

# THE TEMPTATIONS OF A CONSULTANT

Presented by

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South Bay Organization Development Network  
December 3, 2001

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**KNOWLEDGE**

**SKILLS**

**AWARENESS**

# OUR ASSUMPTIONS

- We learn from our “mistakes”
- Knowledge and skills insufficient for consulting mastery
- Critical third dimension: *Awareness or Self-understanding*



**AWARENESS = CHOICE**

# OUR OBJECTIVES

- **Increase awareness of our own temptations**
- **Explore ways to overcome them**
- **Increase understanding of our counterparts' temptations**

# THE TEMPTATIONS FOR EXTERNALS

INCOME  
over  
INTEGRITY

POPULARITY  
over  
EFFECTIVENESS

CONTROL  
over  
PARTNERSHIP

EGO  
over  
VULNERABILITY

EASY  
over  
RIGHT

# **INCOME over INTEGRITY**

- **Creating client dependence**
- **Failing to give disconfirming feedback**
- **Taking work with little chance of success**
- **Taking work when a referral would do better**
- **Attempting end run around prime contractor**

# **POPULARITY over EFFECTIVENESS**

- **Not contracting for your needs**
- **Not verifying client's diagnosis**
- **Not addressing difficult or defensive client behaviors**
- **Not dealing with client's role in the problem**
- **Taking on project without enough time to do well**

# **CONTROL over PARTNERSHIP**

- **Pushing for pet solutions**
- **Too much telling, not enough asking**
- **Withholding information**
- **Believing you have the power to make needed changes**
- **Taking the stage rather than promoting internals**

# **EGO over VULNERABILITY**

- **Not admitting mistakes**
- **Using jargon**
- **Assuming only client needs learning—  
not you!**
- **Not asking for client feedback or  
evaluating project**
- **Using only teaching stories that make  
you look good**

# **EASY over RIGHT**

- **Using canned solutions**
- **Failing to analyze client's uniqueness**
- **Avoiding difficult decisions or situations**
- **Failing to understand client's culture and dynamics**
- **Winging it rather than preparing thoroughly**

# THE TEMPTATIONS FOR INTERNALS

APPROVAL  
over  
EFFECTIVENESS

BELONGING  
over  
INTEGRITY

MY WAY  
over  
OUR WAY

MOVING ON  
over  
SELF REFLECTION

CONFIDENCE  
over  
COMPETENCE

# **APPROVAL over EFFECTIVENESS**

- **Failing to challenge or take an unpopular stand you believe is right**
- **Succumbing to political pressure or threats from senior management**
- **Inability to say “no”**
- **Wanting the job too much**
- **Failing to deal with resistance**

# **BELONGING over INTEGRITY**

- **Participating in company gossip**
- **Confiding and sharing inside information**
- **Letting relationships overshadow what's good for the organization**
- **Becoming so congruent with the culture that objectivity and differentiation are lost**
- **Not minding personal boundaries**

# MY WAY over OUR WAY

- **Avoiding/scorning human resources**
- **Making decisions for the client**
- **Knowing your business but not *the* business**
- **Criticizing the traditions of the past**
- **Unwilling to work back stage**

# **MOVING ON over SELF REFLECTION**

- **Allowing self doubt to undermine effectiveness**
- **Not recognizing own shadow**
- **Not taking time to renew**
- **Allowing exclusion to breed resentment**
- **Failure to examine and learn from “mistakes”**

# **CONFIDENCE over COMPETENCE**

- **Failure to develop new skills and knowledge**
- **Going too far out on “skinny branch” without depth of experience**
- **Unaware of own limitations**
- **Not getting critical support from the client system**
- **Ignoring lack of readiness signals from the client**