

# State of the Industry: The Consultant of the Future

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Liz DeVito

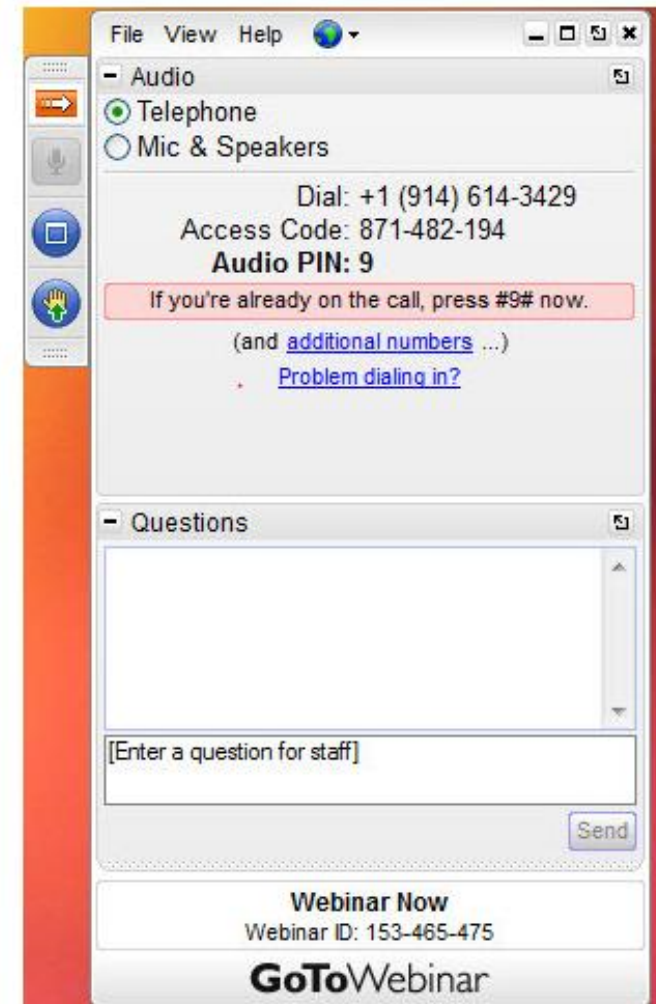
Nathan Simon



# Housekeeping – Before we begin

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- All phone lines are muted
- Submit questions through the Q&A Widget
- Recorded session will be available and sent to all attendees and registrants tomorrow afternoon
- Past Recordings are available on-demand on our website [consulting.almintel.com/webinars](http://consulting.almintel.com/webinars)



# ALM Intelligence

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ALM Intelligence provides the most in-depth analysis for the ever-changing consulting industry. Our research services guide senior decision makers – consulting executives as well as Fortune 500 companies through:

**Expert Industry Analysis** — Provides in-depth views

**Rich Data & Statistics** — Forecasts trends & growth

**Connecting with industry leaders** — Offers insightful perspective

**Deep Experience** — Delivering research solutions for 40+ years

# Today's Speakers

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**Erick Burchfield**  
*Managing Director of Research*



**Liz DeVito**  
*Associate Director,  
Lead for HR  
Consulting Research*



**Nathan Simon**  
*Senior Director,  
Lead for Strategy &  
Operations Research*

# The Consultant of the Future – Why Now?

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Business model reinvention and an emerging talent ecosystem are redefining the skills profile and career path for consultants

