



Personal Analysis

Building the foundation for a
successful consultant marketing plan

Prepared by Greg Ratta
for the IEEE New Jersey Coast Section
Consultants Network and PACE

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Introduction

XYZ is currently seeking skilled professional as a Project Manager in support of our current project.

Serves as liaison between the company and the client from initiation of a project through the installation and acceptance of capitalized equipment, systems, or system integration projects. Ensures customer satisfaction by managing the details of overall project schedules, budgets, and deliverables. Usually involves extensive interaction with sales, network engineering, transmission engineering, subcontractors, manufacturing operations, and other members of cross-functional teams focused on the delivery of custom systems/products to clients. Plans and directs schedules and may monitor budget/spending. Coordinates the interdepartmental activities ensuring completion of the project on schedule and within budget constraints.

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GOAL

ANSWER THE FOLLOWING QUESTIONS:

- WHY DOES THE CLIENT PAY YOU?
- WHAT IS THE OUTCOME OF YOUR WORK?
- HOW DOES THE OUTCOME OF YOUR WORK CONTRIBUTE TO THE SUCCESS OF THE CLIENT?
- WHAT TALENTS DO YOU HAVE?
- HOW DO YOU USE THESE TALENTS?

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Non Goals

- How to market your services
- How to construct a business plan
- How to find business
- How to get paid



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Why are Consultants Used?

OFFICIAL REASONS*

- Provide Objectivity
- Possess Special Skills

* Goodman, Six-Figure Consulting

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Why are Consultants Used?

OFFICIAL REASONS*

- Provide Objectivity
- Possess Special Skills

HIDDEN REASONS*

- Can be kept on short leash
- Will not be around to take credit
- Can be given blame for failure
- Will do the dirty jobs
- Can be hired to fail

* Goodman, Six-Figure Consulting

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Is Management Consulting the Right Career – for You?*

- Important skills / traits: Problem Solving, Taking Initiative, Interpersonal Effectiveness
- Execute a good self-assessment including “deep personality structure interests” ... an examination of your life history, & others’ opinions of you

* Drs. James Waldrop & Timothy Butler in *The Harvard Business School Guide to Careers in Management Consulting*

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Reflections on First-Year Recruiting*

- **Need: smart, creative problem solvers whose interpersonal skills will allow them to work well in a team environment. ... energetic and have an appetite for new challenges, traits often demonstrated by a record of past achievements.**
- **Frame skills and experience in terms of how you can add value to the firm and its clients**

* Phil Collins in *The Harvard Business School Guide to Careers in Management Consulting*

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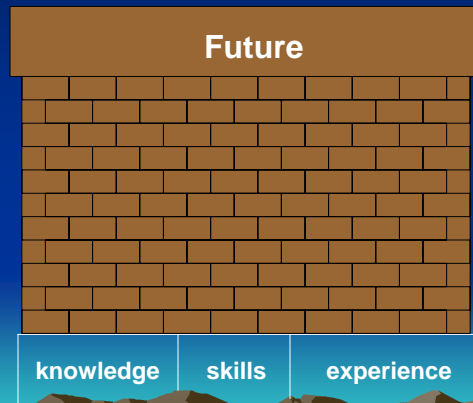
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WHAT YOU NEED TO KNOW

The past is the foundation of the future.



Goal = stimulate your imagination for better self understanding and promotion.

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FUNCTION/JOB TITLE

Generic job title and primary responsibilities, e.g.

- General Manager
 - Responsible for generating profitable revenue growth
- Service Manager
 - Repair faulty products, restore the customers faith in the products/company

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PURPOSE OF POSITION - DELIVERABLES

- Why did the job exist?
- Why did the company pay your salary (or fee)?
- What did you deliver to the company to justify your salary (or fee)?



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MAJOR CHALLENGES OF THE POSITION

- What were the most important and difficult problems you faced on the job?
- What skills, knowledge base, or experience, did you call on to resolve the problems?
- What problems or challenges were unique to your position or job that distinguished you from your peers or subordinates?

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NOTABLE ACHIEVEMENTS DELIVERABLES

Convert the challenges overcome / resolved into achievements.

- Identify and describe several challenges you successfully resolved that could be described as achievements.
- Identify and describe examples of occasions you were able to perform beyond the expectations of your management.

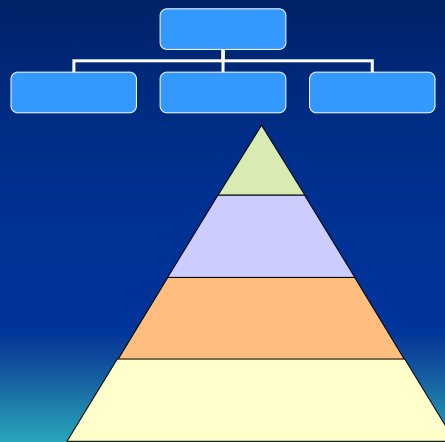
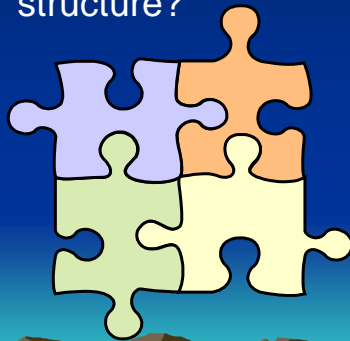
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ORGANIZATIONAL RELATIONSHIPS AND RESPONSIBILITIES

Where did you fit in the organizational structure?



