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VRIJE UNIVERSITEIT

CONSULTING PROJECTS: WHAT REALLY MATTERS

The factors that influence the success of management consulting projects

ACADEMISCH PROEFSCHRIFT

ter verkrijging van de graad Doctor aan de
Vrije Universiteit te Amsterdam,
op gezag van de rector magnificus,
prof.dr. F.A. van der Duyn Schouten,
in het openbaar te verdedigen
ten overstaan van de promotiecommissie
van de Faculteit der Economische Wetenschappen en Bedrijfskunde
op woensdag 3 december 2014 om 15.45 uur
in de aula van de universiteit,
De Boelelaan 1105

door

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geboren te Venray

promotoren:

prof.dr. L.I.A. de Caluwé
prof.dr. J.L.A. Geurts

Preface

When I started doing a PhD, I was frequently asked what my motives were. In particular, people who've known me a bit longer were surprised that I was aiming at retrieving the highest academic degree one can attain in the Netherlands. Especially since I was just an average student who completed HAVO (school of higher general secondary education; one level beneath the pre-university education) with a bachelor of applied sciences afterwards. There was no academic affinity apparent after my bachelor period. Well, all I can say is that I had other interests, such as sports, which consumed much of my time until that point. But after the bachelor period, the attention I paid to establishing my career began to grow. I wanted to challenge myself and get the most out of my educational period. As a result, I started my Masters program in Organization Studies at the University of Tilburg, which went very well. During my university period, my curiosity for the consultancy profession began to grow. So I chose to write my thesis about organization development and the role of consultancy in particular. I was very interested in the factors that determine the success of consulting projects. However, after my Master thesis, I felt like I had only just scratched the surface of this topic and was not finished with doing (academic) research about it. Doing a PhD, to me, would mean the freedom to include more relevant aspects into the study that I could not include in the Master thesis, due to time constraints. But I did not want to become an academic, who is just doing a PhD about consultancy, without having been a consultant experiencing at first hand the area of study. As I wanted to become a consultant after my master thesis, I found an employer, Novius, where I could fulfill the consultancy profession and could attain a PhD based on research concerning the success factors of consulting projects.

The combination of practicing the consultancy profession and attaining a PhD simultaneously motivated me even more to do research about the consultancy profession. For instance, I once experienced that an organization hired 10 well-known consultancy firms simultaneously. Sometimes, even to work the same issues / cases without being aware of each other's projects and programs. Some consulting projects were more successful than others and, as a result, the number of hired consultancy firms decreased. What explanation could be given for this event? What caused certain consulting projects to fail or to succeed? That triggered and motivated me to come up with an explanation for the success of consulting projects. When I conducted the interviews for this study, I presented the results and the explanation to the respondents. I felt very validated by their comments. They 'recognized' the explanation and it also helped them to put things in perspective. Hopefully, more readers will acknowledge the explanation about the success of consulting projects that is presented in this dissertation and use it in their day-to-day activities.

Doing a PhD is not easy when you are a fulltime consultant as well. I think that most people do not realize how much effort it will actually cost to do a PhD in addition to your work. It demands perseverance, devotion, curiosity, intrinsic motivation, discipline, and a certain surrounding that enables you to excel in your profession and finish your PhD within three years, without being distracted by emotions, social obligations or expectations from others that you cannot fulfill. Looking back, a lot of work has been carried out, but the whole process went pretty smoothly and it was a pleasant process for me. The experience, the learning, the insights, the inspiring people I met, the title, and so on, are rewards for the work that is done to complete my PhD. But it was not possible to finish my PhD without the help of some individuals I would like to thank specifically.

First of all, I would like to thank my supervisors during my master's year, Annemieke Stoppelenburg en Jac Geurts, for pointing out the option of doing a PhD. Without their encouragement and incentive, I simply would have overlooked this enriching, professional option. I also want to show my gratitude to my promotors: Léon de Caluwé and Jac Geurts. I felt privileged to conduct my PhD with the supervision of these two well-known and respected figureheads. Thank you for letting me do a PhD under your supervision. Léon, I really enjoyed our sessions together where we sat down and talked things through. Whether it was about my dissertation, or about our work, our experiences and so on, it was always inspiring, insightful and sometimes imposing, in a positive way. What amazed me was that you always had time for me at short notice to help me in such a pleasant manner as you did. I expected something else from a person with a track record like yours. Whether I had a question, something to read, or wanted to speak to you face-to-face, you immediately responded and took the time to answer my questions, review my documents or speak to me face-to-face. Jac, I always enjoyed our sessions in Nijmegen and Tilburg, about the methodological parts of the dissertation for instance. Although

your feedback could be quite harsh sometimes, I liked it. It was to the point, no-nonsense and direct, and that works for me. You communicate and vent your opinion in a pleasant way. Besides, your humor and the way you live your life are just wonderful.

I would also like to thank Novius for giving me the opportunity to do a PhD. One day a week, I could focus my efforts on my PhD without being disturbed by my consulting activities. Without that, I would still be writing my dissertation. In addition, I would also like to thank some colleagues in particular. Thank you Guido Bayens, Jeroen Stoop, Sjoerd Staffhorst, and Marloes Smit-Bakker for reviewing my dissertation or pieces of it. It helped me to sharpen my texts and questionnaires.

I would also like to thank Peter Hoppenbrouwers for reviewing my entire dissertation. Peter is a former consultant and a good friend, who understands the consultancy profession and the academic aspect. Peter was always the first person to receive my draft of a written chapter. His comments helped me to polish the written parts, which I forwarded to other reviewers afterwards.

There are three other people that helped me a lot as well during my PhD. The first one is Peter Dekker of the Free University. Peter is a respected statistician who helped me to understand the concept of the multilevel analysis, since the technique was rather new to me. He also checked whether or not the multilevel analyses were carried out in the right manner and whether or not the right conclusions were drawn from the multilevel analyses. Second, I would like to thank Deirdre Giesen of Statistics Netherlands (Centraal bureau voor de Statistiek [CBS] – in Dutch). Her comments and manual helped me to construct a solid questionnaire that I used to collect my data from the respondents. Third, I would like to thank Guy Harris, who is a native English speaker who helped me to erase all the language errors in the dissertation. In addition, he also improved the readability of the dissertation quite a lot. If Guy hadn't helped me, the language and readability would be worse. I learned a lot about the nuances of the English language during my PhD.

SpiTs of the Tilburg University made it possible for me to send the questionnaires to the respondents online. This tool made it easy to approach a large number of respondents and to keep a good oversight over everything that was done and needed to be done. Thank you Wilma Sparidans, of SpiTs, for being so friendly all the time and enabling me to work with SpiTs. Whenever I called SpiTs, she immediately took the time to talk things through or to sit down with me and explain how SpiTs works.

The outcomes of my empirical research were dependent on the cooperation of the respondents in this study. Thank you all for filling in the questionnaires, asking colleagues, asking the client or the consultant to cooperate, being interviewed by me, and withstanding my constant reminders. If it were not for you, I would not have been able to come up with the results as presented in this dissertation.

As I mentioned before, doing a PhD in addition to your daily job as a consultant, demands a certain surrounding. Luckily for me, I have a lovely girlfriend who supported me through this phase, day and night. Therefore, last, but certainly not least, thank you Suzanne. All the evenings, weekends, nights, and (holidays) I spent working on my PhD, I could always count on you. You made it possible to do my PhD at such a pace. Words come up short, but I cannot describe how grateful I am for your understanding, your patience, your support, your encouragement, your love, and your help. Thank you my love!

Kind regards,

Bart Albers
Amsterdam, March 2014

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Summary

The management consultancy profession took a rapid growth over the last century and the market can be characterized as a dynamic market. In the near future, the market of management consultancy will be even more dynamic than it is now due to emerging markets and economic crises for instance. Clients continue hiring consultants to help them with problems concerning corporate strategy, HRM, logistics, marketing, application implementation and so on. Although clients keep on employing consultants, there are still many projects that do not 'bring' what is expected. Can one explain why that is? Practitioners and researchers are often capable of explaining, content wise, why a project is more successful than the other. But the opinions are diverse when it comes to factors such as the contribution of the client, the consultant, the context of a consulting project, and the relationship between the client and the consultant, that contribute to the success of consulting projects.

Purpose

There is an ongoing debate in the consultancy-science domain as well as in the daily practice about the contribution of the mentioned factors and what consulting success actually is. There is still no consensus about what is meant by success and how it is influenced by the mentioned factors, due to a certain scarcity of empirical and quantitative evidence and scientific argumentation. Therefore, it is useful to study how success of consulting projects can be increased. So the central research question is "why are certain consulting projects more successful than others under the same circumstances?". This study attempts to find an answer to this question when the factors, as mentioned above, are taken into account. As a result, the following sub-research questions are used to find an answer to the main research question:

- What is success in consulting projects?
- To what extent is success influenced by the outcome and execution of consulting projects, the client, the consultant, the context, and the client-consultant relationship?
- To what extent do clients influence consulting projects?
- To what extent do consultants influence consulting projects?
- To what extent does the context influence consulting projects?
- To what extent does the client-consultant relationship influence consulting projects?

Methodology

A quantitative as well as a qualitative research approach is applied to find an answer to the research questions. A cross sectional research design is applied where questionnaires as well as semi-structured interviews are used to retrieve data from clients as well as consultants in retro-perspective. 392 respondents filled in an online questionnaire. These respondents are spread over 140 consulting projects. Each consulting project includes at least one consultant and one client representative, which is mostly the principal. Factor analyses helped to reduce the amount of quantitative data. Afterwards, multilevel analyses are conducted to find effects between the variables. As a 'second-opinion', regression analyses are executed to verify the found effects. In addition, ANOVA-analyses are carried out to find significant differences between, for instance, the year a consulting project ended and whether there are differences between certain types of consulting projects. Afterwards, five consulting projects are selected that deviate from the core findings of the quantitative analyses and confirm the findings of the analyses. For each selected case, the involved respondents are separately interviewed to reveal why the deviations or confirmations occurred and how they influenced the project. Quotes of the interviews are used to explain the mechanisms behind the found effects of the quantitative analyses.