**1** The Changing Consulting Business Model

**2** The New Consultant Model

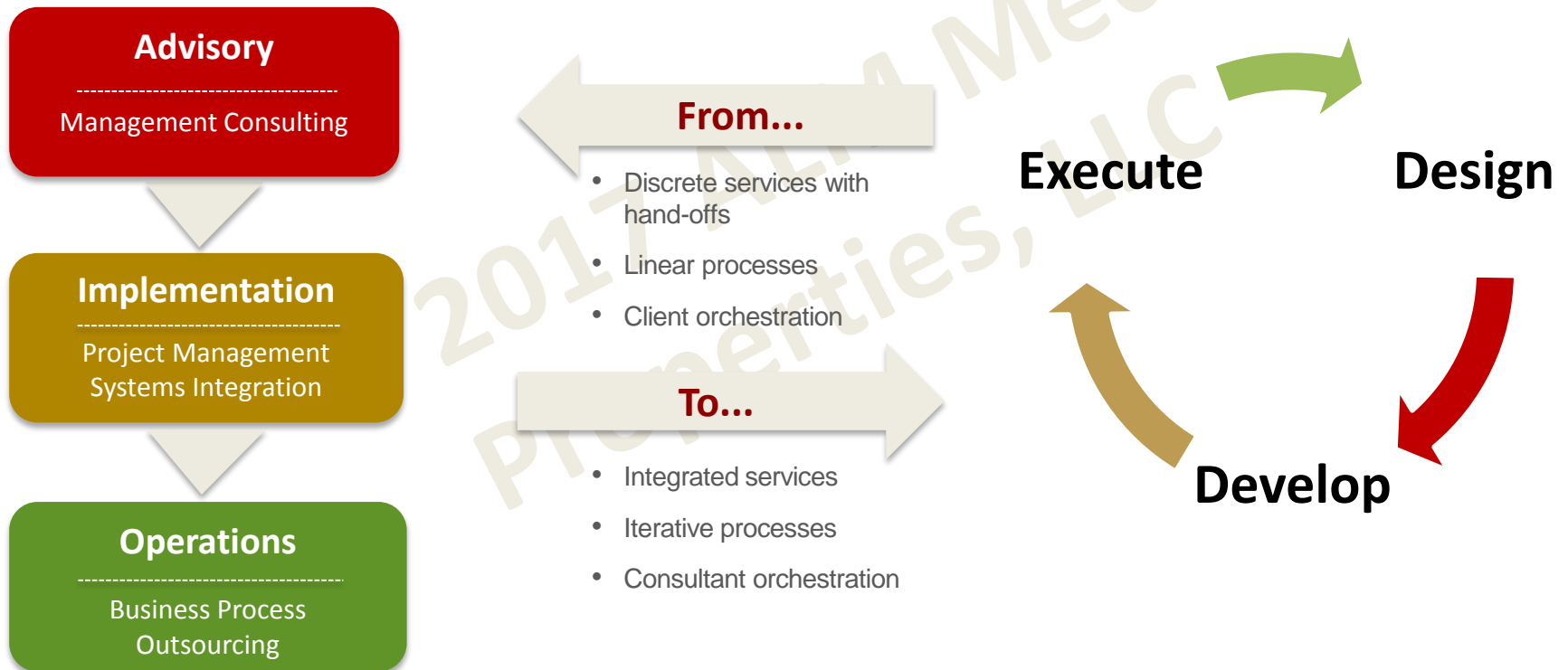
**3** The Changing Talent Market

**4** The Consultant of the Future

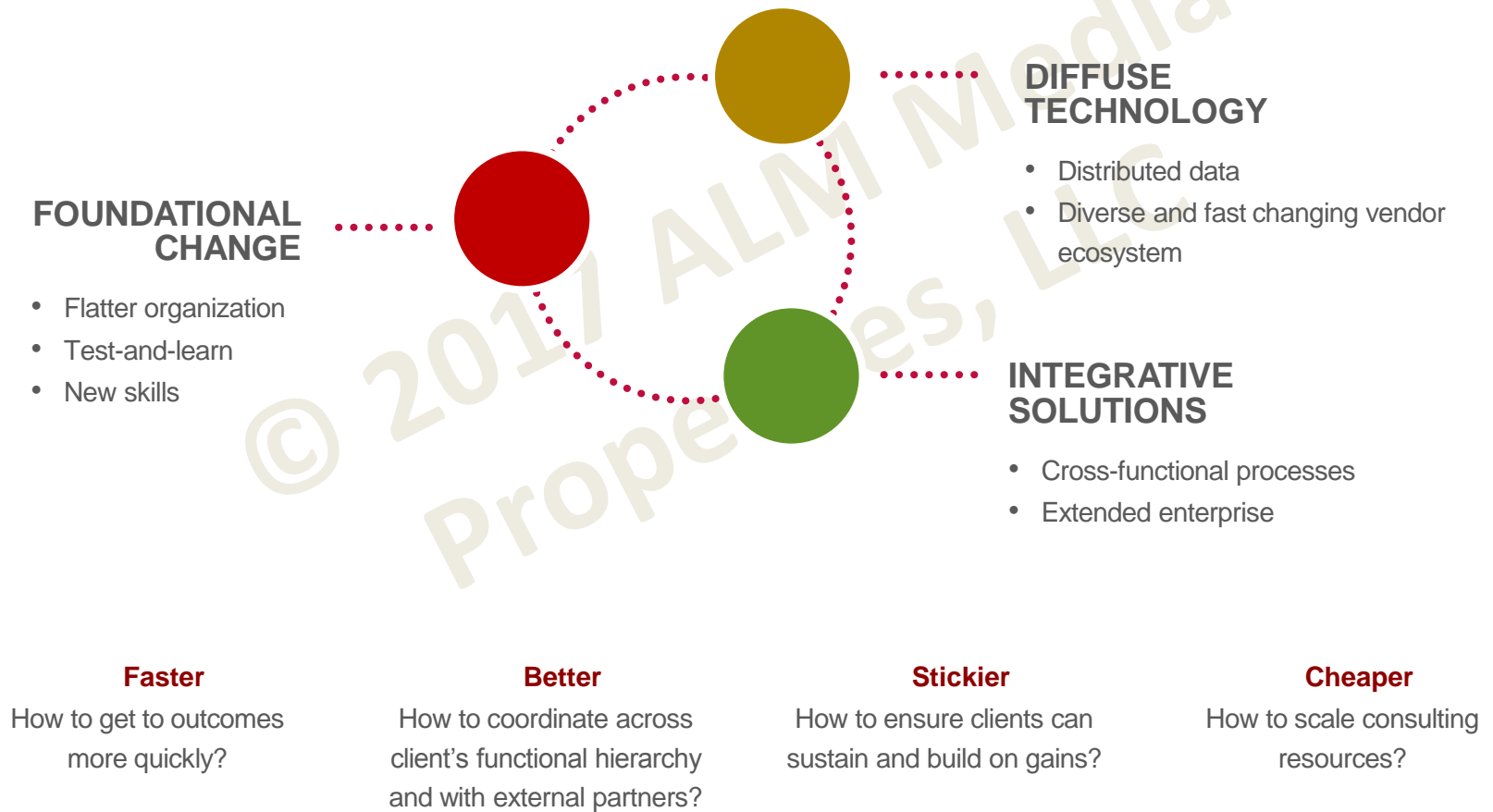
# The Changing Consulting Business Model

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# What? The New Consulting Value Proposition



# Why? The Imperative to Get From Outputs to Outcomes





# How? Business Model Change

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- Diagnostic tools
- Pre-configured “use-cases”
- Interim management
- Managed services

