Folder Title:	President Wolfensohn - Briefing Materials for President's Speeches - Luncheon - Human Resources Forum - April 3, 1997
Folder ID:	30487962
Series:	Speaking engagement briefing materials
Dates:	04/03/1997 - 04/03/1997
Subfonds:	Records of President James D. Wolfensohn
Fonds:	Records of the Office of the President
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Document Log

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A. CLASSIFICATION

- [x] Meeting Material
- [ ] Trips
- [x] Speeches
- [ ] Annual Meetings
- [ ] Corporate Management
- [ ] Communications with Staff
- [ ] Phone Logs
- [ ] Calendar
- [ ] Press Clippings/Photos
- [ ] JDW Transcripts
- [ ] Social Events
- [ ] Other

B. SUBJECT: LUNCHEON MEETING (ACTUAL STARTING TIME 1:00 P.M.):
HUMAN RESOURCES FORUM // JDW TO MAKE REMARKS // (B) (N)
VENUE: BETHESDA HOLIDAY INN
PROGRAM:
1:20-1:30 P.M.: JDW TO ARRIVE
1:45 P.M.: JDW TO MAKE REMARKS // FOLLOWED BY Q &A
3:00 P.M.: DEPARTURE FOR WORLD BANK
CONTACT: MARY BRADY @ 30918
IN ATTENDANCE: JDW, CAROLINE
(B) HRSVP // DUE: FRIDAY, MARCH 28
(B) REMARKS BY: CAROLINE ANSTEY
EXC: ATSUKO // ALI (2/5)
Brief Includes:
- Briefing Note and Talking Points
- "High Impact Consulting"
- Bio statement of Robert H. Schaffer
- Bio statement of Paul Strebel

DATE: 04/03/97

C. VPU

Corporate
- [ ] CTR
- [ ] EXT
- [ ] LEG
- [ ] MPS
- [ ] OED
- [ ] SEC/Board
- [ ] TRE

Regional
- [ ] AFR
- [ ] EAP
- [ ] ECA
- [ ] LAC
- [ ] MNA
- [ ] SAS

Central
- [ ] CFS
- [ ] DEC
- [ ] ESD
- [ ] FPD
- [ ] FPR
- [ ] HRO

Affiliates
- [ ] GEF
- [ ] ICSID
- [ ] IFC
- [ ] Inspection Panel
- [ ] Kennedy Center
- [ ] MIGA

D. EXTERNAL PARTNER

- [ ] IMF
- [ ] UN
- [ ] MDB/Other IO
- [ ] NGO
- [ ] Private Sector
- [ ] Part I
- [ ] Part II
- [ ] Other

Briefing Note and Talking Points for the President
HRS Learning Forum
Thursday, April 3 at 1:30 p.m.

Location: Holiday Inn Bethesda
8120 Wisconsin Avenue, Bethesda
Tel. (301) 652-2000
Fax. (301) 652-3806

You have agreed to close the first Human Resources Learning Forum with a luncheon speech to HRS staff on April 3. The format will be opening remarks by you, followed by a question and answer period. Your speech will be videotaped.

Background to the Human Resources Learning Forum

For the first time, the Human Resources function within the Bank is holding a learning forum modeled on operations' sector week, to provide staff with an opportunity to hear leading thinkers in their professional field and to share ideas with each other. The themes covered in the forum are: the changing context of development and its implications for human resource management in the Bank; changes within human resource management to accommodate changing business needs, e.g., end of the traditional guaranteed job; and, personal changes for the individual human resources practitioner.

Agenda

The agenda for the forum is attached.

Attendees

All human resource staff at all levels (except those holding the fort!) are invited. We expect about 150 staff. In addition, heads of human resources in several locally based international organizations have been invited. Also invited are ICD staff and key operations staff involved in change and renewal in the Bank.

Your Speech

Your presence provides an excellent opportunity for HRS staff to hear your thoughts on major developments in the Bank and to interact with you. Uppermost in everyone's mind is the Strategic Compact and the implications of this for the running of the Bank and for HRS, in particular, as a strategic partner.