Findings

This study logically and theoretically argues that success of consulting projects is synonymous to the perceived satisfaction of the client and the consultant about a consulting project. The level of success is determined by the realized improvements within the client organization due to a consulting project and the fulfillment of the pre-agreements at the end of a consulting project, which are so-called 'assessment factors' about the execution and outcome of consulting projects. The research shows that the realized improvements influences success the most. Thus the more improvements are realized within the client organization due to a consulting project, such as more efficiency, more consensus, more effective collaboration and so on, the more successful the consulting project is perceived. The same goes for the pre-agreements. Thus the more the formal pre-agreed arrangements are met such as the agreed budget, planning,

assignment, tasks and so on, the more successful a consulting project is perceived. This explains why certain projects are considered more successful than others.

The realization of the improvements and the fulfillment of the pre-agreements are influenced by several factors. From the client perspective, 'personal benefits' of client members strongly influence the realization of the improvements. The more beneficial consulting projects are for client members personally, the more likely the improvements are realized due to the consulting projects. From the consultant perspective, the basic competencies of a consultant, as the aggregated construct 'skills', positively influence the realization of client improvements and the fulfillments of pre-agreements. Thus the better the skills of a consultant are developed, the more likely that the improvements are realized and that the pre-agreed agreements are met. From the context perspective, the 'priority of a consulting project', the 'quality reduction of the outcome', and 'client mandate' influence the execution and outcome of consulting projects: (1) The higher the priority of a consulting project within the client organization, the more likely that the client improvements are realized; (2) The less concessions are made towards the outcome during consulting projects, the more likely that the pre-agreements are fulfilled; (3) When the involved client members have the proper mandate to execute the consulting project, it is likely that the improvements are realized and that the pre-agreed arrangements are met.

This study found that there are some factors that can be beneficial, but affect success indirectly-indirectly. Thus via multiple other factors. In particular 'top management support', the 'knowledge of the consultant', 'client readiness', and 'mutual trust' can be strong influencers during consulting projects. They positively influence all factors as described above and contribute indirectly to realize the intended execution and outcome of consulting projects.

Regarding the types of projects, this study shows that the differences in perceived success can be explained by the variables that were analyzed. The mechanisms as described above apply for different types of projects and there are no particular differences between the types of projects regarding the analyzed factors. In addition, this study shows that there are no significant differences between the types of projects regarding success. This study confirms the generality of the conceptual model as specified in this study.

Value

The results of this study contribute to today's practice as well as to the consultancy-science domain. Regarding the former, this study gives a useful insight in what a client and a consultant and his/her firm can do to make a consulting project a success. This makes this research practically relevant. Based on the results, "nine lessons learned" are formulated that should be applied by practitioners. These nine lessons can be used to increase the success of consulting projects:

1. **Maximize the client's and consultant's satisfaction.**
2. **Success of consulting projects is determined by the realized improvements** within the client organization due to a consulting project.
3. **Success of consulting projects is determined by the fulfillment of the assignment.**
4. **Make consulting project beneficial for the involved client individuals.**
5. Conduct consulting projects with skillful **consultants involved.**
6. Start consulting projects only when the **involved client members have the necessary mandate** to execute the project.
7. Do **not reduce the quality** of the outcome.. ever!
8. Start consulting projects that have **priority within the client organization.**
9. Know that **there are 4 elements that, if present, are positively influencing** consulting projects: **top management support, client readiness, mutual trust** between the client and the consultant, and the **possessed knowledge of the consultant.**

Regarding the scientific value, it can be stated that this research is relevant for today's literature: (1) this study is consultant and client-focused, which is rare in the current literature. The client is often left out-of-scope and the existing literature regarding this specific topic is mostly theoretical and inductive; (2) this study is an extensive empirical study, which is rare as it includes a complete range of general factors such as success, the client, the consultant, the context, the relationship, the execution and outcome, and their underlying relationships; (3) this study attempts to settle the debate about what consulting success actually is; (4) the research question demands a firm empirical investigation of

success in various consulting projects. That makes this research unique and relevant, when compared to other similar studies in the field of consultancy.

Research limitations

Regarding this study, there are some limitations that must be taken into account when using the results of this study:

- This study does not investigate everything practitioners might be interested in or answer all the questions practitioners have within the consultancy field regarding the gathered data. The researcher is aware that more results can be derived from the gathered data. But the intention of this study is to keep a broad perspective. Due to the scope of this study, choices are made what to investigate and what not.
- A second limitation concerns the external validity. This study found relations among commonly known factors that play an important role in consulting projects and are generalizable for the target population. Although this study includes many consulting projects, it would have been better to include even more. Nonetheless, it is argued that the sample is large enough to assume that most results apply to a broader population.
- Caution is required when readers interpret the results and speak of any form of causality. Many relations and correlations are found between factors and success, but the causality of the relations is ambiguous.
- The focus of this study is primarily on the process of a consulting project. The content per consulting project is barely measured nor judged by the researcher. Neither content documents were analyzed to discover certain relationships nor that documents were analyzed to check whether or not the right choices have been made. The content is only judged by the respondents, by means of the questionnaires and the interviews.
- The researcher is aware of the fact that respondents could have a different opinion during a project and that certain opinions can be inflected. As a consequence, respondents might have difficulties in judging a consulting project because of their changing opinions. This dynamic is hard to grasp with a methodological approach that has been used in this study.

Samenvatting

Het 'management consultancy' vak, of kortweg 'het adviesvak', nam een snelle groei in de afgelopen eeuw. De adviesmarkt kan dan ook worden gekarakteriseerd als een dynamische markt. De markt zal in de nabije toekomst nog dynamischer worden door bijvoorbeeld opkomende markten en economische crises. Klanten zullen adviseurs blijven inhuren om hen te helpen met problemen omtrent corporate strategie, HRM, logistiek, marketing, pakketimplementaties e.d. Alhoewel klanten gebruik zullen blijven maken van adviseurs, zijn er toch nog veel adviesprojecten die niet 'brengen' wat er van verwacht wordt. Kan iemand verklaren waarom dat zo is? Adviseurs en academici zijn vaak in staat om inhoudelijk uit te leggen waarom het ene adviesproject succesvoller is dan het andere. Maar de meningen lopen uiteen wanneer het gaat over de bijdrage van factoren zoals de klant, de adviseur, de context van een adviesproject of de relatie tussen de klant en de adviseur.

Doel

Momenteel is er een discussie gaande, zowel binnen het wetenschappelijke adviesdomein als binnen de adviespraktijk zelf, over wat de bijdragen van de bovengenoemde factoren zijn en wat adviessucces nu daadwerkelijk is. Er is nog steeds geen consensus bereikt over wat er nu bedoeld wordt met succes en hoe succes wordt beïnvloed door genoemde factoren. Vanwege een bepaalde schaarste aan empirisch en kwantitatief onderzoek en beperkte wetenschappelijke onderbouwing, is het nuttig om te achterhalen hoe het succes van adviesprojecten kan worden verhoogd. De centrale onderzoeksvraag binnen deze dissertatie is dan ook: "Waarom zijn bepaalde adviesprojecten succesvoller dan andere, onder dezelfde omstandigheden?" Dit onderzoek probeert een antwoord te geven op deze vraag waarbij rekening wordt gehouden met de genoemde factoren. Er worden een aantal sub-onderzoeksvragen gebruikt om een antwoord te verkrijgen op de hoofd-onderzoeksvraag:

- Wat is succes in adviesprojecten?
- In hoeverre wordt succes beïnvloed door: de resultaten en de uitvoering van een adviesproject, de klant, de adviseur, de context en de klant-adviseur relatie?
- In hoeverre worden adviesprojecten beïnvloed door klanten?
- In hoeverre worden adviesprojecten beïnvloed door adviseurs?
- In hoeverre worden adviesprojecten beïnvloed door de context?
- In hoeverre worden adviesprojecten beïnvloed door de klant-adviseur relatie?

Methodologie

Een kwantitatieve alsmede een kwalitatieve onderzoeksaanpak is gebruikt om antwoorden te vinden op de onderzoeksvragen. Een cross-sectioneel onderzoeksdesign is toegepast waarin zowel vragenlijsten zijn ingezet als semi-structureerde interviews zijn gehouden om de benodigde data van zowel de klanten als de adviseurs, in retrospectief, te onttrekken. 392 respondenten hebben een online vragenlijst volledig ingevuld. Deze respondenten zijn verspreid over 140 adviesprojecten. Van elk adviesproject is data verkregen van ten minste één adviseur en één klantvertegenwoordiger, welke meestal de opdrachtgever is. Factor analyses zijn uitgevoerd om de kwantitatieve data te reduceren. Vervolgens zijn multilevel-analyses uitgevoerd om de effecten tussen de variabelen te achterhalen. Als een soort van 'second opinion', zijn er ook regressieanalyses uitgevoerd om de gevonden resultaten van de multilevel-analyses te verifiëren. Daarnaast zijn er ANOVA-analyses uitgevoerd om significante verschillen te vinden tussen bijvoorbeeld de jaartallen waarin een adviesproject beëindigd is en tussen de verschillende type adviesprojecten. Vervolgens zijn er vijf adviesprojecten geselecteerd die afwijken van de resultaten van de kwantitatieve analyses dan wel de kwantitatieve analyses confirmeren. Bij elke case, zijn de betrokken respondenten apart geïnterviewd om te achterhalen waarom de desbetreffende case afwijkt dan wel de bevindingen bevestigd en hoe dat het adviesproject heeft beïnvloed. Quotes van de respondenten zijn gebruikt om de mechanismen achter de gevonden effecten te illustreren.

Bevindingen

Dit onderzoek heeft op theoretische en logische wijze beargumenteerd dat het succes van adviesprojecten synoniem is aan de gepercipieerde tevredenheid van zowel de klant als de adviseur. De mate van succes wordt bepaald door de mate waarin er verbeteringen binnen de klantorganisatie zijn gerealiseerd door een adviesproject. Daarnaast wordt de mate van succes bepaald door de mate waarin de vooraf afgesproken afspraken zijn nagekomen tijdens en na een adviesproject. Dit zijn zogenaamde 'assessment factoren' die iets zeggen over de executie en resultaten van

adviesprojecten. Het onderzoek toont aan dat succes het sterkst wordt beïnvloed door de mate waarin verbeteringen worden gerealiseerd binnen de klantorganisatie door een adviesproject. Dit wil zeggen dat wanneer er veel verbeteringen worden gerealiseerd binnen de klantorganisatie door een adviesproject, zoals het verbeteren van de efficiëntie, meer consensus over een bepaald onderwerp, effectievere samenwerkingen etc., des te succesvoller het adviesproject wordt gepercipieerd. Hetzelfde geldt voor het nakomen van de vooraf gemaakte afspraken. Dus te meer de formele afspraken zoals het blijven binnen het budget, het halen van de planning, voldoen aan de opdracht, het doen wat afgesproken is etc., zijn nagekomen aan het eind van een adviesproject, des te succesvoller het adviesproject wordt beschouwd. Dit verklaart waarom bepaalde adviesprojecten succesvoller worden bevonden dan andere projecten.

