

## **IT Business**

### **In the VIP Staff: Mr. Tibor Héjj**

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***Mária Berkecz: What is the role of human force in the field of management consultancy?***

*The role of human force is determinant, because the consultant gets into confidential relationship with the client, like a surgeon or a lawyer.*

***What are the criteria in the judgment of consultancy enterprises' associates?***

- One of the most important, of course, the professional knowledge. If the consultant cannot stand this criterion for, no one can help for. This is essential from the enterprise point of view, because the enterprise is awarded in line with the associates' performance. The professional goodwill of the enterprise is consisted of the associates' professional knowledge; well-known clients and references certify and maintain it. The professional knowledge is necessary, but not enough to make the client fully satisfied.

***What else comes to the picture?***

- Because the consultancy is a confidential activity, the personal characteristics have huge importance. We are not interested in the diploma sheet of a doctor, what kinds of marks have been achieved, but we judge based on the full impression. The situation of the consultant is the same.

***What kinds of personality traits a good consultant must have?***

- There are no clear conventions. In some area, the associates must be go-ahead, they would prefer quick solutions, and must be forceful; if another enterprise's image based on moderation, and expertise, it should choose from a little bit elder and calmer consultants.

***Can you say examples to manifest the different cultures?***

- For instance, the McKinsey is considered in a manner, that its associates are disciplined, they think in the same way, and devotees of conservative, tried methods. The potential clients of Boston Consulting Group, unlike in case of McKinsey, think that the company applies creative, novel approaches. There, I used to have a colleague, who had theological qualification, and sometimes he came to work in red suit.

***Do these differences predominate in the selection process of associates?***

- A provident consultancy company searches such kind of associates whose personality traits meets the requirements' of the company's culture; otherwise the associates do not feel conformed, cannot accommodate and will not work in efficient way. The reverse is true as well: the culture of the company attracts those candidates, who feel, that their mentality, carrier plans is in accordance with the chosen company's culture.

***In the round of Hungarian SME's is this differentiation typical?***

- The circumstances of the market unfortunately do not dare this kind of improvement. Lots of clients consider the hour fee, and not interested in the associate's personality. As a consequence, this starts a downward regression, where the conformist consultancy companies aspire less and less to base the selection of the associates and later on the carrier management of the associates to a conscious strategy.

***To what extent the personality of the client influences the selection of the consultant?***

- To measure the requirements of the client is part of the preparation stage of consultancy projects. What is awarded: if we send out a go-ahead, tough consultant, who capable to shake up the company; or a blend, deep-thinker, who relates the bitter truth gently? It is worth to clarify, if we want to implement successful projects.

***Mr. Tibor Héjj, managing partner of Proactive Management Consulting***

*There is an element of the consultancy work, what is often not recognized, but essential: this is taking care of the other person. I do not believe in the method, that a company gives advice to another one, in preference, that one or more people shares experience, suggestions with other peoples.*

*As a consequence, a good consultant relatively is empathetic. The consultant must know when time has arrived to conform the expectations, and when to go the expectations ahead, by provoking the client, bringing those solutions to the surface, what have never come into the mind of the client. The consultant would rather match the role of a conductor, who is the first-violinist as well.*

*I came into the consultancy industry from the „other side”: I was the founder and president-deputy of the Műszertechnika, founded in 1983, so I acquired the basic knowledge of free-competition based economy in the framework of socialism. Later on the preceding experience acquired in the company has become an advantage, because as a consultant it is not hard for me to understand and to feel into the situation, and thoughts of the top manager in front of me. I worked for consultant companies which belong to the clan of the largest international consultant companies (The Boston Consulting Group, A.T. Kearney), where I was partner and Hungarian leader. In comprise of these, to have an own consultant company was a huge change, but there are advantages. Here, I am able to accomplish my concepts without interruptions, I can form my company's culture, and I don't have to conform continuously.*