

**Management Consultation:
Examples of Projects Conducted by CF Clark**

Setting	Strengths	Problems	Actions Implemented
psychiatric hospital (clinical, administrative staff: two hundred+ members)	participative-management style of administrator, long term staff, recent expansion, expertise in their field	staff failing to be accountable for and responsible to immediate problems; staff-management hostile behavior	participative management project involving staff evaluations (CQI methods) training, creation of handbook
computer memory chip manufacturing plant (technicians, managers, engineers: ninety+ members)	highly technical work setting, state-of-the art equipment, energetic workers	high rate of chips failing quality inspection at the end of the production cycle	engineer-technician surveys about causes, implementation of alternative manufacturing methods, linking actions to product to assess quality impact (TQM methods)
dental office (one owner, four support staff)	owner with participatory management philosophy, capable staff members, open discussion of workplace experience	staff dissension, fragmentation regarding perceived coercion and control in management efforts	owner-staff surveys, summarizing of identified problems, written suggestions of different methods to manage and measure staff effectiveness
manufacturing firm (three owners, thirtyfive technicians and engineers)	long-time respected products in marketplace, skillful engineers and technicians, significant potential for organization growth	chronic divisive management-team interactions, with result of delayed decisions, poor communications with employees, priorities sabotaged	facilitating important management meetings and decision-making, counseling management-team dyads, inter-departmental problem solving efforts (TQM), strategic planning training and implementation over 18 months

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social services organization (director, eight service workers) providing direct services	respected service delivery skills, strong consistent budget support from funding groups, skillful professionals in place	poor relationship with parent firm, micro- management of professional staff, staff exhaustion, poor productivity	staff interviews, surveys, feed-back of results; communications, decision-making problems identified, solutions implemented, job role boundaries delineated
social service organization (director, forty-five workers) providing consulting services	long-time community service organization, loyal staff and active board of directors	difficulty with planning and long-term goal setting	staff surveys, feedback of results, strategic planning workshop, evaluation of plans at intervals
law firm (two partners, five support staff)	committed staff, strong partners with good long-term working relationships	staff tension, interpersonal strife associated with the way work was divided by the partners and by their choice of an office-manager	owner-staff surveys and interviews, feedback of identified problems, counseling with staff dyads, implementation of new system of meetings, decision making, different style of management of support staff
retail sales (one owner, one manager, seventeen staff members)	knowledgeable technical staff, loyalty, strong spirited work efforts, awards for quality products, expanding business	significant interpersonal friction, chaotic hectic work environment, unclear job descriptions, scape-goating of significant employees, diminished productivity	owner-staff surveys and interviews, feedback of identified problems, small-group problem research and implementation teams, written job descriptions, creation of multi-person management team, institution of consequences for poor performance; owner reported "profits doubled" after implementing methods offered

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board of directors (fifteen members) of a state-wide social services organization providing policy direction to 2000+ member professional group	significant time and energy devoted to serving their profession via voluntary board membership; commitment to the communities in which they worked	history of poor attendance at meetings, inefficient meetings, apathetic member participation, lack of consensus among group members, ineffective decision-making and task completion	surveys of board members, information feedback in a retreat setting, construction and training in new meeting methods, new methods of selecting board members and resource allocation
board of directors (thirty members) of local social service organization funded by private and corporate donations	capable professionals, long-standing community service record; committed to various aspects of the organization	factionalism, infighting, secrecy regarding re-organization process and shifts of power among board groups	surveys of key board and staff members; one day retreat to air differences and plan for consensus efforts in the future

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