Management Consulting for Mission Driven Organizations

Booz Allen Hamilton
Management Consulting for Mission Driven Organizations

Mid-Semester Module for Spring 2014
Module Instructors

• Jeffery Akin
  — Vice President, Strategy and Organization
  — Leads the Human Capital and Learning Team, made up of over 200 professionals
  — Experience in both federal and commercial client spaces
  — Executive Board Member of the Human Capital Institute

• Patrick McCreesh
  — Lead Associate, Strategy and Organization
  — Project Manager at Immigrations and Customs Enforcement with focus on strategic management, marketing and branding, and data-driven decision-making
  — Experience in supporting federal, non-profit, and political clients
  — Masters Degree in Public Policy from Harvard’s JFK School of Government
  — Currently working on his PhD in Public Policy

• Cherie Posada, Rebecca Bier, Libby Smith
Module Learning Objectives

- **Consulting for Value**
  Students should be able to describe key differences and implications of consulting for mission driven organizations and why those differences are important to the marketplace

- **Managing Complexity**
  Students should be able to identify approaches and methodologies for leading projects, and apply strategies to successfully manage projects given ambiguous situations, data, and constraints

- **Executing with Effectiveness**
  Students should be able to select and employ effective tactics to develop data driven solutions and recommendations for mission-driven organizations

- **Impact through improving government**
  Students should be able to evaluate a range of solutions to determine the best course of action for a variety of client situations
Topics Covered

- Developing successful project plans and approaches to client engagements given ambiguous situations and constraints
- Applying various analytical methods using data sources to achieve desired results
- Developing situational awareness through discussions focused on the impacts and influence of the marketplace
- Analyzing, presenting, and defending solutions and recommendations via an example client engagement
Course Deliverables:
Students will be required to make group presentation in a simulated client environment that includes an explanation of the team’s approach, data analysis, recommendations, and an implementation plan. This presentation will occur on the final day of the module.

Day 1
Consulting for Value
Introduction and Course outline
Class exercise: Environmental Assessment
Role of Ethics in Consulting
We aren't in Kansas Anymore: Big Differences
Guest Speaker – Government Executive

Day 2
Managing Complexity
Class Discussion: Role of Information in the Consulting Environment
Complexity and Constraints - Key Considerations
Managing the Client - Stakeholder Engagement
Fuzzy Missions, Missing Data, and Lack of Metrics

Day 3
Executing with Effectiveness
The Role of Data
Client Examples
Team Exercise: Developing Mitigation Strategies
Speaker: What did we do?

Day 4
Solutions: Impact through Improving Government
Case presentations
Assessing validity of recommendations
Business Development, the Role of Relationships
Course Wrap -up