Het realiseren van verbeteringen en het nakomen van afspraken wordt weer beïnvloed door andere factoren. Vanuit het klantperspectief blijkt dat de ‘persoonlijke belangen’ van de klant, de realisatie van de verbeteringen sterk beïnvloeden. Hoe meer persoonlijke voordelen het adviesproject voor de klantleden van het projectteam oplevert, des te groter de kans dat de verbeteringen worden gerealiseerd dankzij het adviesproject. Vanuit het adviseursperspectief blijkt dat de basiscompetenties van een adviseur, als zijnde het geaggregeerde construct ‘skills’, het realiseren van de verbeteringen en het nakomen van de afspraken positief beïnvloeden. Dus des te beter de competenties van de betrokken adviseur zijn ontwikkeld, des te groter de kans dat verbeteringen worden gerealiseerd en afspraken worden nagekomen. Vanuit een context perspectief heeft de prioriteit van een adviesproject, de mogelijke kwaliteitsreductie in het resultaat en het klantmandaat, invloed op de executie van een adviesproject en de resultaten ervan: (1) des te hoger de prioriteit van een adviesproject binnen een klantorganisatie, des te groter de kans dat er verbeteringen worden gerealiseerd binnen de klantorganisatie door het adviesproject; (2) hoe minder concessies er worden gedaan in het proces of de resultaten van een adviesproject, des te groter de kans dat de vooraf afgesproken afspraken nagekomen worden tijdens en aan het eind van een adviesproject; (3) wanneer de klant een sterk mandaat heeft om de benodigde beslissingen te kunnen nemen, dan is de kans groter dat verbeteringen worden gerealiseerd en dat de afspraken worden nagekomen.

Dit onderzoek laat tevens zien dat er ook andere factoren zijn die bijdragen aan het succes van adviesprojecten, maar meer indirect-indirect. Dit wil zeggen, via de factoren zoals hierboven vermeld. Zo beïnvloeden het ‘hogere management support’, de ‘kennis waar de adviseur over beschikt’, de ‘veranderbereidheid’ en het ‘wederzijds vertrouwen’ tussen de klant en de adviseur, het adviesproject. Deze vier factoren beïnvloeden bovengenoemde factoren positief en dragen bij aan het realiseren van de voorgenomen resultaten.

Betreffende de type projecten laat het onderzoek zien dat de verschillen in succes tussen de type projecten, verklaard kunnen worden door de factoren die zijn onderzocht. De mechanismen, zoals hierboven beschreven, zijn van toepassing op de verschillende type projecten waarbij er geen specifieke verschillen zitten tussen de factoren. Daarnaast laat het onderzoek zien dat er geen significante verschillen in succes zitten tussen de verschillende type projecten. Het geeft weer dat het conceptueel model, wat succes verklaart, generiek toepasbaar is.

Toegevoegde waarde

De resultaten van het onderzoek dragen bij aan de hedendaagse praktijk alsmede aan het wetenschappelijk adviesdomein. Betreffende de praktijk geeft het onderzoek bruikbare handvatten die klanten en adviseurs (en hun bureaus) kunnen toepassen om de kans op succes van adviesprojecten te vergroten. Dat maakt het onderzoek praktisch relevant. Gebaseerd op de resultaten zijn er “9 lessons learned” geformuleerd die vaklieden kunnen toepassen in de praktijk. Deze lessen kunnen dus worden gebruikt om het succes van adviesprojecten te vergroten:

1. **Maximaliseer de tevredenheid** van zowel de klant als de adviseur.
2. Het **succes** van adviesprojecten **wordt bepaald door** de mate waarin **verbeteringen** binnen de klantorganisatie zijn gerealiseerd dankzij een adviesproject.
3. Het **succes** van adviesprojecten **wordt bepaald door** de mate waarin er wordt **voldaan aan de opdracht**.
4. Zorg ervoor dat **klantindividuen profiteren van adviesprojecten**.
5. Voer adviesprojecten uit waarin een **adviseur is betrokken met goed ontwikkelde competenties**.
6. Start adviesprojecten enkel wanneer **de betrokken klantleden het benodigde mandaat** hebben om het adviesproject uit te voeren.
7. **Reduceer** op geen enkele wijze **de kwaliteit** van de resultaten... **nooit!**
8. Start adviesprojecten die **een hoge prioriteit** hebben **binnen de klantorganisatie**.
9. Weet dat er **4 elementen** zijn **die, mits aanwezig, adviesprojecten positief beïnvloeden: hoger management support, veranderbereidheid, wederzijds vertrouwen en de kennis waarover een adviseur beschikt**.

Betreffende de wetenschappelijke toegevoegde waarde kan er gezegd worden dat het onderzoek relevant is voor de hedendaagse wetenschap: (1) het is zowel 'adviseur' als 'klant' georiënteerd, wat bijzonder is in de hedendaagse literatuur. De klant wordt vaak buiten beschouwing gelaten en daar waar de klant in de literatuur is opgenomen, is het meestal theoretisch en inductief van aard; (2) het betreft een uitgebreid en empirisch onderzoek, wat bijzonder is, doordat het een complete set aan generieke factoren opneemt zoals succes, de klant, de adviseur, de context, de relatie, de executie en resultaten en de onderlinge relaties tussen deze factoren; (3) het probeert de discussie rondom succes en wat het nu daadwerkelijk is, te beslechten; (4) de onderzoeksvraag vereist een stevig empirisch onderzoek dat succes in verschillende adviesprojecten onderzoekt. Dat maakt deze studie vrij uniek en relevant wanneer het vergeleken wordt met vergelijkbare studies binnen het adviesvak.

Discussie

Er zijn wat beperkingen met betrekking tot het onderzoek, welke in acht moeten worden genomen wanneer de resultaten worden gebruikt:

- Het onderzoek omvat niet alles waar adviseurs mogelijk geïnteresseerd in zijn en beantwoordt niet alle vragen die adviseurs mogelijk hebben wanneer zij over een dergelijke dataset zouden beschikken. De onderzoeker is zich ervan bewust dat meer resultaten kunnen worden gedestilleerd uit de vergaarde data. Maar de intentie van het onderzoek is om een breed perspectief te behouden. Door de scope zijn er keuzes gemaakt wat wel en wat niet te onderzoeken.
- Een tweede beperking betreft de externe validiteit. Dit onderzoek tracht relaties te vinden die generaliseerbaar zijn naar de populatie. Het betreft relaties tussen algemeen bekende factoren binnen adviesprojecten die een belangrijke rol spelen. Alhoewel het onderzoek vele adviesprojecten omhelst, zou het beter zijn om meer adviesprojecten te onderzoeken. Desalniettemin is onderbouwd dat de steekproef groot genoeg is om aan te nemen dat de resultaten van toepassing zijn op een bredere populatie.
- Voorzichtigheid is geboden wanneer lezers de resultaten interpreteren en spreken van enige vorm van causaliteit. Veel relaties en correlaties zijn gevonden tussen de factoren, echter is de causaliteit ambigu.
- De focus van dit onderzoek is primair gericht op het proces van adviesprojecten. De inhoud per adviesproject is marginaal gemeten of beoordeeld door de onderzoeker. Geen inhoudelijke documenten zijn geanalyseerd om bepaalde relaties te ontdekken noch dat er inhoudelijke documenten zijn bestudeerd om te kijken of de juiste beslissingen zijn genomen. De inhoud is enkel beoordeeld door de respondenten, door middel van vragenlijsten en interviews.
- De onderzoeker is zich er tevens van bewust dat respondenten een veranderende mening kunnen hebben gedurende een adviesproject. Hierdoor kunnen respondenten problemen hebben wanneer zij een adviesproject uiteindelijk moeten beoordelen omdat ze er mogelijk op bepaalde momenten anders over denken. Deze dynamiek is moeilijk te onderzoeken met de aanpak die voor dit onderzoek gekozen is.

1. Getting familiar with the consultancy profession

It is plausible that management-like or consultancy-like practices are executed for many centuries. But management theory and research on modern consultancy are of a more recent vintage. A brief glimpse at the corporate landscape suggests that consultants are widely spread and represented around the world. A significant number of organizations seek guidance in today's dynamic and complex business environment. Given the financial figures regarding the consultancy industry (Kennedy Consulting Research, 2010), consultancy has become a profession and a business that can no longer be neglected. However, as it has grown over the last decades, the flaws of consultancy have come to light as well. This paradox between the growth and the flaws of consultancy is the reason why this study is conducted.

To understand the notion of 'consultancy', this chapter describes the characteristics of the profession and the scope of this dissertation. It starts with defining what 'consultant', 'consulting', a 'consulting project' and a 'client' mean. Afterwards, the characteristics of the profession are discussed, such as the consultancy process, consulting interventions, differences in the profession, and an explanation of the growth of the consultancy market. This gives an insight into the dynamics of the profession, which leads to the motive of the dissertation.

1.1 "Consultant", "Advisor", "Consulting", "Client", "Consulting project": What is in the name and definition?

In today's literature, numerous definitions are given that try to grasp the profession of consultants, as we know it today. For instance, Kumar, Simon & Kimberley (2000), Appelbaum & Steed (2005), Kubr (2002), De Caluwé & Reitsma (2010), and Buono (2009) all give an insight or an overview of many definitions that exist of management consulting and management consultants. This variety seems to imply that it is difficult to define the consultancy profession. One reason for this is that there are many synonyms and different types of consultants. Kubr (2002) defines management consulting as: "(Management) Consulting is an independent professional advisory service assisting managers and organizations to achieve organizational purposes and objectives by solving management and business problems, identifying and seizing new opportunities, enhancing learning and implementing changes" (p. 10). His definition does not include important elements such as the relationship between the consultant and the client or what the consultant actually provides. Some practitioners adopt a broader perspective by naming themselves business consultants or organizational consultants instead of management consultants. They state that a consultant's scope goes further than advising the management about a certain problem. To explain what the terms 'management consultant', 'business consultant', 'advisor', 'consulting' and so on mean, the characteristics of the consultant are examined. Kubr (2002) states that a consultant holds the following characteristics:

- He/she adds value by transferring knowledge;
- Besides advising, he/she also provides assistance in the process if needed;
- He/she is independent;
- He/she provides a temporary service;
- He/she has to charge a fee for all the work done for clients. Consulting is a business.