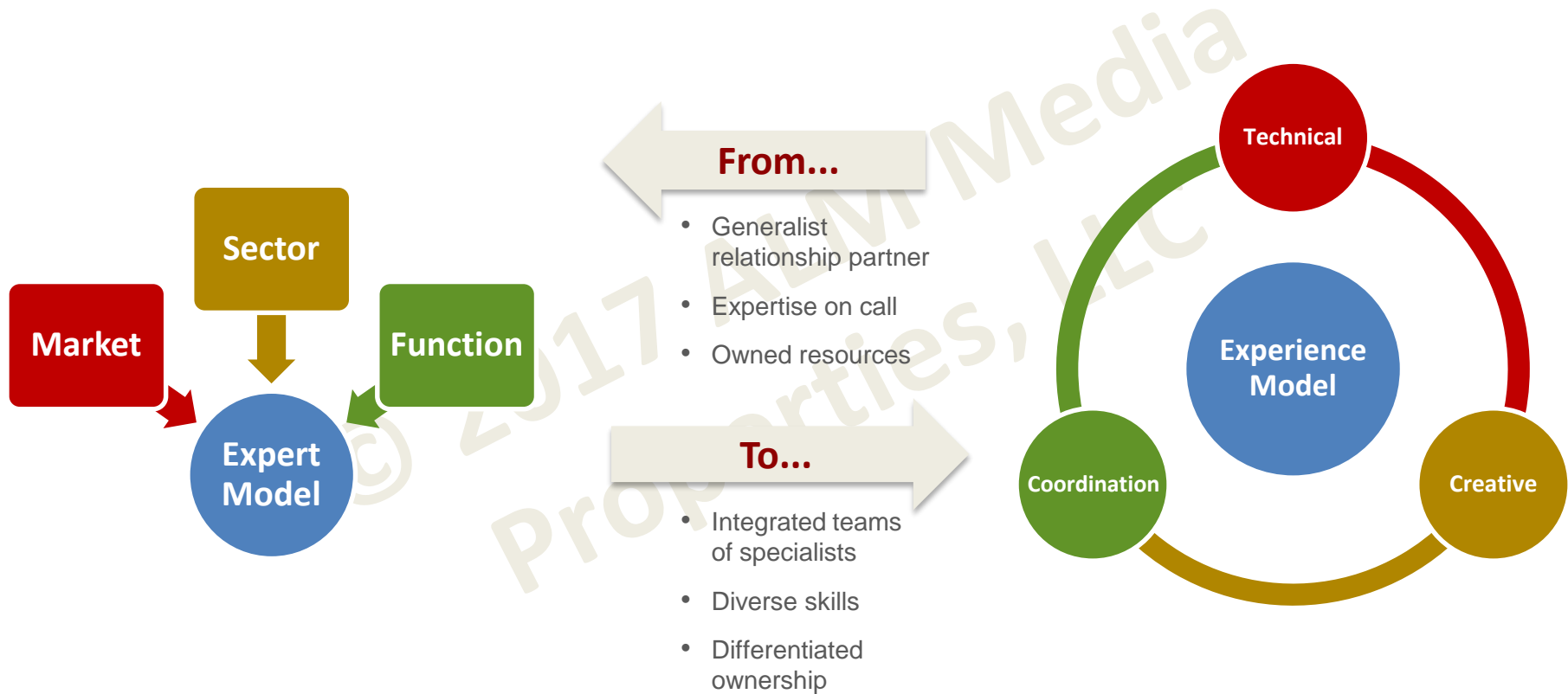
- New skills
- Expert networks
- Vendor alliances
- Startup ecosystems

- Fast-cycle process
- Integrated teams
- Long/lean engagement models
- Process automation