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KNOWLEDGE AND SKILL REQUIREMENTS

What level and combination of knowledge and skills did you need to do the job well?

- Management
- Business
- Financial
- Technology – business solutions
- Technology – hardware, software, Internet
- Product
- Services
- Competition
- Market
- People



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MANAGEMENT ACTIVITIES

(If position includes a management component)

Keep in mind the **purpose** of the position when identifying and describing the principle management activities.

- What management activities are performed in this position?
- What are the most important activities?
- How much of your time is allocated/absorbed by each activity?
- How are these activities completed?
- Why is each activity necessary?
- What are the consequences of these activities?

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Personal Analysis Worksheet

Job Title =>	Job 1	Job 2	Job n
Function (see slide 12)			
Major purposes of this position (see slide 13)			
The sophistication of the challenge, the ability to overcome a challenge, and the skill required to overcome the challenge (see slide 14)			
Convert the challenges overcome/resolved to achievements (see slide 15)			
Where did you fit in the organizational structure? (see slide 16)			
What level and combination of knowledge and skills did you need to do the job well? (see slide 17)			
Outline the levels of authority and responsibility of the position (see slide 18)			

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An Aside: THREATS

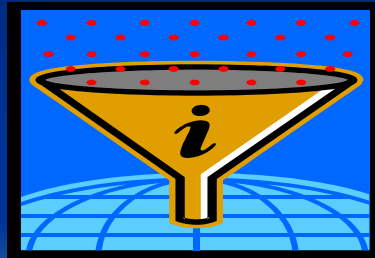
- Identify weaknesses or threats to your credibility, e.g.
 - Long period of unemployment
 - Not so successful job
 - Getting fired
- Understand reason for weakness; develop an explanation that defuses the situation.
- Be prepared to answer difficult / embarrassing questions. Do not leave it to chance.

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Converting Analysis into



a Résumé or Profile

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A résumé or a profile is:

- A sales tool that promotes your strengths
- Designed to generate interest
- Used to persuade a company to talk to you



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Structure of Résumé

- Name & contact information
- Desired Job Title
- Summary
- Relevant Employment History
 - Reflecting Representative Achievements
- Education / Credentials

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Structure of Profile

- Name & contact information
- Desired Job Title
- Summary
- Relevant
 - Representative Achievements
- Education / Credentials

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Summary – an example

General Manager with Profit and Loss responsibility for national and international sales and support operations of high and low-tech products and services. Revitalized existing operations, built new subsidiaries, regional support centers, and networks of distributors. Successfully generated profitable revenue growth for well-known companies such as Hewlett Packard and several not so well known start-ups from operations in Europe, Middle East, Africa, Asia, and the Pacific.

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ACHIEVEMENTS

The best description of an Achievement contains the following information:

- The Achievement – the problem solved
- The Benefit – what the employer / client gained from the achievement
- The Value Added – what skills were used to solve the problem



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ACHIEVEMENTS, cont'd

To illustrate the point, consider:

Returned International Distribution operation to profitability

Or

Excellent management skills

Versus:

Returned International distribution operation to profitability by focusing sales and support resources on customer's most important needs, improving the quality of pipeline management and revenue forecasting, tight control of cash flow, and reducing administrative delays and errors.

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An Example*

- This individual is an MBA student, who previously worked as a computer programmer.
 - Spent 80 hours / week in front of a monitor coding financial software engines and Windows Applications
 - Knowledgeable in C++ and Oracle

* From Chung, *Vault Career Guide to Consulting*

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Example 1, cont'd

Company X New York, NY

Project Manager – Information technology (dates)

- Managed project teams to develop profit and loss systems for Proprietary Trading group
- Promoted to project leadership role in two years, well ahead of department average of four
- Developed an original mathematical algorithm for trade processing module, improving performance by 1200%
- Led team of six analysts in firmware project to re-engineer loan syndicate trading flows – establishing new firm-wide standard for real-time trade processing

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Example 2

- This individual has 30+ years of experience in a single industry – telecommunications.

Senior Consultant

Objective: Advise clients to minimize their risk and to increase their profitability through the creation of innovative technology and innovative processes.

Qualification:

- Experienced systems engineer – a problem solver, with skills honed in the telecommunications industry to deliver solutions on time and within budget.
- Licensed Professional Engineer, knowledgeable about voice and data network communication protocols (ATM, FR, TCP/IP, SST), technologies and services (VoIP, IPTV, ISDN), and competent in AutoCad.
- International lecturer on broadband communications and experienced University-level instructor in systems engineering and computer programming.
- Background in hardware design, software development, systems analysis, network planning and operational methods.