De Caluwé & Reitsma (2010) have additional characteristics of the consultant:

- He/she has no formal authorities in the client's organization to make decisions;
- At the start, the engagement between the client and the consultant is based on a mutual voluntary relationship;
- He/she helps the client with the transformation process which is different from 'outsourcing' or selling standardized products or services;
- He/she fulfills a professional service, based on specific knowledge and skills.

If these characteristics are included into the definition of Kubr (2002), the following definition can be constructed: "(Management) consulting is an independent professional advisory service assisting managers and organizations on a mutual voluntary basis to achieve organizational purposes and objectives by solving management and business problems, identifying and seizing new opportunities, enhancing learning and implementing changes, and guiding the transformation process where the consultant has no formal authority within the client's organization". Ciampi (2009) has an addition to this definition. He states that consultants provide an advisory service assisting managers, but that the advice the consultants give is nothing more than an opinion of an external party. Although it may be an independent and objective opinion, Ciampi (2009) argues that it does not mean that the advice given is an 'absolute truth' that will solve the problem.

If this addition is included in the definition given above, the following definition can be constructed:

“(Management) consulting (or consultancy) is an independent professional advisory service assisting managers and organizations on a mutual voluntary basis to achieve organizational purpose and objective by providing an independent and objective opinion in order to solve management and business problems, identifying and seizing new opportunities, enhancing learning, implementing changes, and guiding the transformation process where the consultant has no formal authority within the client’s organization”

This definition highlights the characteristics of the management consultancy profession as described by Kubr, Ciampi, and De Caluwé & Reitsma. It states that there is an engagement between a client and an external party, in this case external consultants, where the external party provides a service activity towards the client. For further notice, when the term ‘client’ is used, it refers to an individual, a work group, a department or a whole organization. The client is the one that receives the advice and the entity the consultant tries to influence without possessing direct influence (Block, 2001). The definition is similar to the ones provided by the International Council of Management Consultancy Institutes (ICMCI) and the ‘Orde van Organisatiekundigen en –adviseurs’ (Ooa; a Dutch council for individual consultants). The definition of management consultancy can be translated to the individual:

“A (management) consultant is an external independent professional who provides an advisory service assisting managers and organizations on a mutual voluntary basis to achieve organizational purpose and objective by providing an independent and objective opinion in order to solve management and business problems, identifying and seizing new opportunities, enhancing learning and implementing changes, and guiding the transformation process where he or she has no formal authority within the client’s organization”

One reason why managers are explicitly mentioned in the definitions provided above is that they are most likely to be the individuals that hire external consultants. It is assumed that the assignments consultants get from the managers, involve high-level issues that require a certain mandate of the individuals within the client’s organization. This mandate is mostly sited at the managerial level in the client organization. It explains why the term ‘management’ is often used in front of the words ‘consultant’ and ‘consulting’, but it should not imply that the external consultants only deal with managers during the entire engagement. For the purposes of this study, the temporary voluntary engagement between the client and the external party will from now on be expressed as a ‘consulting project’.

A consulting project is defined as a commitment of an external consultant towards the client to provide opinions and recommendations in order to enable the client to identify and solve entrepreneurial problems. It is a one-time, finite activity. It is a temporary project, with a beginning and an end, in which a set of interrelated activities is executed over time (i.e. consulting process) in order to achieve the predetermined goals with defined resources, such as manpower. As a temporary professional service, the consultant tries to influence the behavior of the client system towards a desired outcome from his or her own perspective, possibly based on certain observations and analyses. The consultant produces advice, puts a certain change in motion and/or implements the proposal or a range of ideas. A consulting project is not the same as a client consulting engagement. A client consulting engagement refers to an ongoing relationship between the client and a consultant and may include multiple consulting projects.

Consulting projects may differ from one to another because the nature of the problems, demand different settings and approaches. Schein (1997, pg. 202) defines seven levels of problems that the consultant and the client can deal with. These problems, or a part of these problems, are always present in a consulting project:

- (1) Individual level - “This can be thought of as the “intrapyschic” issues that a given person brings to the helping relationship”;
- (2) Inter-personal level - “This refers to problems or issues that pertain to the relationship between the individual and other members of the organization of client system”;
- (3) Face-to-face group level - “This level shifts to problems or issues that are lodged in how a group or team functions *as a group*”;

- (4) Inter-group level - “This level focuses on problems or issues that derive from the way in which groups, teams, departments, and other kinds of organizational units relate to each other and coordinate their work on behalf of the organization or larger client system.”;
- (5) Organizational level - “This level pertains to problems or issues that concern the mission, strategy, and total welfare of the whole client system whether that be a family unit, a department, an organization, or a whole community.”;
- (6) Interorganizational level - “This level pertains to the coordination, collaboration, and alignment issues that arise as total organizational or community units begin to form consortia or interorganizational networks.”;
- (7) Larger system level - “This level pertains to problems or issues that involve the wider community or society where the consultant may be working with social networks, organizational sets, or community groups on issues pertaining to the health of larger systems, even the planet in the case of environmentally oriented projects.”

Now that consulting/consultancy, consultant, client, and consulting projects are defined, the process of a consulting project will be discussed. It clarifies the phases consulting projects proceed through.

1.2 A closer look at the process within a consulting project

There are different ways, e.g. client perspective or consultant perspective, that could be used to look at the process of a consulting project. Kubr (2002) uses a more neutral perspective to describe the processes within a consulting project. He describes the process in 5 steps, namely: (1) entry; (2) diagnoses; (3) action planning; (4) implementation; (5) termination. A schematic overview of the process steps of Kubr (2002) is presented below.

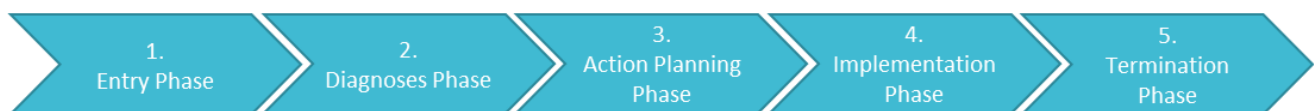


Figure 1: Schematic overview of the consultancy process according to Kubr (2002)

Cummings & Worley (2005) use a similar model for the consultancy process, which supports the model of Kubr: (1) entering and contracting; (2) diagnosing; (3) planning and implementing change; (4) evaluating and institutionalizing change. They relate the consultancy process to ‘change’ or change management. Wright & Kitay (2002) also speak of the term ‘change’. This is due to the fact that the work of consultants is mostly accompanied by change efforts within the client’s organization. Consultancy processes often result in a (planned) change within the client’s organization. Some practitioners and researchers also call consultants ‘change-agents’, because the advice provided by them, mostly lead to implementing changes in the organization, under the guidance of consultants.

Following the explanation of Kubr (2002) about the consultancy process, the consultants start working with the client according in the entry phase. The first contacts are established here. Preliminary problem diagnosis is executed to get an overview of the situation and the problem. Assignment plans as well as assignment proposals will be drawn up to present to the client in order to reach consensus about what has to be done. After the client gives approval, a consultancy contract will be drafted where formal, as well as informal agreements, are noted: for example, budget, timeframe, scope, communication procedures and so on.

Next is the diagnostic phase. An in-depth diagnosis or analysis of the problem and purpose is executed here. This is mainly based on fact finding, fact analysis and synthesis. The diagnosis of the problem and the purpose describe the boundaries of the executed activities. The results of the diagnostic phase are synthesized and conclusions are drawn so that feedback can be given to the client. A part of the feedback is a plan on how action proposals will be found in order to solve the problems and achieve the objectives.

The third phase is the action planning. During this phase, solutions are developed that are considered to solve the problem at hand. Mostly, alternatives are developed in case the main solution fails. Solutions and alternatives are evaluated for any shortcomings, after which adjustments are made. Proposals will be presented towards the client to obtain an agreement or an approval on a certain path to follow. A part of such a proposal is an action plan, where paths for implementing changes and actions for making the client ready to change are drawn.

The fourth phase is the implementation phase. Kubr (2002) estimates that only 30 to 50 percent of consultancy assignments include implementation. He states that a consultancy assignment often ends with a report or a slide show

where the proposal and the action plan are presented. Kubr continues to argue that although an advice may sound very logical and profound, it often disappears under the weight of documentation. Several reasons can be given why this is happening in daily practice. One common reason is that the client does not consider the advice as a guarantee of success. There might be other liabilities that need to be considered as well. As a result, the know-how within the client organization of what to do next with the advice is missing. That is why clients prefer consultants to help them to realize the proposal. Consultants are requested to assist the client with the implementation. Therefore, the number of projects that are carried out without implementation (as stated by Kubr (2002)) is currently decreasing. During the implementation phase, adjustments might be made to fine-tune the proposals as advised in the previous phase. Clients will be trained or re-educated if necessary in order to function well in the new environment due to the changes made. The fifth and final phase is the termination phase. This includes several activities. The consultant and the client carry out an evaluation first. A final report or slide show is constructed as a result of the evaluation. The last important focus points are mentioned as well as the follow-up plans. Commitment is needed to realize this phase. After these activities, negotiations between the client and the consultants are carried out to agree on a possible future collaboration or to end the collaboration. Once these activities are completed, the consultancy assignment is completed by mutual agreement.

The consultancy process normally follows a linear and sequential approach in a consulting project as presented in figure 1. In practice, it is often an iterative process. The process suggests that each phase is equally important. But when a consulting project starts off in a wrong way, it causes certain gaps and shortcomings in the following phases (Ainsworth, 2010). In that case, the consultant or client has to intervene and redo a previous phase.

As stated in the previous section, a consulting project includes a process in which a set of interrelated activities are executed by the client and the consultant over time. These activities can be divided into two categories; namely 'interventions' and 'various'. The 'various' category could be specified in more detail, but the topic of interest here is 'interventions'. An intervention is a planned change activity or a series of planned change activities to help increase the effectiveness of the organization (De Caluwé & Reitsma, 2010). Without interventions, it is impossible to realize a consulting project. Because the consultancy profession is based on interventions, a description of interventions is presented in the following section.