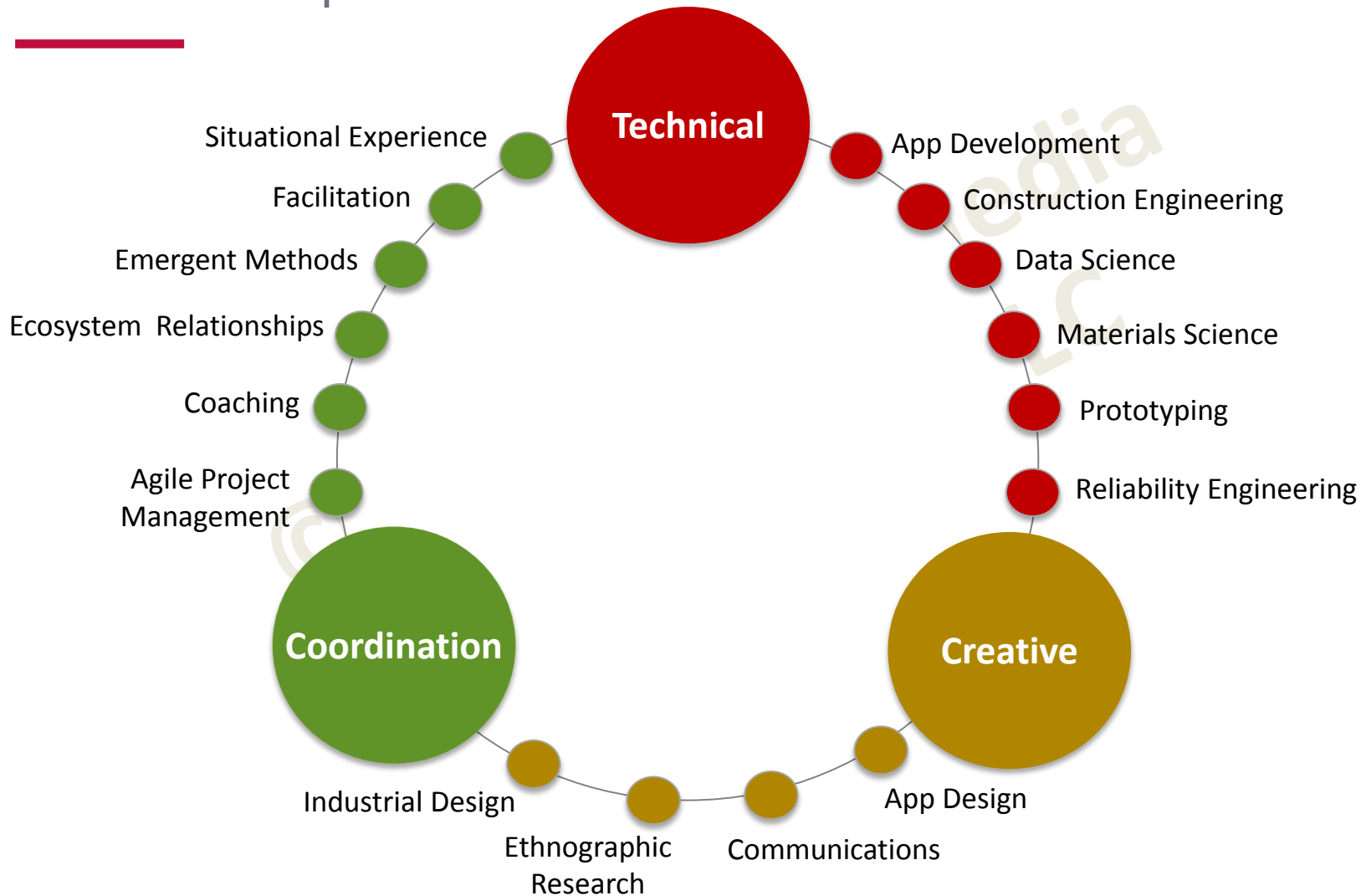
# Demand: The New Consultant

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# The New Consultant Model



# The Skills Explosion



# Supply: A Changing Talent Market

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# Competitive Talent Markets

Traditional

Nontraditional

**Supply**

**Demand**

Sources	Government	
	Clients	Industry
	Alumni	MBA
Skills	Sales & Marketing	
	Creative	STEM
	Design Thinking	Social Media

Consulting	Strategy & Operations	
	Big Four Advisory	IT
	HR	Finance
Industry	Pharmaceuticals/Life Sciences	
	Healthcare	Financial Services
	Retail	Media