Representative Accomplishments:

- During the creation of the first industry standard concerning Lawfully Authorized Electronic Surveillance of VoIP (ANSI T1.679-2004), personal persuasion through "shuttle diplomacy" was used to remove pending negative votes from all segments of the industry and law enforcement to allow unanimous approval on the first ballot – allowing the industry to move forward with development to address needs of law enforcement without additional regulatory burden.
- After system analysis and synthesis persuaded The ATM Forum to cut \$250,000 from its annual budget through re-engineering of the committee processes to be based upon electronic media.
- As a consultant to an agency within the Department of Homeland Security, performed a threat analysis of Federal Reserve Bank network, and the nation's oil and gas production / distribution system and discovered an innovative approach to use publicly available information for modeling the impact of "events" on the systems; this led to \$10M upswing of employer's contract with the agency.
- Facilitated a major telecommunications service provider to move forward with a multi-million dollar infrastructure upgrade by organizing a workshop that brought together fractious internal organizations so that they developed common criteria for success and a common plan to achieve that success. This is but one example of the skill that one colleague describes as "managing social complexity."

Current TS Security Clearance

Licensed Professional Engineer
Cisco Certified Network Associate
MS EE, Computer Engineering, Stanford University
Currently preparing for Security Certification

Please contact enahd@cs.cmu.edu for more information and a complete resume.

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Example 2, cont'd

- During the creation of the first industry standard concerning Lawfully Authorized Electronic Surveillance of VoIP (ANS T1.678-2004), personal persuasion through “shuttle diplomacy” was used to remove pending negative votes from all segments of the industry and law enforcement to allow unanimous approval on the first ballot – allowing the industry to move forward with development to address needs of law enforcement without additional regulatory burden.

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Example 2, cont'd

Problem

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Example 2, cont'd

How Resolved

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Result with
value to client

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Example 2, cont'd

- After system analysis and synthesis, persuaded The ATM Forum to cut \$250,000 from its annual budget through re-engineering of the committee processes to be based upon electronic media.

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Example 2, cont'd

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Example 2, cont'd

- As a consultant to an agency within the Department of Homeland Security, performed a threat analysis of Federal Reserve Bank network, and the nation's oil and gas production / distribution system and discovered an innovative approach to use publicly available information for modeling the impact of "events" on the systems; this led to 5-fold upsizing of employer's contract with the agency.

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How resolved

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Result with
value to client

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Example 2, cont'd

- Facilitated a major telecommunications service provider to move forward with a multi-million dollar infrastructure upgrade by organizing a workshop that brought together fractious internal organizations so that they developed common criteria for success and a common plan to achieve that success.

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Example 2, cont'd

Problem

- Facilitated a major telecommunications service provider to move forward with a **multi-million dollar infrastructure upgrade** by organizing a workshop that brought together **fractious internal organizations** so that they developed common criteria for success and a common plan to achieve that success.

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Example 2, cont'd

How resolved

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Example 2, cont'd

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Result with
value to client

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Example 3 - Improve it

- Real-Time Embedded Software
- High-Integrity Software & Systems
- Physics/Math, Computers, Automation

Published researcher -- over 35 years of computer applications: Science, Algorithms, Avionics, Simulation, Automation, Finance and Business Applications.

Conversant in classic and contemporary methodologies; maintaining currency in relevant technologies, e.g. Satellite communications, Formal Methods and Parallel Processing.

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Example 4 - Improve it

Cypress PSoC **certified** designer/developer. From concept to PCB testing, and provide analog, digital, and RF design services. Micro-controller, embedded system design, and programming for single board solutions to VME and a wide variety of advanced back plane technologies. RF testing, programming, and automated test equipment design. Ten years of experience in programming embedded systems in C, Pascal, and Assembler. We now offer new Internet technologies to access ATE over WAN or private networks.

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Example 5 - Improve it

25 years of IT experience, including project management for various government and commercial applications. Performing system analysis, design, evaluation, and simulation of computer-based information / communication systems.

Most recent assignments have involved writing system software specifications (requirements, functional, and design) for large-scale communication-based wireless information systems. Also, user guides. Provided content management and configuration of a project management web site.

I am a self-starter and capable of interfacing with software personnel and management. I excel at presenting complex technical issues in writing so that most people can understand the written material.

Developed (I did not create it) a unique technique for proposal preparation called MAP (Modular Approach to Proposals). Presented and trained several corporations in its use. It has produced better than average responses, especially from government **organizatons**.

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Your First Marketing Plan*

- Sentence one explains **the purpose** of your marketing.
- Sentence two explains how you achieve that purpose by describing the **substantive benefits you provide** to clients.
- Sentence three describes **your target** market(s).
- Sentence four describes **your niche**.
- Sentence five outlines the marketing weapons you will use.
- Sentence six reveals the identity of your business.
- Sentence seven provides your marketing budget.

*From Michael W. McLaughlin in *Guerrilla Marketing for Consultants*.

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An Offer

To everyone who has attended today's presentation (signed the attendance list!)

A free review of your Profile by Greg Ratta, Dru Reynolds (Reynolds Recruiting), and Tony Andrews (Retired General Manager)



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**Computers
Communications
Networks**

Solving Problems is our PleasureSM

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Questions



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Questions



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