1.3 Interventions: the core of consultant activities

An intervention has been defined in many ways by several authors, but most definitions share a common note regarding interventions. An intervention can be very simple or very large. For instance, a simple intervention might be when a consultant sends an e-mail to his or her client. A large intervention could be when a consultant intervenes in the national rules of redundancy. The definition provided by De Caluwé & Reitsma (2010) is followed in this study "an intervention is a planned change activity or a series of planned change activities to help increase the effectiveness of the organization" (p. 61). Their definition covers each type of intervention. Some explanation may clarify this definition:

- An intervention may involve a single activity or a series of activities. E.g. a single activity could be a training day that is provided by a consultant to train the client members to fulfill a specific task in the near future. Or it can be a personal development program where several interventions take place in order to achieve personal objectives.
- Interventions are planned; this means that the consultant consciously tries to influence the client organization towards taking a desired direction. Although a consultant cannot predict or guarantee what a certain intervention can cause, he or she does the intervention to cause certain reactions.
- The aimed outcome of interventions is to increase effectiveness. Some interventions contribute in a minimal way, others in a large way. E.g. sometimes it is about creating awareness of a certain problem, and at other times it is about unlearning certain behavior or unlearning certain habits/routines.
- The word 'help' is mentioned because an invention can be direct (guiding) or assisting. Communicating about a certain training is an assisting intervention. The training itself is the direct intervention.

An intervention is a task-oriented activity engaged by organizational units or individuals (Geurts, Altena & Geluk, 2006). An intervention is almost always a certain form of providing services where co-production between an assisting

professional and a client system occurs (Geurts et al., 2006). Therefore, in this context, it is a conscious activity performed by consultants to accomplish change. As such, interventions are the core of a consulting project. During a consulting project, interventions are mostly carried out by the consultants. But the client can execute interventions as well. For instance, principals could send out a message within the client organization that states that employees are requested to cooperate with the external consultants in order to help the organization.

Interventions take place in a wide range of consulting projects executed by different consultancies and consultants. These differences between the types of consultancies and consultants can be: internally and externally related, content related, or industry related. This will be discussed in the following sections.

1.4 The differences within the consultancy profession

The global market consists of multiple sectors/industries and specific knowledge domains. Each sector and knowledge domain is and can be serviced by consultants, which requires specific knowledge and expertise per sector and domain. To service these sectors and domains, a broad range of consulting activities are needed. This is why the consultancy industry is diversified and why many different types of consultancies exist, ranging from full-service consultancies that provide consultancy services to all the sectors and domains all over the world to the more specific consultancies that target a specific sector and/or knowledge domain. Both extremes have their advantages. An advantage of large full-service consultancy firms is to provide a total service towards the client, from strategy consultancy to program and project management, in which the proposals are implemented. This can be executed without the interference of other (external) parties. As a result, in-house knowledge of the client is utilized to its fullest. An advantage of smaller and specialized consultancy firms is their expertise on a certain sector and/or knowledge domain that could be utilized to deliver excellent advice. Specialization occurs in different knowledge domains such as strategy, information technology [IT], finance, human resources [HR], operations and so on. However, specialization also occurs in different sectors such as the non-profit sector, health sector, automotive sector and so on. Well-known examples are the so-called 'top-tier' consultancy firms like McKinsey, BCG, and Bain. They are known for their expertise and high quality services in strategy assignments. Most consultancies focus on multiple sectors and knowledge domains.

Another difference in the consultancy profession is between an external consultant and an internal consultant. Although this study focuses on external consultants, i.e. the consultant from outside the client organization who is hired on a temporary basis to execute a certain advisory assignment, it is important to understand the differences between these two types of consultants. Although the basic work of both types of consultants is similar, De Caluwé & Reitsma (2010) state that there are two aspects where an external consultant differs from an internal consultant, namely:

- The internal consultant is not independent of the organization;
- The internal consultant possesses more, direct knowledge about the organization.

Block (2001) has an additional difference between an external and an internal consultant. He states that internal consultants often do not have a choice about whether to execute a certain project: they are obligated to carry out the assigned project. External consultants however, have a choice whether or not they want to execute a project. Block argues that, as a result, internal consultants are more often exposed to higher risk projects. The higher risk is a result of non-avoidance of projects with too many possibly insuperable obstacles.

Over the last decades, the consultancy profession has gained substantial popularity. The demand for consultancy services has continued growing and more consultancy firms have entered the market, which has resulted in a diversified consultancy market and profession as stated above. The history and the emergence of the (Dutch) consultancy market explains how the market has grown into the diversified state we recognize today. This will be discussed in the following section.

1.5 The origin of the consultancy profession and the development of the consultancy market

There is an ongoing debate on where the roots of management consultancy lie. Some authors claim that the management consultancy profession is derived from the work of Frederick W. Taylor (Lepore, 2009). He was a mechanical engineer in the late 19th century, who sought to improve efficiency in industrial processes. He believed that industrial management practices were amateurish and that they should be defined as a scientific discipline. Work methods based on rules-of-

thumb should be replaced by those based on scientific studies. Employees should be selected, trained, and developed scientifically. Managers should apply scientific management principles that would lead to detailed instructions, planning and supervision of each worker. His approach was called 'taylorism' and is the basis of scientific management theory as we know it today. It was a 'one best way' system where he had precise ideas about how to introduce it. He saw a chance to benefit from it and managed convinced organizations to hire him. He scientifically monitored the workers for a while, wrote a report about it and invoiced the organization that hired him. From this point on, some authors believe that the world of management consultancy was born (Lepore, 2009). More pioneers started to get themselves hired by organizations and applied their expertise.

Other authors claim that Taylor was not the founder of the management consultancy profession (Gross & Poor, 2008; Gross, Poor & Roberson, 2004; McKenna, 1995; 2006). They state that the work of Taylor is not comparable with the profession of management consultancy as we know it today. Taylor had a single best way, for every organization, to run things. McKenna (1995) says that management consulting is more than ordering workers what to do and how to do it in one single, defined way. Management consulting is found to be more comprehensive. None of the 'taylorist' firms survived into the 1930s. A management consultant seeks to improve an organization's market position in the long run (McKenna, 1995). The first pioneer starting as a 'pure' management consultant was Arthur Little in 1886 (Gross & Poor, 2008; Gross et al., 2004). Although he focused on technology and engineering economics, he successfully improved an organization's market position in the long term. From 1904, he and his firm moved into administrative advisory services. From that point on, he is marked as the pioneer of the management consulting profession by some authors. As such, it is safe to conclude the origins of modern management consulting are in the early 20th century (Gross & Poor, 2008; Gross et al., 2004; McKenna, 1995; 2006).

George Touche, William Deloitte and Arthur Young each started their own advising practice after 1900 in the same way as Arthur Little. All pioneers shifted from their core practices to advisory practices. Where Arthur Little held strong technical-managerial knowledge, the other players possessed strong tax- and financial-managerial knowledge. The appearance of Edwin Booze in 1914 and James McKinsey and Andrew Kearney in 1920 made the management consulting profession a core practice of their firms. They started by offering accounting, financial, strategic, and operational assistance to large organizations. They were not restricted by the specific knowledge possessed, like Deloitte or Arthur D. Little, because they could assist large organizations on several assignments concerning different topics. The names of these 'true' management consultants have survived to this day in company names like McKinsey & Company, Booz Allen Hamilton and A.T. Kearney. After the management consulting profession experienced large growth in the early 20th century, a further similar growth took place in the 1960-1990 period (Gross & Poor, 2008). Companies like the Boston Consulting Group, Bain & Company and the Monitor Group established a solid position in the management consulting industry. At the end of the 20th century, giant technology firms diversified into management consulting firms as well (Gross & Poor, 2008). Three of the big four, Ernst & Young, Price Waterhouse Cooper and KPMG spun off their consultancy practices and sold it to giant technology firms like Capgemini and Atos Origin.

The seventies and the nineties were the 'golden years' for the consultancy market: the global market grew at 14,1% per year based on the compounded annual growth rate (CAGR). The total value of the consultancy market was estimated at € 149 billion in 2009 by Kennedy Information (2010). Although some continents are saturated or even shrinking due to the economic crisis since 2008, other continents are 'emerging', as countries like China, Brazil, India, and Russia demand more consulting services. Kennedy Information divides the consultancy market in 6 segments namely strategy, operations, finance, HR, IT, and FAS. FAS stands for 'financial advisory services', which is different to 'financial management consultancy' (finance). Based on the data of 2012 from Kennedy Information, strategy consulting represents 12% of the consultancy market. IT represents 20% of the total consultancy market. Operations represents 26%, finance represents 5%, HR consulting represents 12%, and FAS represents 25%.

This brief summary of the history of global management consultancy shows that the global consultancy market is growing and dynamic rather than static. It also shows that the consultancy market has no sort of 'formal' boundaries or entry requirements to execute the profession or set-up a consultancy firm. The market is not regulated like other markets, such as banking & insurance. The boundaries of consulting activities are minimal. It seems that there is no globally accepted and institutionalized set of requirements that separate certain management consultants from others. There are some

international institutes like the ICMCI (International Council of Management Consulting Institutes) and the FEACO (European Federation of Management Consultancies Associations) that try to regulate the market or maintain a certain quality standard, but these institutes are not globally embraced.