In addition, your speech will have a positive impact on staff morale. Primary causes of staff concern in HRS are the implications of the Coopers and Lybrand study for reconfiguring the human resource function. Staff are also very concerned about their skills and whether there will be a place for them in the reconfigured function.

Talking Points

Your speech comes at an important time for HRS staff; there is much work to be done by HRS to ensure the success of the strategic compact; some of that work has already began.

- You may want to start your speech by discussing your thoughts on the Bank's overall need to change both its products and the way it does business, tying these to changes in the development context--(Professor Merrilee Grindle of Harvard University will speak to the changes in the development context which have strategic implications for the Bank. She will touch on the effects of cheaper capital and technology but will focus primarily on democratization).

  ⇒ You may want to share an incident or observation from your country visits which underscores the need for fundamental renewal and greater responsiveness to the clients.

- Some of the HR initiatives that will support the compact are well underway

  ⇒ Revitalizing the managerial cadre EDP, Group of 66, poverty week--status

    56 Bank Staff graduated from the EDP on March 14, 1997

    120 Bank Staff will complete the EDP on June 13, 1997

    110 Bank Staff are currently being nominated to begin the EDP on August 13, 1997

    110 Bank Staff will start the final EDP Cohort on December 3, 1997

  ⇒ You may wish to mention the importance of cross fertilization with those outside the Bank--mix of Bank Staff plus others in EDP

    Conservation International
    African Development Bank
    Islamic Development Bank
    Aga Khan Foundation

Private Companies

Aguas Argentinas
NedBank

UN
O.E.C.F.
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- You may wish to continue by addressing how HR staff can contribute further in supporting the strategic compact

  ⇒ Help networks define and apply technical standards (technical standards will be defined by the networks by June 30) skills evaluations starting with self assessment and followed by management confirmation will follow by December 31, 1997.

  ⇒ Help staff and managers drive a powerful and open performance management process (a new PMP being implemented in phases through 1998 focusing on results agreements and piloting multi-source feedback).

  ⇒ Help managers lead change and develop the skills needed to move from control to collaboration.

  ⇒ Help regions through the process of change. HR will need to support ECA/MNA, LAC, South Asia and East Asia and Pacific as they transform their structures, delayer and increased field presence during 1998.

- HR will need to develop the compensation and incentives to support the behaviors that we need to be successful (compensation reform will take place during the compact period)

- HR will need to develop the employment framework that the Bank needs to become more flexible, responsive and cost effective (the employment policy framework will be presented to the PC in April)

Here you may want to discuss things that have impressed you positively that you have seen from HRS and the support that will be given to all staff who wish to improve their skills

- Other thoughts you might consider mentioning:

⇒ Human resources is a partner in all the Bank does. Putting the right people in the right place at the right time is the means by which we get our work done, improving the lot of the poorest of the poor.

Question and Answer

Q1. Is HRS being downsized? Why, when we have such a huge agenda?

A. As you know, I have commissioned KPMG to help us conduct a Bank-wide Cost Effectiveness study. My belief is that every dollar saved in overhead can be made available to serve our clients, the poorest of the poor. We, therefore, have a great responsibility to secure the highest service at the lowest cost. We have to generate efficiencies, work smarter, and leverage our scarce resources better.

Q2. The Bank is spending huge sums of money on the EDP. Does this mean that training for other staff (especially 11-17) will receive less focus?

A. Helping all staff to maintain and develop their skills is critical in a knowledge-based organization. I am fully committed to this and the strategic compact sets aside adequate resources for financing the education needs of all staff. The EDP is not consuming huge sum of money--less than 30% of the current allocation for education is for EDP.

Q3. I have heard that "non-core" staff are going to lose their international benefits. Is this true?

A. The Bank is seriously examining all aspects of its employment policy. Currently, we don't have a fair, flexible and responsive policy that helps us to do our business effectively. We are working on it. This policy affects all staff and we will involve all stakeholders in discussions about this key issue. We will move forward with care and courage.

Your lunch table will include outside guests. They are:

> Robert Schaffer whose latest book, *High-Impact Consulting*, you have endorsed; and
>
> Professor Paul Strebel of IMD and author of *Breakpoints: How Managers Exploit Radical Change*. We have bank staff from the initial Group of 66, who are undertaking executive training, who went to IMD and were taught by Professor Strebel. Among those included are Stephen Denning, Director, and D-M Dowsett-Coirolo, Director, LADCN.

