0	4	0	0	0	14
Financial, accounting, and insurance.	4 (57.2%)	0	1	0	1	1	7
Office, information system, and data processing.	2 (18.2%)	3	2	2	1	1	11
Sales and marketing (incl. product development).	2 (33.3%)	1	2	1	0	0	6
Manufacturing.	2 (20.0%)	0	5	0	2	1	10
Technical, scientific.	5 (41.7%)	1	2	2	0	2	12
General economic.	0 (0.0%)	0	2	0	0	1	3
Other.	2 (28.6%)	3	1	1	0	0	7
TOTAL	33 (37.9%)	10	25	7	5	7	87

*A = Completely effective.

B = Generally effective, but felt it could have been better.

C = Moderately effective but some problems yet remain.

D = Minimally effective and generally disappointing.

E = No worthwhile results achieved.

F = Not known as results cannot be evaluated.

TABLE 80

Number of
the O

10 - 500

501 - 1,

1,0001 -

2,501 -

5,001 -

More th

TOTAL

*A = C
 B = G
 C = M
 D = N
 E = N
 F = N

TABLE 80.--Effectiveness of assignment by number of employees in the organization.

Number of Employees in the Organization	Degree of Effectiveness of Assignment						Total
	A*	B*	C*	D*	E*	F*	
10 - 500 Employees (% Across)	21 (42.0%)	5	12	3	5	4	50
501 - 1,000	4 (40.0%)	2	4	0	0	0	10
1,0001 - 2,500	3 (30.0%)	2	4	0	0	1	10
2,501 - 5,000	2 (28.6%)	2	2	0	0	1	7
5,001 - 10,000	1 (33.3%)	0	1	1	0	0	3
More than 10,000	2 (16.7%)	2	4	2	1	1	12
TOTAL	33 (35.9%)	13	27	6	6	7	92

*A = Completely effective.

B = Generally effective, but felt it could have been better.

C = Moderately effective but some problems yet remain.

D = Minimally effective and generally disappointing.

E = No worthwhile results achieved.

F = Not known as results cannot be evaluated.

TABLE 81

Ratio of
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of Em

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TOTAL

*A = Co
B = Ge
C = Mo
D = M
E = N
F = N

TABLE 81.--Effectiveness of assignment by proportion of management personnel to total employees in the organization.

Ratio of Management Personnel to Total Number of Employees (%)	Degree of Effectiveness of Assignment						Total
	A*	B*	C*	D*	E*	F*	
Less than 10.0% (% Across)	12 (33.3%)	5	13	3	3	0	36
Greater than 10.0%	14 (38.9%)	4	10	2	2	4	36
TOTAL	26 (36.2%)	9	23	5	5	4	72

*A = Completely effective.

B = Generally effective, but felt it could have been better.

C = Moderately effective but some problems yet remain.

D = Minimally effective and generally disappointing.

E = No worthwhile results achieved.

F = Not known as results cannot be evaluated.

TABLE 82

Ratio of
to
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Greater

TOTAL

*A = C
B = G
C = M
D = M
E = N
F = N

TABLE 82.--Effectiveness of assignment by proportion of staff personnel to total employees in the organization.

Ratio of Staff Personnel to Total No. of Employees (%)	Degree of Effectiveness of Assignment						Total
	A*	B*	C*	D*	E*	F*	
Less than 20.0%	21 (46.7%)	5	12	4	2	1	45
Greater than 20.0%	0 (0.0%)	2	6	1	1	2	12
TOTAL	21 (36.8%)	7	18	5	3	3	57

*A = Completely effective.

B = Generally effective, but felt it could have been better.

C = Moderately effective but some problems yet remain.

D = Minimally effective and generally disappointing.

E = No worthwhile results achieved.

F = Not known as results cannot be evaluated.

TABLE 8:
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\$5,001

\$10,001

\$20,001

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*A = C
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C = O
D = M
E = H
F = A

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TABLE 83.--Complete acceptance of recommendations by different organizational levels by amount of fees paid for assignment.

Amount of Fees Paid	Organization Level Completely Accepting						total
	A*	B*	C*	D*	E*	F*	
Less than \$1,000** (% of Total Responses)	1	4	2	1	2	2	12 (19.4%)
\$1,000 - 2,000	2	2	1	2	1	1	9 (25.0%)
\$2,001 - 5,000	2	5	2	4	4	4	21 (36.3%)
\$5,001 - 10,000	2	5	0	3	3	1	14 (18.9%)
\$10,001 - 20,000	8	12	5	6	10	7	48 (40.7%)
\$20,001 - 50,000	5	6	1	2	2	0	16 (17.0%)
Over \$50,000	5	6	2	3	1	2	19 (25.3%)
TOTAL	25	40	13	21	23	17	139 (26.9%)

*A = Chairman, board, or corporate personnel

B = Chief executive

C = Other organization sponsor

D = Managers immediately subordinate to chief executive

E = Heads of departments or areas to be affected

F = All managers advised of assignment

** Per cent of Total Responses is the proportion of the total number of responses made by each organizational level which completely accepted the consultant's recommendations

TABLE 84

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TABLE 84.--Major reason for using consultant by number of employees in the organization.