The Dutch consultancy market reflects the global consultancy market. Van der Velden & Wachtmeester (2011) described the origins of the Dutch consultancy market and its development before 2011. Although the Dutch industry had its setbacks due to World War Two, the oil and economic crises, and democratization, it has always benefitted from such events. The Dutch market began to evolve in the beginning of the 20th century. The founding of the firm 'Organisatie Advies Bureau' by Ernst Hijmans and Vincent van Gogh in 1920 is considered as the official beginning of the consulting profession in the Netherlands, but this foundation was merely the outcome of a longer process. Socio-economic developments, such as market behavior, the interests of public authorities, social and technical developments, determined a large part of the demand for consulting services in the beginning of the 20th century. Consulting firms originated from three different areas: accountants, engineers and social scientists. Companies we know today from these three occupational groups are: 'Bakkenist Management consultancy' which originated from the accountant group; 'Berenschot' which originated from the engineering group; and 'GITP' which originated from the social scientists group. In the 1960s, the guiding role of the government began to decrease. Economic wealth increased and companies wanted to exploit the growing level of prosperity. Management concepts like corporate strategy by Ansoff (in 1965) became popular and the demand for consulting services increased drastically. The consulting market underwent steep growth in the following years. Other markets were also developing where consulting firms began to specialize. This difference in focus relating to a certain industry is yet another reason why there are so many consultants and consulting firms. In 1964, McKinsey & Co established itself as the first US agency in the Netherlands. Soon afterwards, other foreign players followed McKinsey & Co, such as Ordina (in 1973), Logica (in 1969), Arthur D. Little (in 1969), and A.T. Kearney (in 1977). It was not only the foreign players who contributed to this growth in the number of consulting firms, but also the Dutch players contributing to this growth like Twynstra & Gudde (in 1970) and Boer & Croon (in 1973). Although the consulting industry had its setbacks in which the growth of the consulting industry stagnated, there was always a reason for companies to hire consultants. For example, when a company had to carry out heavy redundancies due to an economic recession, they asked consultants to analyze what to do and how to do this. The number of consultants grew from approximately 11.000-12.000 in 1993 to almost 90.000 in 2009. Unfortunately, no official statistics regarding the number of consultants were registered before this period, but it shows how fast the industry was and still is growing. The big four, i.e. Deloitte, KPMG, PwC, and Ernst & Young, played a significant role in the 21st century. Due to major scandals, three of the four disposed their consulting services from their core activities and were bought by major players like IBM (PwC), and Capgemini (E&Y). KPMG advisory continued under the name BearingPoint, where the Dutch practice became ATOS Consulting. Nolan Norton subsequently originated from ATOS Consulting. Deloitte bought the Dutch practice of Arthur Andersen, which continued under the name Accenture after the withdrawal from the rest of the world. 'AT Osborne' and 'Ten Have Change management' originated from Berenschot and Bakkenist Management Consultants established itself again in 2009, where it was bought by Deloitte in 1998. More developments can be mentioned, but it is made clear that the Dutch consulting market is dynamic. With an average of six consultants per thousand client employees, the Dutch consultancy market is one of the most pervasive consultancy markets in the world.

1.6 Summary

This chapter explained what the terms consultant, consulting, client, consulting project, and intervention mean. It stated that a consulting/consulting project often consists of five phases that form the consulting process within a consulting project. Within a consulting project, consultants execute multiple interventions in order to influence a client organization and achieve the predetermined objectives. Consultants and consulting projects occur in many different forms, due to rapid growth in the profession over the last century. The growth of the consultancy market and attendant setbacks, makes it a dynamic market.

Although companies continue to employ consultants, there are some remarkable pitfalls in the profession and the consultancy market. In fact, these pitfalls are so remarkable that they triggered the researcher to conduct this research and therefore form the basis of this dissertation. These pitfalls will be discussed in the next chapter.

1.7 A bookmark of this dissertation

Having outlined the overall theme, the next chapter will elaborate on the research problem, the goal, the research questions and its relevance. In chapter three, the appropriate literature is determined, theories and concepts are described, and their similarities and differences are pointed out. In addition, the dependent, independent, and intervening variables are specified and the hypotheses used are presented. At the end of this chapter the conceptual model is depicted. Chapter 4 will outline the research methodology employed. The research design is presented and the method for data collection and analyzing the dependent and independent variables is explained. Chapter 5 thru 7 will show the results of the analyses of the collected data. In chapter 8, the research questions will be answered and conclusions will be given based on the hypotheses of this study. Chapter 9 will address the contribution of this study to the literature and today's practice, the limitations of this particular study, and recommendations for future research. Figure 2 presents a graphical bookmark of this dissertation.

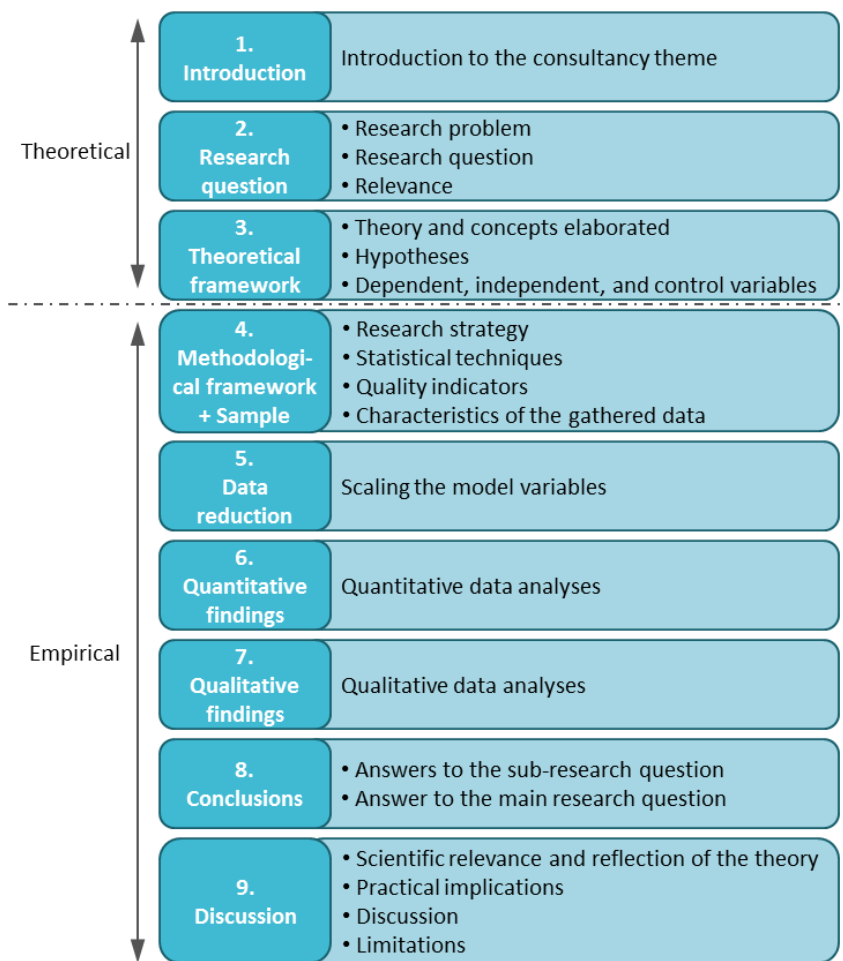


Figure 2: A bookmark of the dissertation

2. The motive for this dissertation

Management consultancy has grown rapidly over the last century. Gross & Poor (2008) state that the market of management consultancy will become more dynamic because of emerging markets, such as India and China. In addition, contingencies such as economic crises cause extra dynamics in the consultancy market. Micklethwait & Wooldridge (1996) claim that management consultancy, as an industry, will grow at twice the rate of the world economy. This is due to companies continuing to employ consultants as an aid to their corporate strategy, HRM, logistics, marketing, project planning and so on. This chapter discusses the reasons why. Then, the down side of this is elaborated. This leads to the pitfalls of the profession that have prompted this research. Subsequently, the actual research subject will be discussed and the question the dissertation is intended to answer will be presented. The chapter ends with a bookmark of the whole dissertation, to show how this dissertation is structured.

2.1 Why clients keep on employing consultants

A brief glimpse at the past consultancy literature and articles shows that there are numerous examples of corporate successes that were achieved with the help of external consultants. This has given the profession the somewhat prestigious reputation that consultancy can solve almost any management difficulties. As Nippa & Petzold (2002) formulate it succinctly: “Consultants are known for being secretive, high-priced, ambitious, hardworking, and consistently successful. Hardly any other profession is simultaneously more prestigious, more envied, more trusted, and more disliked at the same time” (p. 209). Notice that the quotation ends with the fact that consultants are also disliked. Sometimes, client expectations of consultants are not met, in terms of results and advice. Consequently, the fees charged do not correspond with client expectations. Although complaints, such as the one just described, have led to a negative image, organizations continue to employ consultants.

Semadeni (2001) states that the employment of consultants by clients hinges on three underlying factors; namely – uncertainty, time compression, and legitimacy and reputation. The first factor refers to the uncertainty clients feel about being able to achieve coherence in the ‘black box’ of their organization. Clients utilize the expertise of consultants to sort through or analyze the black box, thus providing a level of coherence in otherwise chaotic events. The second factor relates to the resources available to the client to resolve the problem or task. In this context it means that the client does not have the necessary resources, such as managerial or technical talent, nor the time required to build up such resources in order to be in a position to resolve the problem or execute the task without outside help. The third factor refers to legitimacy and reputation, where the client derives social capital or status from employing a prestigious consulting firm. Kam (2004) agrees with this and states that there is a need for legitimacy in order to be able to solve problems. By using consultants, clients can acquire stakeholder support for such initiatives as reorganization, mergers, product development, and diversification.

Werr & Linnarsson (2002) present three main categories of reasons why a client organization hires consultants. The first reason is that consultants see the ‘big picture’. Clients are so caught up in day-to-day activities that they have difficulty seeing the ‘big picture’. Secondly, besides bringing unique expertise of state-of-the-art business practices, clients value consultants for their ability to gain insight, establishing a ‘true’ picture of what is going on in the organization. The natural objectivity that comes with their neutral position bypasses political barriers and hierarchy. Thirdly, consultants are seen as instruments for increasing speed and the level of energy in the client organization. Their personalities, approaches and network help the client to get focused and excited to execute the consulting project. Change processes seem to be carried out more easily because of the higher energy level, as well as through their contribution of available and dedicated resources. Bäcklund & Werr (2004) outline a number of shortcomings on the part of the client, which cause a client to hire a consultant:

- The first shortcoming is that “clients lack sufficient expertise and state-of-the-art knowledge” (p.34);
- Second, “clients are incapable of translating state-of-the-art knowledge to workable/practical solutions” (p.34);
- Third, “clients lack rigorous approaches” (p. 34);
- Fourth, “clients lack objectivity” (p.35);
- The fifth shortcoming is that “clients lack analytical skills and creativity” (p.35).

There are more reasons that might be discussed, but these main categories, plus the shortcomings of the client, illustrate that consultants add value by bringing assets to bear where there is a gap in the client organization. For further reading,

O'Mahoney (2010) and the blogs of Fiona Czerniawska from 'source for consulting' present additional insights of the existence of the consultancy profession.

Consultancy is big business because of its applicability to many different industries and organizational aspects. However, there are still some remarkable notes in this industry, which will be discussed in next section.