What leadership people have to say about "High-Impact Consulting"

"There is a message in this book for senior executives: If you are going to spend large sums for internal consultants or outside firms, you need to be clear about the actions *you* must take to avoid disappointment and to make sure that expert advice is translated into tangible bottom line improvements. This book offers many practical ideas on how to do that."

—George M. C. Fisher, Chairman and CEO, Eastman Kodak Company

"Schaffer's book conveys a vital message: To provide real value, it is not enough for experts to simply provide their expertise. They must work with their clients to help implement real change by ensuring that the clients own their projects, achieve measurable results and develop capacity to sustain progress. We want every specialist in The World Bank to learn how to do that well."

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"Schaffer rightly points out that most consulting is practiced in ways that are doomed to failure. If you use expert advisers, whether from your staff or from a consulting firm, this book provides plenty of insight on how you can increase the odds of high pay-back."

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"The allure of using consultants for tough business problems is fraught with risk. As Bob Schaffer explains in his analysis, the relationships between business managers and consultants frequently end in disappointment. *High-Impact Consulting* should be read by all managers about to use a consultant, and by those consultants who want results as well as fees."

—John H. Biggs, Chairman and CEO, TIAA-CREF

"*High-Impact Consulting* makes a well-reasoned and highly readable case against the classic big budget, broad-scope, 'tell me all your problems and I'll give you my answers' kind of consulting project. The alternative Robert Schaffer proposes is aimed at, and in my experience succeeds in, getting both client buy-in and quick, measurable results. I recommend that anyone contemplating a major management consulting project read this book first."

—Ian L. White-Thomson, Chairman and CEO, U. S. Borax Inc.

"*High-Impact Consulting* could also have been called *Common Sense Consulting*. However, very few organizations have been able to make these concepts work. Bob Schaffer goes beyond the buzzwords and explains the nuts and bolts of how to create a powerful partnership between consultant and client."

—James L. Fletcher, Vice President, Customer Service and Logistics, Avery Dennison

RHS&A
ROBERT H. SCHAFFER & ASSOCIATES

Robert H. Schaffer

Robert H. Schaffer founded Robert H. Schaffer & Associates and has been its head for over 30 years. Schaffer is the originator of the firm's unique results-driven approach described in his 1988 book, *The Breakthrough Strategy: Using Short-Term Successes To Build the High Performance Organization.* RHS&A employs this strategy in helping organizations to achieve major performance improvement and to accelerate the pace of change.

The firm has worked with such clients as Allied-Signal, Chase Manhattan Bank, Fidelity Investments, General Electric, General Reinsurance, IBM, Morgan Guaranty Trust, Motorola, Northern Telecom, PPG Industries, and many other companies as well as a number of government and social agencies. Their consulting objective is always to help improve performance and to accelerate the pace of change.

After earning a degree in engineering, Schaffer received a doctorate in counseling and management psychology, both from Columbia University. He has played a leadership role in the consulting profession as a founding director of the Institute of Management Consultants and as chairman of its Professional Development Committee for four years. He helped to launch the *Journal of Management Consulting* and has served as an editor for many years. He inaugurated and continues to manage "Consulting for Results," the longest running workshop for management consultants.

Two of Schaffer's articles made the "best seller" list of the *Harvard Business Review* for the early '90's. One of these, "Demand Better Results—And Get Them," was first published in 1974 and then republished as an HBR "Classic" in 1991. The other was "Successful Change Programs Begin With Results," January/February 1992. He is the author of three other *Harvard Business Review* articles, as well as numerous other articles in a variety of journals on productivity, change management, and management consulting. His new book is *High-Impact Consulting: How Clients and Consultants Can Leverage Rapid Results Into Long Term Gains* (Jossey-Bass 1997.)

Paul Strebel

Paul Strebel is professor of Business Administration and director of The Change Program: Breakpoints at IMD, the International Institute for Management Development in Lausanne, Switzerland. His consulting and executive development activities have been in the areas of value-based strategic planning, the anticipation and management of competitive turning points and breakpoints. Professor Strebel has extensive international experience in Europe, North America, the Far East, and South Africa.

