

ROLES OF CONSULTING TEAM ADVISER

Baruch Business Consulting

GUIDANCE AND DIRECTION. Coach students on various aspects of the project including providing them with technical advice on specific subject matter or directing them to subject matter expert or information resources (eg., the Baruch library) as the case may require. Your external contacts can be invaluable in this; for example, one team's project involved developing a distribution plan for a bulk commodity chemical. The team had no experience in this area. Their Adviser put them in contact with an expert in the field who brought them up to speed with a conference call and probably saved weeks of not very productive research.

REGULAR COMMUNICATION. Set an expectation that the teams keep you apprised of their progress on work underway and make sure you feel up to date on all they are doing. The teams should check in with you weekly even if there is nothing for them to report. Set the expectation that they keep the client updated on work progress weekly and relevant issues under consideration; help the team to manage client expectations and keep the work within the agreed upon scope as defined in the LOP (Letter of Proposal).

COACHING THEM AS A TEAM. Some students struggle with the issues of trust and teamwork, when their team experience is limited. In this case, Advisors should coach the team and point out ways in which it can enhance its effectiveness both for the clients and for themselves. Advisors may work with the client to establish direction for teams or team members experiencing difficulty.

SOUNDING BOARD. Make yourself available for the teams to bounce ideas off of before moving forward. Help them shape their thinking and keep on the right track.

AVAILABILITY FOR PRACTICE PRESENTATIONS. Because of your experience, you are the ultimate quality control of the project plan and all communications with the client. Also, you will be asked to participate in practice sessions where students are working on a presentation for the client (there are at least three touch points with the client: the LOP at the start, an intermediate Progress Review, and a Final Review/Report). Your participation will be very important in critiquing and strengthening these work products. Your participation will also enable you to take a measure of the strength of individual team members, which will be a primary input for team and individual evaluations at the end of the semester.

CLIENT RELATIONS. The team, particularly the team leader, is responsible for creating a productive professional relationship with the client. Please monitor that relationship and be prepared to step in if you sense it is getting off track, either because of the team or because of the client. Beyond that, it will be extremely valuable if you establish your own working relationship with the client executive with whom your team is working.

GRADING. Importantly, because you will have better insights into the performance of individual team members than anyone except the Team Leader, we will ask you to grade each member at the end of the Semester. Grading criteria will be provided. Your and the Team Leader's assessment will count for 70%

of the final grade, the other 30% to come from the Client (who typically does not grade individuals) and from the Professor.

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