2.2 The downside of the consultancy profession

As made clear in the previous section, the consulting industry is growing and is subject to the dynamism of other markets. The growth of the consulting industry leads to the assumption that the majority of consulting projects succeed in the long term. However, there are many projects that 'fail'. Warren (2004) reveals some remarkable facts about the success rate of consulting projects. Studies that examine success rates report roughly 30 percent success. This means that approximately only one in every three consulting projects fulfills the predetermined objectives. No wonder clients are becoming more critical of consultants (Czerniawska, 2003; Williams & Rattray, 2004) and demand lower fees and performance-based compensation arrangements (Buono, 2004). The global economic crisis, in particular in the Dutch market, reinforces this dynamic and supports the observation (Piersma & Kakebeeke, 2013). Piersma & Kakebeeke (2013) state that in today's market, consultancy firms face overcapacity and subsequent price pressure. The revenues of well-established consultancy firms have decreased between 2008 and 2012, with a so-called 'shakeout' taking place in the Dutch consultancy industry. Many consultancy firms could not lower their costs as fast as their revenues declined, could not live up to the expectations of the clients, and saw their customer/assignment portfolio shrinking. As a result, they were forced either to exit the market or be taken over. Other firms chose to merge or ally with other firms. So, a shakeout can be considered as a natural form of separating the wheat from the chaff.

The market faces a difficult period, which will not end in the near future. The more demanding and critical attitude towards consultants seems structural, not temporary, and this forces consultants to face those demands and criticism. Consultants are often perceived as arrogant, inexperienced and unfamiliar with the business (Czerniawska, 2003). Williams & Rattray (2004) also state that consultants are often 'out of touch' and lack realism. As a result, consultants are judged too expensive, as they fail to meet client expectations. The experience of clients who have experienced project failure strongly reinforces the position of critics. When a consulting project fails, clients will often choose the easy path and blame the external consultants for the failure and not themselves. This is a possible reason for the wide range of literature available about what capabilities and characteristics any given consultant must possess to lead a consulting project to a success. Researchers have focused their attention on the consultant shortcomings, since consultants are often blamed for the failure of a consulting project. As a result of all the mentioned setbacks, the literature about consulting is expanding. Consultants are reflecting themselves and seeking the cause of, and remedy for, these setbacks. Researchers are also trying to explain how consultants can reverse the negative trend. It is difficult to find good empirical researches about the shortcomings and contributions of consultants, in spite of the overall volume of literature about these problems (Kumar et al., 2000; Buono, 2009).

Another flaw in the current literature is that it generally lacks a client focus, ignoring the fact that the client has a strong influence in any consulting project (Sturdy, Werr & Buono, 2009). Some authors, such as McLachlin (1999) and Jang & Lee (1998), extensively address the conditions that influence the outcome of a consulting project, including those specific to the client, but their studies are theoretical only. To this day, there is almost no empirical research supporting their theories.

It is also striking that there is no consensus about the definition of success. Most authors do not define the construct "success" for a consulting project. There is an ongoing debate on what 'success' is precisely. It is a question that seems to be unanswered in the current literature. Van Aken (1996) conducted a study in the field of project management, which is comparable and related to that of consulting. He was unable to find any definition of success, so he defined it himself. Consultancy literature has the same deficiency. Seemingly, the impact of a consulting project on a client organization is hard to measure (Wright & Kitay, 2002). Sturdy (2011) critically argued the impact of consultants on management and concluded that general ideas and views about the consultant's impact should be treated with some caution. To this day, there is no solution to this complex issue because measuring consultant impact is difficult (Appelbaum & Steed, 2005; Wright & Kitay, 2002; Armenakis & Burdg, 1988). Davidson, Davidson, Motamedi & Raia (2009) provide several reasons why evaluations tend to be superficial and of marginal interest to both the consultant and the client: "(1) it is difficult to tie consulting results to organizational performance; (2) some changes are difficult to identify and measure; (3) it may be

more comfortable to avoid evaluation because it is a delicate part of the consultant-client relationship; and (4) evaluation requires additional expenditures which neither party is willing to invest” (p. 65). Therefore, most measures today are based on subjective and intangible criteria, such as ‘satisfaction’. There is a growing need for more disciplined, thorough and rigorous evaluation of consulting projects and their outcomes in order to be able to measure ‘success’ (Davidson et al., 2009). Kubr (2002) acknowledged that evaluation phase is the most important part of terminating a consulting project. He states that many consulting projects are never evaluated. These remarkable notes lead to the crux of this study.

2.3 The crux of this research and its relevance

It becomes clear that consulting projects and the interaction between consultants and their clients result in certain outcomes. During a consulting project, both the consultant and the client execute interventions. A consulting project takes place in a specific situation – the context, which is likely to vary from project to project. So far, this dissertation has pointed out several issues that arise from consulting projects. In summary, the following issues will be addressed:

1. Today’s literature mostly focuses on the consultant, rather than the client while a consulting project is carried out by at least two parties. As Venard (2001) concluded, both the consultant and the client share responsibility both for managing the consulting project and its results. Therefore, both the client and the consultant need closer examination, in order to investigate which capabilities influence the outcome of a consulting project. For a better understanding, “capabilities are skills possessed by a consultant and/or client that enables him/her to perform activities” (Hubbard et al. in Kumar et al., 2000, p. 26);
2. Quantitative and (scientific) empirical, generic and representative research or literature about the success of consulting projects and the factors influencing that success is scarce. This will be argued in the theoretical framework;
3. It is hard to identify ‘outcome effectiveness’, or better said the success of any given consulting project, because the methods currently used to define ‘success’ are flawed. This will be argued in the theoretical framework.

This research attempts to address the issues as listed above. Geurts et al. (2006) constructed a model that includes variables within a consulting project, which are relevant in all types of consulting projects. Their model includes: (1) the consultant; (2) the client; (3) the context; (4) the interventions; (5) the effectiveness of the outcome. They hypothesize that the first four variables influence the fifth variable, which helps to explain why any given consulting project might be more or less effective than the other. However, their model is theoretical, which means that it is not yet supported by empirical research. Nonetheless, it tackles issue 1 in the list above. The model could be adjusted in order to assess the model empirically. As a result, issue 2 and 3 can be tackled as well.

The first adjustment that needs to be made is the definition of ‘success’. Geurts et al. (2006) do not discuss what is meant by the ‘effectiveness of the outcome’ precisely. It will be discussed in the following chapter, but it seems that there are two main streams of thought concerning success of consulting projects. This study attempts to come to a conclusion, by explicitly investigating what is meant by success, and how it is influenced by the execution and the outcome of a consulting project.

The second required adjustment is to exclude the ‘interventions’-variable. Geurts et al. describe the intervention variable as an interrelated combination of 4 elements, namely: (1) concept; (2) method; (3) load; (4) operations. All elements are content-related and are therefore situation-dependent, because most consulting projects are unique to a certain degree. It is assumed that it would require an in-depth analysis to understand how these elements are constructed and what their influences are within each consulting project. Researching these elements and the corresponding interventions within a specific consulting project would therefore be a study on its own. In addition, there are numerous interventions that could be executed by the consultant as well as the client (de Caluwé & Reitsma, 2010). Given the time span and the focus of this study, it is not feasible to investigate all kind of interventions and all of their elements in numerous consulting projects, on top of the variables that will be investigated in this study, especially when the aim is to investigate a large amount of, rather than one consulting project. In anticipation of the next chapter, certain content-related elements will be addressed in this study by means of ‘assessment factors’ because the content aspect cannot be neglected. It is evident that when the wrong content is applied, a consulting project will be unsuccessful by definition.

The third adjustment is to include a relationship variable. Many authors have highlighted the importance of the client-consultant relationship to consulting success and the change process often related to it (Buono, Jamieson, Sorensen & Yaeger, 2010). It is a phenomenon that can be highly effective during a consulting project (Maister, Green & Galford,

2002; Schein, 1999). A relationship can differ per project and is a phenomenon that could explain why a project is successful as stated by Maister et al. (2002). Therefore, it is included as a variable in this study.

In summary, it is argued that it is interesting to investigate how success is influenced by the outcome of a consulting project and how the outcome in turn is influenced by the client factor, the consultant factor, the context factor, and the relationship factor. To maintain its generic character and its representativeness, it is interesting to investigate these influences over a variety of consulting projects. Although a variety of consulting projects will be analyzed, it is important to compare the consulting projects within the same set of conditions. Otherwise, it would be like comparing apples with oranges. As a consequence, this study will use specific selection criteria during the data collection phase and set a 'control' for the type of consulting projects. To put it in a broader perspective, it is interesting to investigate why certain projects are more successful than others, given the factors that might influence success. Therefore, this study tries to explain why certain consulting projects, under the same circumstances, are more successful than others. What this study does not try to do is to explain why a particular project failed over time or why a particular project succeeded over time. To put this into a clear-cut research question, the following research question is constructed:

“Why are certain consulting projects more successful than others under the same circumstances?”

This study has similar characteristics to the contingency theory as described by Donaldson (2005) and Lewin, Weigelt & Emery (2004). The execution and the outcome of a consulting project are influenced by certain contingencies such as the client, the consultant, the context and the relationship. Thus the task is to identify to what extent these contingency factors influence the outcome. In other words, this study is looking for an effective structure for consulting projects to fit to these contingency factors. Figure 3 is a schematic and abstract overview of the conceptual model/structure and a schematic reflection of what is discussed above, that will be analyzed in this research. This model includes the variables that seem relevant to every type of consulting project. It is a model that might explain why certain consulting projects are more successful than others.