Prior to his present position, Strebel was director of Research at IMEDE, one of the founding institutions of IMD. He was recently a visiting professor at the Harvard Business School. Dr. Strebel received his Ph.D from Princeton University, his MBA from Columbia University, and his B.Sc. from the University of Cape Town, where he graduated with highest honors. His most recent book is on *Breakpoints: How managers exploit radical change.*

Welcome to the first HRS Learning Forum.

Over the next three days, we have an exciting opportunity to learn more about current thinking and best practices in HR and to discuss their implications for our work at the Bank. The forum is an essential part of our broader mission to maintain and further strengthen our capabilities in order to better serve our clients.

The design team has tried to incorporate as many of your ideas about your learning needs as possible within the time available. We have brought together an impressive array of leading-edge thinkers and practitioners, and we are confident that you will find the program stimulating. We trust that the forum will not only prove to be a key personal learning event for you but also that collectively we will take a step forward towards realizing our goal of professional excellence.

Dorothy Berry
Vice President
Human Resources

Tariq Husain
Manager
Learning & Leadership Center

Human Resources and Clients' Changing Needs

DAY ONE

Tuesday, April 1, 1997

8:30 - 9:00 Versailles I
Continental Breakfast

9:00 - 9:15 Versailles II, III, IV
Welcome
Tariq Husain, Manager, LLC
Opening Comments
Dorothy Berry, Vice President, HRS

9:15 - 10:30 Versailles II, III, IV
Keynote Speaker: Professor Merilee Grindle
Theme: The Changing Contexts for Development

10:30 - 11:00 Versailles I
Coffee Break

11:00 - 12:30 Versailles II, III, IV
Panel Discussion: **The Changing Development Context: Implications for Human Resource Management**
Panelists: Mark Baird, Vice President, SRM
Gloria Davis, Division Chief, ESD
Anil Sood, Director, ECA/MNA Technical Department
Najima Siddiqi, NGO Specialist, ENVSP

12:30 - 2:00 Versailles I, Montgomery
Lunch

2:00 - 3:30 Versailles II, III, IV
Keynote Speaker: Pete Peterson, Senior Vice President of Personnel, Hewlett-Packard Company
Theme: The Changing Nature of the Human Resource Function

3:30 - 3:45 Versailles I
Coffee Break

Concurrent Sessions

3:45 - 4:30 Versailles IV
Group discussion with Pete Peterson

3:45 - 5:30 Versailles III
Being Successful in Multicultural Contexts
Presenter: Ismail Serageldin, Vice President, ESD

3:45 - 5:30 Montgomery
What Have We Learned From Change?
Facilitators: Lorne Blackman, Carolyn Gallagher, Harvey Thomson

3:45 - 6:30 Washington
Bazaar Exhibits: Interactive learning displays and Cash Bar

Merilee Grindle is the Mason Professor of International Development at the John F. Kennedy School of Government, Harvard University. She is the editor of *Getting Good Government: Capacity Building in the Public Sectors of Developing Countries* and author of *Challenging the State: Crisis and Innovation in Latin America and Africa.*

F. E. (Pete) Peterson is Senior Vice President, Personnel, for Hewlett-Packard Company. His innovative personnel practices led to Hewlett-Packard's receiving the 1993 *Personnel Journal* Optimas Award® for General Excellence and being named one of the 100 Best Companies to Work For in America.