# Diverse, Multigenerational Workforce

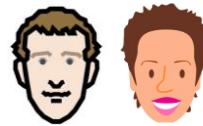
## BABY BOOMERS



1946-1964

- Executives & Practice Leaders, Senior Partners, Partners
- Predominantly male presence in consulting workforce
- Accustomed to organizational hierarchies, up & out culture
- Strong work ethic
- Achievement oriented, competitive
- At or near retirement

## GENERATION X



1965-1980

- Executives & Practice Leaders, Senior Partners, Partners, Principals
- Greater gender diversity in consulting workforce
- Independent, resourceful, self-sufficient
- Technologically adept
- Value work/life balance and flexibility

## GEN Y/MILLENNIALS



1981-1997

- Principals, Senior Associates, Associates
- Racially diverse digital natives
- Will trade high pay for fewer billable hours, flexible schedules, and better work/life balances
- Seek new challenges; prone to job-hopping
- Team-oriented
- Prefer frequent feedback

**Labor  
Relations**



**Employee  
Lifecycle**



**Talent  
Management**



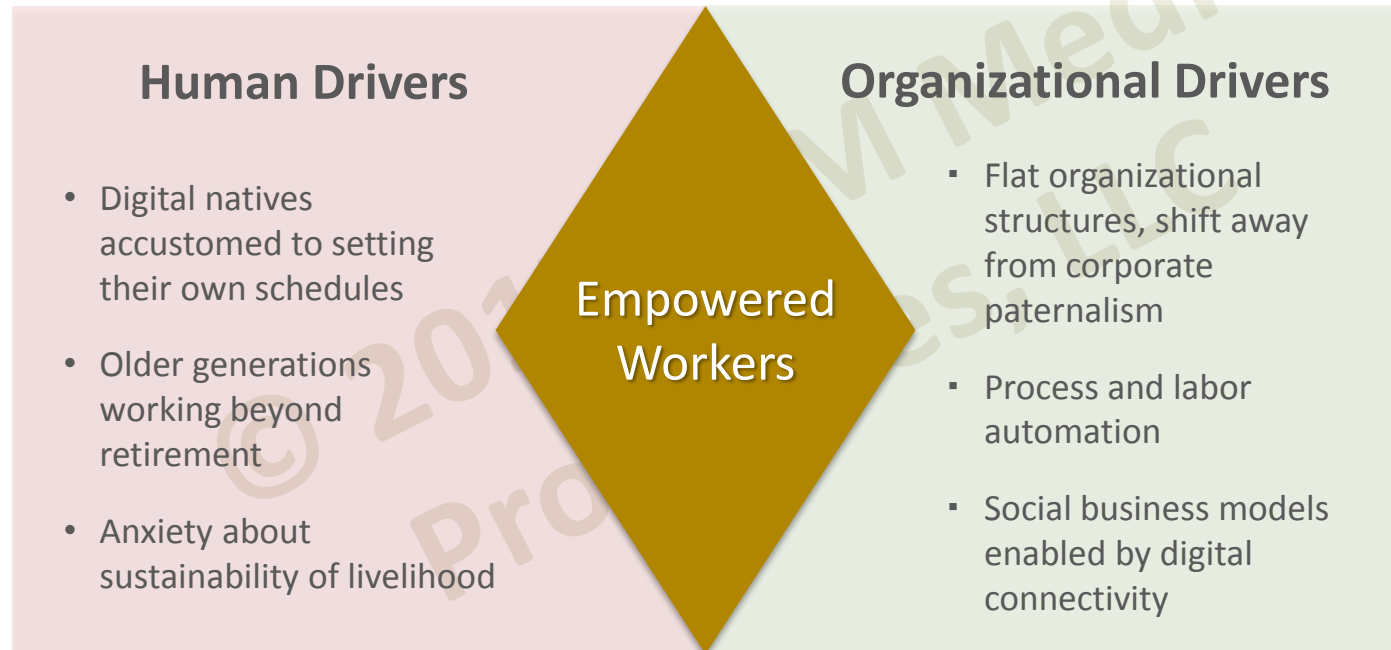
**Culture  
& Brand**



**Social  
Contract**

# Professional Self-Determination

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# Implications

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# Consultant of the Future

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- Focused on the client's experience: listens actively, earns trust, solves problems
- Works collaboratively
- Cultivates business acumen
- Adopts global mindset & adapts to different cultures
- Achieves technical specialty/area of expertise
- Tells stories with data
- Takes intelligent risks
- Able to reinvent self
- Open to change
- Is digitally intuitive



