

# meta

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## Meta

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The Magazine of  
APCO, the Italian  
Association of  
Management  
Consultant.

It is published  
together with  
Harvard Business  
Review Italy.

## The “C” factor



It seems that travelling is a peculiarity of consultants. Last June I exaggerated a little and during my “pilgrimage” to Prague, Vienna and different Chinese cities I took part in two events organized by ICMCI (International Council of Management Consulting Institute): EuroHub in Prague where the representatives of the European Management Consulting Institutes met, and Asian Pacific Hub in Chongqing (China) for our Asian colleagues.

Two so far events with the same common denominator: consulting must react in times of depression, what directions to follow and what value to produce.

If our analysis is substantially the same and not different from the one we often do in our Country, I have been very much interested in the common thread that emerged during the different talks where some new ways out were traced both in Europe and Asia.

The common denominator that emerged during the discussions in the two events was, in a few words, the strong incitement launched during EuroHub in Prague by Alessandro Garofalo, President of the Development Agency of Trentino: in a crisis context characterized by confusion and incapacity to produce effective reactions from most of entrepreneurs and top management, consulting must increase the level of entrepreneurship and, in general, the entrepreneurial qualities of the territory where it operates. He also affirmed that “consulting institutes are entrusted with operating as the “open lab” already mentioned in 2003 by Richard Florida in “*The rise of the new creativity class*” where he also emphasizes the three T: Technology – the new technology towards the obsolete one - Tolerance towards diversity, and, finally, Talents, the role of talents, of people towards the drop in the perception of the Company Brand value from its customers.

Therefore, consulting as the “open lab” to support the entrepreneurial dimension of the territory where it acts. We are light-years far from consulting on processes, cost reduction or outsourcing .

If we discuss of Technology, nobody sells or promotes tools any more (do you remember the past?), but people pay attention to effective ways in using new and available technology, new attainable frontiers together with new working styles impacting on professional and private life. We need job-sharing and confrontation because nobody is gifted with certainties and everybody wants to hear, to know, and the Management Consultant is used to hear.

T as “Tolerance” towards the diversity of professional and living styles of both consumers and partners; intercultural problems are conditioning more and more the awaited results of the new projects as well as the return of huge structures, technological and operative investments already made. These problems have now become inevitable and we should adopt useful choices to govern and manage their effects, above all, here at home, in our companies and networks.

Talents are the driver: everything will be played tanks to availability of Talents, time growth and capacity of attracting some new of them. The attractive factors of Talents will more and more condition the organizational models and the fundamental values of organizations, consulting institutes included. “Customizing the last mile” from the part of big consulting institutes is growing. They have decided to enter the networks with professionals, deep-rooted in the territory, because they are closer to the client requirements who has ordered the project. But how and where can we find them and how to help their integration? Different are also the places where to find them: this year incredible increase in sales revenues and the development of selling establishments abroad of an Italian company operating in a mature sector as that of clothing was due to the inclusion of a new sales manager coming from a very different sector. He was a leader in the organization of furthest and adventure travels to different places of our planet. Massimo Cavallo of “Nicole Fashion Group” says smiling: “I knew nothing of our products, but I knew how to manage people all over the world very well”.

I suggest as the last independent variable, not included by Richard Florida the T factor as “Time”. In crisis period, reaction times are determining, also for consultants. If all the first three T presuppose implementation capacities that – for definition – need “time”, it is also true that we cannot afford so much time. Games are soon played. A jarring note, Martha Maznewski, Director of MBA Programme of Lausanne IMD, dealing with the management of uncertainty, also emphasizes, among other things, the C factor, that of “Courage”. She is not completely wrong.

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