DAY 1 SCHEDULE OF EVENTS

	Versailles I	Versailles II	Versailles III	Versailles IV	Montgomery	Washington
8:30	Breakfast					
9:00		Welcome: Tariq Husain Opening Comments: Dorothy Berry				
9:15		Keynote: The Changing Contexts for Development Professor Merilee Grindle				
10:30	Coffee					
11:00		Panel Discussion: The Changing Development Context: Implications for Human Resource Management				
12:30	Lunch				Lunch	
2:00		Keynote: The Changing Nature of the Human Resource Function Pete Peterson, Senior VP Personnel				
3:30	Coffee					
3:45			Being Successful in Multicultural Contexts	Group discussion Pete Peterson	What have we Learned from Change	Bazaar Exhibits and Cash Bar
4:45						
5:30						
6:30		END OF DAY 1				

SCHEDULE

Human Resources' Role in Linking Individual-Organizational Change

DAY TWO

Wednesday, April 2, 1997

8:30 - 9:00 Versailles I
Continental Breakfast

9:00 - 12:30 Versailles II, III, IV
Workshop: William Bridges, Ph.D.
Theme: Transitions and Jobshift

12:30 - 2:00 Versailles I, Montgomery
Lunch

Concurrent Sessions

2:00 - 3:30 Versailles III
Teambuilding
Facilitators: Fred Nunes, Bonnie Kramer

2:00 - 2:45 Versailles IV
Roundtable Discussions
1. Role of the Task Assistant, Host: Aulikki Kuusela
2. Mentor/Mentee Relationships, Host: Cathy Cardona

2:00 - 5:30 Maryland
Consulting Skills and Strategies for Human Resources
Robert Schaffer, Ph.D. (registration ticket required)
Introduction by Richard Stern, Director, FPD

2:00 - 2:45 Versailles II
Group Discussion with William Bridges

2:45 - 3:30 Versailles IV
Roundtable Discussions
3. Subtle Sexism,
Hosts: Anette Pedersen & Bickley Townsend, Catalyst
4. Compensation, Host: Mark Bowyer

3:30 - 4:00 Versailles I
Health Break

Concurrent Sessions

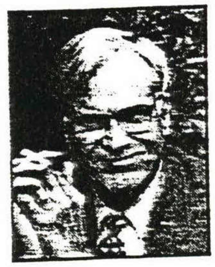
4:00 - 5:30 Versailles III
Networks
Presenters: Rajesh Vidyasagar, David de Ferranti, Director, HDD, Sharmila Kapur

4:00 - 4:45 Versailles IV
Roundtable Discussions
5. Partnering with Outside Institutions, Host: Kei Kawabata
6. Knowledge Creation and Dissemination, Host: Stephen Denning

4:00 - 5:30 Montgomery
Stress and a Healthy Work Environment
Presenters: Bernhard Liese, Jim Striker

4:00 - 6:00	Washington **Bazaar Exhibits**: Interactive learning displays and Cash Bar
4:45 - 5:30	Versailles IV **Roundtable Discussions** 7. Technology For the Twenty-First Century, Hosts: Rakesh Asthana and Paul Cadario, CAO, ECA 8. HRS and the Field, Host: Kathy Tanner

William Bridges, Ph.D., is a renowned speaker, author and trainer in the field of organizational development. He is the author of *Managing Transitions*, and his most recent book is *Jobshift: How to Prosper in a Workplace Without Jobs*, a study of what is happening to jobs today.



Robert Schaffer, Ph.D., is a management consultant who heads his own firm in Stamford, Connecticut. He is the author of *The Breakthrough Strategy* and the forthcoming *High-Impact Consulting: How Clients and Consultants Can Leverage Rapid Results Into Long Term Gains.*

DAY 2 SCHEDULE OF EVENTS

	Versailles I	Versailles II	Versailles III	Versailles IV	Maryland	Montgomery	Washington
8:30	Breakfast						
9:00		Workshop: Transitions and Jobshift William Bridges					
12:30	Lunch					Lunch	
2:00		Group discussion: William Bridges	Teambuilding	Roundtable Discussions 1,2	Workshop: Consulting Skills & Strategies for HR (ticketed event)		
2:45				Roundtable Discussions 3,4			
3:30	Health Break						
4:00			Networks	Roundtable Discussions 5,6		Stress and a Healthy Work Environment	Bazaar Exhibits and Cash Bar
4:45				Roundtable Discussions 7,8			
5:30							
6:00				END OF DAY 2			

