

The Capability Trap—Too Many Firms Are Missing Out on the Soft-Skills Strategic Advantage



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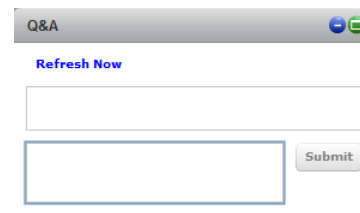
BEST PRACTICES WEBINAR

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Before We Begin

- Ask questions through the Q&A widget
- Recorded session will be available starting tomorrow

A screenshot of a web-based Q&A widget. The window has a title bar with the text "Q&A" and standard window control buttons. Inside the window, there is a link labeled "Refresh Now" in blue text. Below this is a large, empty rectangular text input field. Underneath the input field is a smaller, empty rectangular text input field. To the right of the smaller input field is a button labeled "Submit".

Today's Speakers



Joseph Kornik
Publisher and Editor-in-Chief
Consulting magazine



Keith Bevans
Partner
Bain & Company



Tom Rodenhauser
General Manager, ALM Intelligence
Managing Director, Advisory Services



Casey Foss
Director
West Monroe Partners



Terry Melnik
OpenAir Product Director
NetSuite

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A photograph of three people in a modern office environment. A woman with long dark hair, wearing a black top, sits on a dark grey sofa with green and orange cushions, using a laptop. Two men are seated opposite her, one in a blue and white checkered shirt and the other in a maroon sweater, both looking at the laptop. In the background, a large TV displays a promotional graphic for a 'BAIN EVENT' with text like 'ARE YOU READY FOR THE ULTIMATE BAIN EVENT?', 'Play AS ONE TEAM', 'Meet over 1000 BAINNES from across the globe', and 'Taste the fantastic atmosphere of AMSTERDAM'. The office has large glass windows and a white cabinet.

Building “Soft Skills” at Bain & Company

Developing soft skills across your team

- Be intentional
- Model the behavior
- Talk about it



Recruiting mistakes are hard to fix!

- Online image
- Recruit interactions
- Screening approach



Training investments during the journey

Bain's approach



- Client collaboration
- Communication & Facilitation skills
- Results Delivery techniques
- Network building
- Client development & Selling skills

Example Modules

New Associate Consultants

Collaborating with Clients

Senior Associate Consultants

Client Skills 1 & 2:
Foundations &
Collaboration

New Managers

Crafting a Winning Proposal
Building High Quality
Relationships
Expanding Client
Relationships

Creating a culture that values soft skills



Leadership commitment

- Visible support
- Vocal endorsement



Build the processes

- Worldwide survey
- Team scores
- Upward feedback
- Client feedback

Q&A



Joseph Kornik
Publisher and Editor-in-Chief
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Tom Rodenhauser
General Manager, ALM Intelligence
Managing Director, Advisory Services

An Uncommon Blend is Now Required

Casey Foss | West Monroe Partners

BUSINESS
CONSULTANTS



DEEP
TECHNOLOGISTS






We are driven by opportunities to contribute to our clients' commercial success. We partner with clients to help generate revenue, reduce costs and transform their thinking, operations, and capabilities. We are at our best when our clients' objectives demand tightly managed efforts that make direct progress toward clear business purposes.

We are deep technical experts. We are uniquely able to help you understand how technology can form and transform transactions, operations, and customer experiences.

BUSINESS
CONSULTANTS

DEEP
TECHNOLOGISTS





Our multidisciplinary teams work closely with our customers to help them break down longstanding departmental siloes and realize the true innovation.



West Monroe conducted a study to uncover the “soft skills” that bridge the gap between businesspeople and technologists

WHAT WE HEARD FROM CLIENTS



More complex projects requiring technology dependency



Technology is necessary to maintain a competitive advantage



Struggle to hire right technology skills and leaders

WHAT WE SAW IN THE MARKET



Investments without a clear path of value realization



Urgency to act without understanding



Mutual frustration



Missing anticipated ROI goals

THE RESULT: we launched a survey to get at WHY we are not able to overcome this gap.

The rapid pace of change and innovation requires multidisciplinary teams where ideas can be nurtured. This only can be accomplished when there is tight alignment with business and technology leaders.



Over the past three years, **53 percent** of business people say the amount they work with their technology teams have increased



The percentage of people that say projects are delayed because of collaboration issues between business people and technologists



The percentage that say verbal communication has prevented candidates from getting a job offer



61 percent of HR leaders say technology roles are either somewhat or extremely more difficult to hire for than other positions.