# Diverse Consulting Models Enable Self-Determination

## The Firm



- Project management model
- Value proposition
  - Depth and breadth of capabilities and expertise
  - Strategy to execution
- Investment in talent development
- Diverse work opportunities
- Professional support (sales, marketing, knowledge management, R&D)

## Closed Talent Network



- On-demand model
- Value proposition
  - Alumni with inside-out, outside-in perspectives
  - Target under-served markets
- Examples: EY's GigNow, Mercer PeoplePro, PwC Talent Exchange
- Talent exchange works on firm projects only
- Familiarity with brand and corporate culture

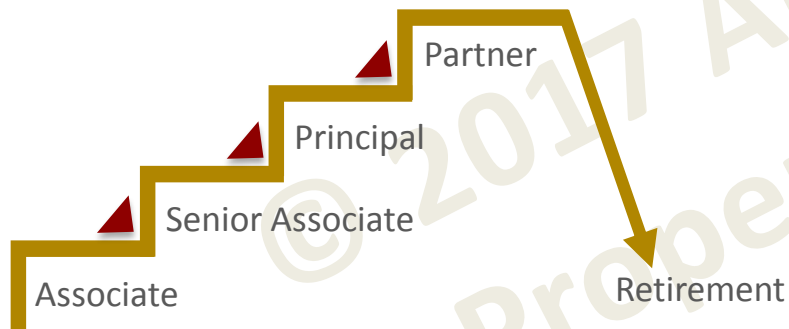
## Open Talent Network



- Hybrid project management/on-demand model
- Value proposition
  - Pure-play consulting
  - Senior talent with diverse consulting backgrounds
- Examples: Business Talent Group, Eden McCallum, Expert360, Werk
- Freedom from business development and constraints of corporate culture

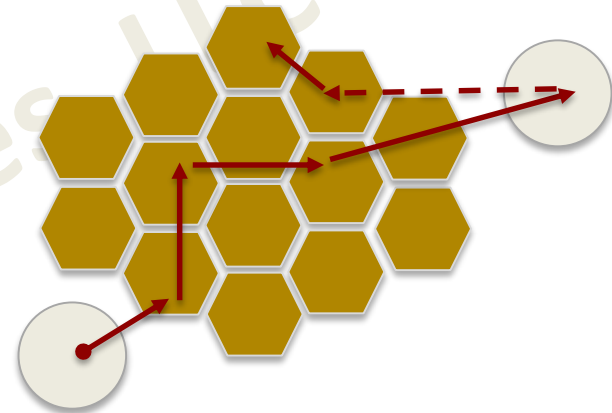
# Alternative Career Paths Enable Self-Determination

**Linear**



**Incremental Career Milestones**

**Lattice**



**Strategic Lateral Moves**

# Developing Future Consulting Leaders

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Democratized leadership development across all levels and functions of the business

Focus on collective rather than individual leadership

Cross-pollinate client and consulting talent through secondments and internships

Consider leadership a shared process rather than an individual skill set

# Enablers and Alternatives

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- Immersive experiences
- Technology-ready
- Multi-source talent

- Labor replacement
- Accelerated development

- Emergent processes
- Scalability
- Consistency

# Questions?

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# Questions

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# Thank You

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(855) 808-4550 | [consultingresearch@alm.com](mailto:consultingresearch@alm.com)

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