SCHEDULE

Human Resources' Commitment to Personal Change

DAY THREE

Thursday, April 3, 1997

8:00 - 8:30	Washington **Continental Breakfast**	
8:30 - 12:45	Versailles II, III, IV Workshop: Professor Paul Strebel **Theme: Personal Change to Meet Changing Organizational Needs**	
12:45 - 1:00	Foyer **Stretch Break**	
1:00 - 3:00	Versailles I, II, III, IV **Lunch** **Closing Address:** James D. Wolfensohn, President, The World Bank Group	

Paul Strebel is a professor and Director of the Change Program for international managers at the International Institute for Management Development in Lausanne, Switzerland. He is the author of *Breakpoints: How Managers Exploit Radical Change*, and the forthcoming *New Personal Compacts: The Missing Link in Change Management.*

DAY 3 SCHEDULE OF EVENTS

	Versailles I	Versailles II	Versailles III	Versailles IV	Washington
8:00					Breakfast
8:30		Workshop: Personal Change to Meet Changing Organizational Needs Professor Paul Strebel			
12:45					Stretch Break
1:00	Lunch Closing Address: James D. Wolfensohn				
3:00	END OF LEARNING FORUM				

Luncheon Meeting: Human Resources Forum

Thursday, April 3, 1997
1:30 - 3:00 p.m.
Bethesda Holiday Inn

Briefing Note and Talking Points for the President
HRS Learning Forum
Thursday, April 3 at 1:30 p.m.

Location: Holiday Inn Bethesda
8120 Wisconsin Avenue, Bethesda
Tel. (301) 652-2000
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Background to the Human Resources Learning Forum

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"The allure of using consultants for tough business problems is fraught with risk. As Bob Schaffer explains in his analysis, the relationships between business managers and consultants frequently end in disappointment. *High-Impact Consulting* should be read by all managers about to use a consultant, and by those consultants who want results as well as fees."

—John H. Biggs, Chairman and CEO, TIAA-CREF

"*High-Impact Consulting* makes a well-reasoned and highly readable case against the classic big budget, broad-scope, 'tell me all your problems and I'll give you my answers' kind of consulting project. The alternative Robert Schaffer proposes is aimed at, and in my experience succeeds in, getting both client buy-in and quick, measurable results. I recommend that anyone contemplating a major management consulting project read this book first."

—Ian L. White-Thomson, Chairman and CEO, U. S. Borax Inc.

"*High-Impact Consulting* could also have been called *Common Sense Consulting*. However, very few organizations have been able to make these concepts work. Bob Schaffer goes beyond the buzzwords and explains the nuts and bolts of how to create a powerful partnership between consultant and client."

—James L. Fletcher, Vice President, Customer Service and Logistics, Avery Dennison

HIGH-IMPACT CONSULTING:
HOW CLIENTS AND CONSULTANTS CAN LEVERAGE RAPID RESULTS INTO LONG TERM GAINS

A book by Robert H. Schaffer
Jossey-Bass, April 1997

Organizations spend tens of billions of dollars a year for management consulting support—and more tens of billions for internal staff consulting. Yet the returns are appallingly low.

This book reveals, for the first time, the "fatal flaws" that doom conventional consulting to its high failure rate. It also explains why:

- Failures in management consulting are a direct outcome of the way consulting is practiced. Success is more the exception than the rule.
- Client managers unintentionally collude with their consultants to perpetuate the most ineffective practices.
- In order to ensure successful outcomes from the use of expert help, a radically different approach to consulting will be needed.

The essential flaw in most management consulting is its basic assumption—that providing the right answers is the key to progress. Real world experience suggests that this assumption is a false one. Like the recipients of Sunday sermons, parental advice, diet books, and warnings about smoking, clients are frequently unable or unwilling to do what the consultants recommend. This book describes why such outcomes are so common.

Many case illustrations demonstrate how conventional consulting can shortchange clients: After a year of study by twenty consultants, for example, a large insurance company is presented with a set of change recommendations it simply can not carry out. In another company, an acquisition study arrives at answers everyone already knows. These failures are not exceptions. They are commonplace.

The book describes how to shift toward **high-impact consulting** by reversing every one of conventional consulting's fatal flaws.

1. **<u>Focus on Results...</u>**
   Most consulting projects are defined in terms of the study the consultant will produce or the recommendations that they will deliver. There's no commitment to results.
   High-impact consulting projects are defined in terms of tangible client results that will be achieved.