4 OUT OF **10**

HR leaders cite leadership as the **least important soft skill** for technology candidates



LEADERSHIP

was most often cited as the **weakest soft skill** among technology professionals



At West Monroe, we have built this into our culture not only internally, but also in our work with clients



**Hire for leadership
and communication**



**Hire and coach
for soft skills**



**Invest in the right
training**



**Work across
disciplines**



Engage with West Monroe and find out more about our survey



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KEVIN McCARTY
President & CEO

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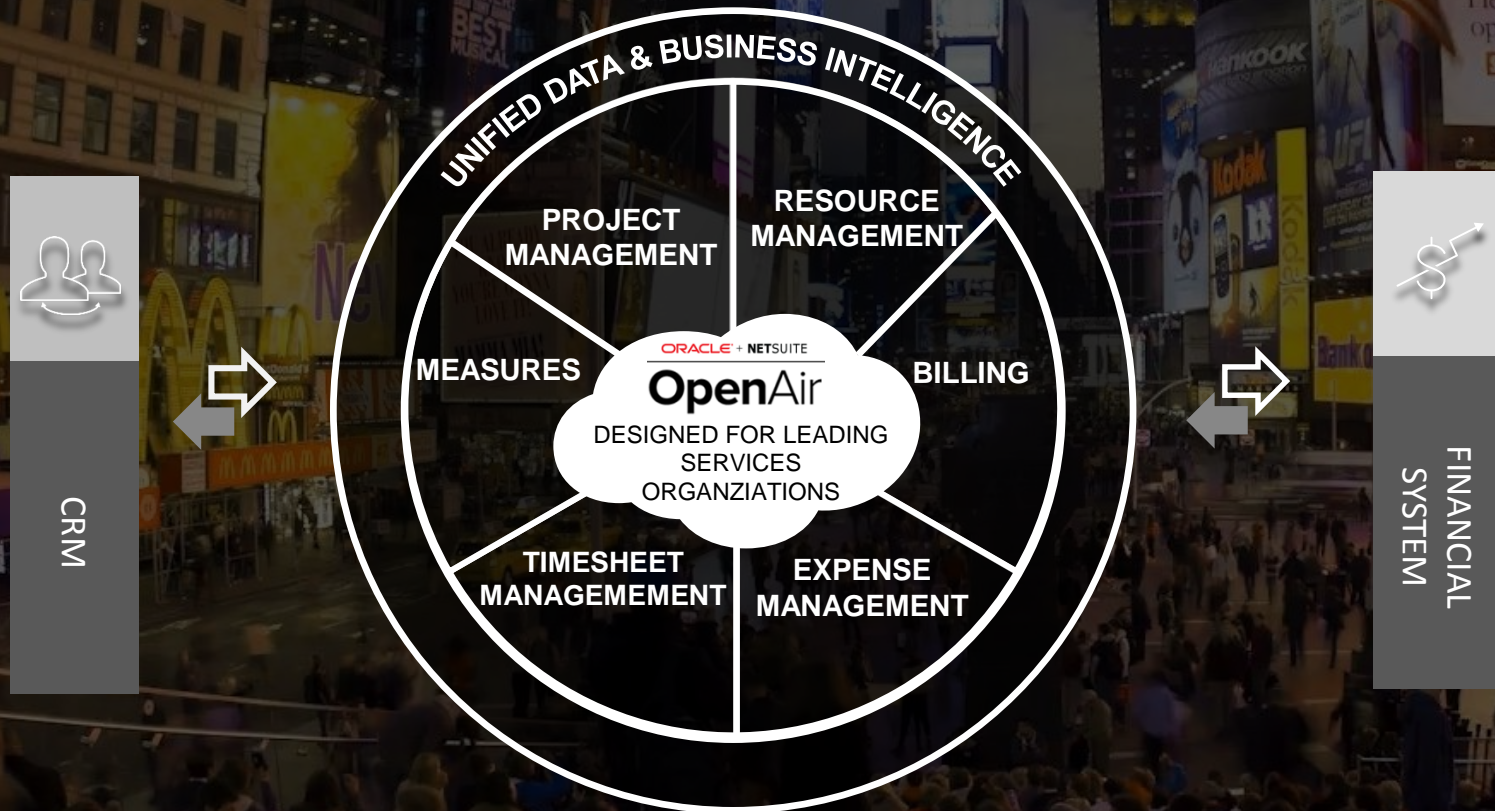
Download the study:
 westmonroepartners.com/BMT

WHAT ARE “SOFT SKILLS” IN PROFESSIONAL SERVICES?

- *The face of your company to the end client.*
- *Your eyes and ears into new opportunities for your company’s software and services.*
- *Creating a lasting impression (good or bad) in the minds of current and future buyers.*



Best-of-Breed PSOs Run a Unified System



OPENAIR: THE #1 CLOUD PSA

- The first PSA cloud company
- Largest development and R&D team in our history
- The support and horsepower of Oracle+NetSuite
- Over 1,500 customers globally
- More professional services organizations on OpenAir than any other solution
- Leader in G2Crowd Grid for PSA – highest presence in industry



TRUSTED BY 1,500+ ORGANIZATIONS

Value we bring to our customers – our special relationships

GLOBAL LEADERS



INDUSTRY THOUGHT LEADERS



EMERGING ORGANIZATIONS



Questions?



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Thank You