

# The Second Eleven

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## THE SECOND ELEVEN

1. One of the main fears of prospective clients is that they will not get the star performers, but someone cheap and inexperienced.
2. This happens a lot more in practice than they realize.
3. BUT *Lambert* p170 reports research that good salesmen have different personality traits to good consultants

**CONSULTANT**

**SALESPERSON**

Sense of VOCATION

Desire to WIN

Personal and Organizational  
DEVELOPMENT

ASSERTIVENESS

AFFILIATION

INFLUENCE

FOCUS on the specific

AFFILIATION

ORGANIZATIONAL POWER

DISCIPLINE

4. Your proposal should be judged primarily by the CVs of the people you propose but
  1. By the time the clients make up their mind these people are not all available.
  2. By the time you mobilize the team they are not all available.
  3. Your clients may ask for others instead.
  
5. Unscrupulous firms will want to put in their own unemployed permanent staff, or else cheap consultants (unemployed businessmen?) instead of the people whose CVs got them the contract.
  
6. In one \$44 million contract they ended up with virtually nobody with any relevant skills.
  
7. As a consultant I object to my CV being used for selling other people's services, and me not getting the job. It often means that I have not let my name go up on another proposal. Some firms have the reputation for doing this a lot. Unscrupulous firms

could do this to nobble the opposition. Often there are only half a dozen suitable people, and fewer than this are available.

8. It is normal for a freelance consultant not to let his name go on two proposals. The EEC will refuse to consider either proposal if he is a main component on both. It may be acceptable to go on short term on both if they are big projects with several long termers.
9. I have had people write to me after I had turned down others and say I was not on their proposal. Others presumably did not write. With the EEC and USAID one usually has to give a letter of commitment, so if one is not asked for this it may be an indication.
10. Some unscrupulous firms may put you up without telling you, and then substitute. Never permit people to do put you up without telling you, though they often ask you to on application forms. It is quite probable that someone else will have approached you.