Major Reason for Using Consultant	No. of Employees in the Organization						Total (%)
	A*	B*	C*	D*	E*	F*	
Consultant's superior ability to provide new ideas and a fresh approach	4	1	1	2	0	3	11 (11.7%)
Consultant's superior ability to diagnose organization problems and evaluate solutions	8	1	1	0	0	0	10 (10.6%)
Consultant's specialized skills and experience from other organizations	13	4	2	0	0	2	21 (22.4%)
Consultant's superior ability to introduce and implement change efficiently	2	0	0	1	0	0	3 (3.2%)
Consultant's ability to provide independent opinion based on unbiased judgment	11	1	5	3	2	6	28 (29.8%)
Consultant's superior ability to train organization members in techniques required by problems	2	1	0	0	0	0	3 (3.2%)
The availability of the consultant to undertake the work at the time required	7	1	1	1	1	1	12 (12.8%)
The confidential nature of the problem where the consultant can prevent disclosure	0	0	0	0	0	0	0 (0.0%)
Other	1	1	0	0	0	0	2 (2.1%)
No reason indicated as most important	2	1	1	0	0	0	4 (4.2%)
TOTAL	50	11	11	7	3	12	94 (100.0%)

* A = 100-500 employees; B = 501-1,000 employees; C = 1,000-2,500 employees; D = 2,501-5,000 employees; E = 5,001-10,000 employees; and F = Over 10,000 employees.

TABLE 85.--Willingness of organization to employ same consultant on a future assignment.

TABLE 85.--Willingness of organization to employ same consultant on a future assignment.

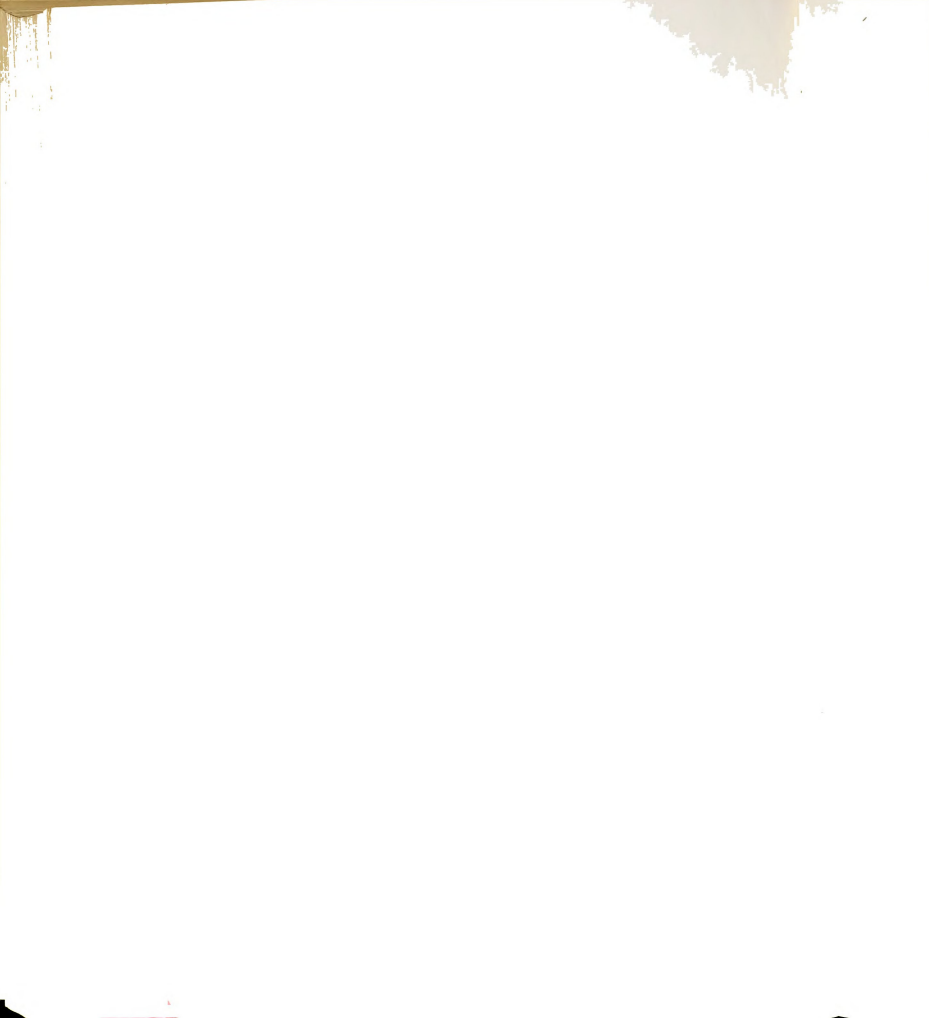
Willingness to Retain same Consultant	No. of Respondents Reporting (%)
Would be prepared to retain the same individual consultant	72 (54.1)
Would be prepared to retain the same consulting firm, but not the same individual	6 (4.5)
Would not be prepared to retain either the same consulting firm or individual	16 (12.0)
No indication	39 (29.4)
TOTAL	133 (100.0)













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