2. **<u>Match with Client Readiness...</u>**
   Most consulting projects are designed with virtually no attention to whether the client can or will implement the recommendations.
   High-impact projects are tailored to match what the client is willing and able to do.

3. **<u>Rapid Turnaround Time...</u>**
   Most consulting projects require big up-front investment and, after many months, deliver more than clients can digest.
   High-impact projects are divided into rapid-cycle success steps.

4. **<u>Partnership Mode...</u>**
   Most consulting projects sharply divide tasks between clients and consultants in a series of "hand-offs."
   In high-impact consulting, client and consultant work as a partnership.

5. **<u>Highly Leveraged...</u>**
   Most projects make very labor-intensive use of consultants.
   In high-impact consulting, modest inputs are used in a highly leveraged fashion.

These shifts produce faster and more certain results, and almost eliminate the possibility for failure. In addition, they ensure that each project helps the client organization to develop its own capability to sustain and expand the progress.

Numerous case examples show how the high-impact mode of consulting helped Dun & Bradstreet, SmithKline Beecham, General Electric, The Morgan Bank, Motorola, the State of Connecticut and many other corporations and public agencies to improve results and accelerate progress.

Some Selected Quotes From "High-Impact Consulting"

"The "right" answers that do not help clients achieve what they are trying to achieve are, in fact, the wrong answers."
"For a consulting project to be called a success the consultant must provide a new solution or method. But that's not enough. The client must actually achieve some measurable improvements and must be able to sustain those improvements over time."
"Strengthening implementation ability is the foundation for strengthening any aspect of an organization's capability."

RHS&A
ROBERT H. SCHAFFER & ASSOCIATES

Robert H. Schaffer

Robert H. Schaffer founded Robert H. Schaffer & Associates and has been its head for over 30 years. Schaffer is the originator of the firm's unique results-driven approach described in his 1988 book, *The Breakthrough Strategy: Using Short-Term Successes To Build the High Performance Organization.* RHS&A employs this strategy in helping organizations to achieve major performance improvement and to accelerate the pace of change.

The firm has worked with such clients as Allied-Signal, Chase Manhattan Bank, Fidelity Investments, General Electric, General Reinsurance, IBM, Morgan Guaranty Trust, Motorola, Northern Telecom, PPG Industries, and many other companies as well as a number of government and social agencies. Their consulting objective is always to help improve performance and to accelerate the pace of change.

After earning a degree in engineering, Schaffer received a doctorate in counseling and management psychology, both from Columbia University. He has played a leadership role in the consulting profession as a founding director of the Institute of Management Consultants and as chairman of its Professional Development Committee for four years. He helped to launch the *Journal of Management Consulting* and has served as an editor for many years. He inaugurated and continues to manage "Consulting for Results," the longest running workshop for management consultants.

Two of Schaffer's articles made the "best seller" list of the *Harvard Business Review* for the early '90's. One of these, "Demand Better Results—And Get Them," was first published in 1974 and then republished as an HBR "Classic" in 1991. The other was "Successful Change Programs Begin With Results," January/February 1992. He is the author of three other *Harvard Business Review* articles, as well as numerous other articles in a variety of journals on productivity, change management, and management consulting. His new book is *High-Impact Consulting: How Clients and Consultants Can Leverage Rapid Results Into Long Term Gains* (Jossey-Bass 1997.)

Paul Strebel

Paul Strebel is professor of Business Administration and director of The Change Program: Breakpoints at IMD, the International Institute for Management Development in Lausanne, Switzerland. His consulting and executive development activities have been in the areas of value-based strategic planning, the anticipation and management of competitive turning points and breakpoints. Professor Strebel has extensive international experience in Europe, North America, the Far East, and South Africa.

Prior to his present position, Strebel was director of Research at IMEDE, one of the founding institutions of IMD. He was recently a visiting professor at the Harvard Business School. Dr. Strebel received his Ph.D from Princeton University, his MBA from Columbia University, and his B.Sc. from the University of Cape Town, where he graduated with highest honors. His most recent book is on *Breakpoints: How managers exploit radical change.*

E. COMMENTS:

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