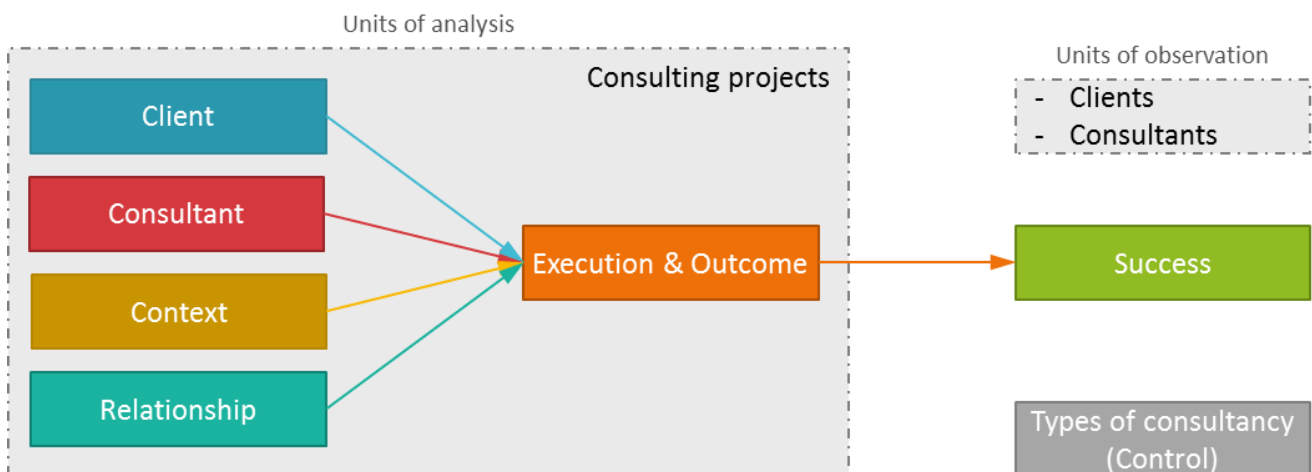


Figure 3: An overview of the conceptual model that will be used in this research

Since the research question is broad, several sub-questions are formulated that can be combined in order to answer the main research question. The following sub-questions can be derived, from the abstract model, which support the main research question:

-
- a) *What is consulting success?*

 - b) *To what extent do the process and outcome, the client, the consultant, the context, and the client-consultant relationship influence consulting success?*

 - c) *To what extent do clients influence consulting projects?*

 - d) *To what extent do consultants influence consulting projects?*

 - e) *To what extent does the context influence consulting projects?*

 - f) *To what extent does the client-consultant relationship influence consulting projects?*
-

The next chapter elaborates on these sub-questions. The meaning of each of the factors and how they influence each other will be discussed, from a hypothetical point of view.

Given the abstract model and the formulated issues it tackles, it can be stated that this research is relevant for today's literature. Firstly, this study is client-focused. This study empirically tests client contributions to success, as Jang & Lee (1998) and McLachlin (1999) theorized. Studies of this topic are rare. The client is often not investigated and the existing literature regarding this specific topic is mostly theoretical and inductive. Secondly, this study is an empirical study and contains a dominant quantitative component. It includes a complete range of uniform factors such as success, the client, the consultant, the context, the relationship, the outcome, and their underlying relationships. Such studies are not common in existing consultancy literature. In addition, most studies do not measure or define success. Thirdly, Van Aken (1996) settled the debate about the nature of 'success', which could be helpful in this study; namely that perceived satisfaction is the central and overall indicator of success. If his findings are also applicable to the consulting context, it settles the debate about success in this context as well, since project management bears many similarities to consulting. Therefore, his findings are tested through application to consulting. Fourthly, the research question demands a firm empirical investigation of success in various consulting projects. There are a few studies that contain such a large sample. That makes this research rather unique in the field of consultancy. Furthermore, this study gives an insight in what a client and a consultant can do to make a consulting project a success. It reveals how the factors are related to each other and how they influence each other. This makes this research also practically relevant.

3. Theoretical framework – Specifying the conceptual model

This chapter details the theoretical foundation of this study, highlighting the essential elements in the current literature that draw up the theoretical framework, which is empirically tested in the following chapters. This chapter is built up as followed: First, we discuss the success of a consulting project. Since success is the most abstract variable, a concrete clarification will be given to elucidate and define the success of a consulting project. Second, the outcome of the consulting projects is discussed. Afterwards, the predictors that influence the outcome are discussed, as presented in figure 2. Then, we will discuss the variables associated with such topics as ‘success’, ‘the client’, ‘the consultant’, and so on. Hypotheses will be drawn up after each variable, which reflect the mechanism of the possible effects between the independent variables, intervening variables, and the dependent variable. At the end of this chapter, a conceptual model will be presented, which is a schematic overview of the study.

3.1 Defining the success of a consulting project

A thorough scan of the available literature makes it clear that it is hard to measure the success of a consulting project and that there are challenges that must be faced in order to do so. In order to measure it, the first challenge is to construct a good definition of ‘success’. A good, clear definition of ‘success’ simplifies the process of researching the topic, because it gives the researcher a focus on what to measure. Van Aken’s (1996) dissertation states that no author is capable of providing a good, clear-cut and operational definition for project success. Van Aken did an extensive study, which originates from 1996, to construct a comprehensive definition of success. He searched 1.111 articles to look for a definition of project success. He found that there are many authors that give factors or criteria for success, but that no author defines what success actually is. The same counts for today’s consultancy literature. Numerous articles and books have been searched, ranging from the year 1963 to today. It becomes clear that defining success has its difficulties and that very few authors are willing to take the ‘risk’ of defining success. Instead, many authors emphasize the criteria of failure, which means that the client in the organization does not execute the advice given by the management consultants or that the project is put on hold. This reflects the difficulty of constructing a proper definition of what success of a consulting project actually is. If success is defined, the second challenge in measuring success is to know how to measure it. To give sound statements about the success of a certain consulting project, it is important that success is gauged by certain indicators that characterize success. These indicators are called ‘criteria’ in today’s literature. There seem to be some difficulties in selecting the right criteria. Armenakis & Burdick (1988) acknowledge that there are criteria problems in determining the success of consultation efforts. They state that most criteria are based on general accepted measures of satisfaction, leadership and group process. “Commonly accepted criteria such as profitability and productivity are often not applicable to consultation programs” (Armenakis & Burdick, 1988, p. 342). Wright & Kitay (2002, p. 275) give three reasons why it is not easy to measure success and what is done within a consulting project: First, it is “intangible”. Second, “there are too many changes happening at once to isolate the effects of any one change”. Third, “the change involves a long time frame and the effects are not immediately apparent”. There is a need to have a more robust form of evaluation than ‘it felt good, so it must have worked’ (Wright & Kitay, 2002). But this leads to the problem Quinn & Rohrbaugh (1983) address in their study to construct a model of effectiveness criteria. They constructed a model made up of very different concepts. Critics say that there is no way to combine the different concepts into a single dependent variable because the concepts do not measure effectiveness. More recently, Appelbaum & Steed (2005) attempted to measure success of a consultation process in a more robust way. Unfortunately, their study reflects the struggle to measure success again. The limitation of their study was that the findings only reflect the employee’s subjective perception of project success and outcome. Only general accepted measures were included, while no attempts were made to include objective measures.

As a first challenge, a clear-cut and operational definition must first be constructed, in order to measure the success of a consulting project. To define success, this study relies on Van Aken’s dissertation (1996). To justify the use of Van Aken’s work in a management consulting context, a short clarification will be given. Although Van Aken focused on project management, there are many similarities between the project management context and the management consulting context. A management project is defined as a complete set of activities, executed in order to achieve goals, with a begin and an end, using restricted resources and manpower, with an explicit principal, and is mostly carried out only once (Van Aken, 2009). A consulting engagement is also a temporary project, with a beginning and an end, where a set of activities is executed in order to achieve the predetermined goals with restricted resources and manpower. Since a client hires an

external consultant, there is always an explicit principal present. Most consulting projects are unique to a certain degree which makes them executable only once. This means that, just like the definition of a management project, a consulting project is mostly carried out only once. As the similarities show, Van Aken's study is also relevant for this study. The difference between project management projects according to Van Aken (2009) and consulting projects is that the latter includes an external party providing a service towards the client. Where a management project is mostly executed with internal client members, a consulting project includes external members as well. Another difference is that the concrete outcome of a management project is mostly predetermined. For consulting projects, the outcome is often predetermined in more abstract targets. The question remains what the exact outcome will be and if it reaches its targets. So there are differences, but the basics remain the same.

In an attempt to close the literature gap, this research found two studies that contained a definition of success. Both McLachlin (2000) and Van Aken (1996) give definitions that are quite similar. In both definitions, satisfaction is the core. Van Aken (1996) starts by stating that a project that succeeds is not the same as a project that does not fail. Van Aken defines project success as: "Project success is the level of satisfaction perceived by the involved actors as a result of the project outcomes" (p. 90). Involved actors are all individuals, groups or organizations that are somehow connected to the project outcomes. Project outcomes are those physical results that clients have after a project, upon which the client can build. This can be a presentation, advice, a system, a conclusion, a report and so on. The definition provided by Van Aken does not imply that projects without an outcome or result are left out of the picture. Involved actors still have a level of satisfaction, even when there is no outcome or result. His argument of giving this definition of project success, which is about satisfaction, is that definitions in terms of time, money, and revenue are not useable. When a project is considered successful if it is completed on time and within budget, success does not exist (Van Aken, 1996). This is due to the fact that these criteria often change throughout the project and therefore turn out to be different than intended, without causing the project to fail. Another argument is that satisfaction covers criteria that are different for each individual. That is why Van Aken includes 'involved actors' in his definition. Each different actor, whether the individual is a principal or a team member, has its own set of criteria forming satisfaction (Van Aken, 1996). These criteria can be quality, budget, efficiency, motivation and many others. Therefore, Van Aken states that investigating the opinions of the principals is useless, for instance. McLachlin (2000) provides a similar definition. He gives a definition of success that translates the definition of Van Aken to the consulting context. He defines success as: "a consulting engagement may be defined as successful if the client is satisfied that the consultant has met expectations (by improving the client performance, client capabilities, and/or organizational culture, without making any category worse) – whether or not a core need has been addressed – and the consultant is satisfied that his/her reputation has been enhanced, with expectations of future revenue streams – whether or not any immediate income has been received" (pg. 149). His definition is strengthened by Patterson, Johnson & Spreng (1997). In their study, they found that satisfaction is indeed formed by meeting expectations and that satisfaction is a core factor. It is the degree of satisfaction that leads to repeated business for the consultant, which is their measure of success (Patterson et al., 1997). Some consulting firms evaluate their consulting projects by asking the client whether or not they would recommend the consulting services of the consultants to managers or executives in their network. If yes, this may lead to repeated business, strong word of mouth promotion, which is beneficial for the reputation of the consulting firm, plus it says something about how satisfied the client is.

Van Aken as well as McLachlin state that satisfaction is the core of measuring project success, which is strengthened by Patterson et al. Criteria that cause an individual to be satisfied are different for each individual, so, as van Aken (1996) argues, it has no use to elaborate on these criteria because the list of possible criteria may be infinite. It is important to include several different actors to measure success so that more criteria are included that are considered as success criteria by various actors. Both McLachlin as Van Aken consider satisfaction as a covering factor of measuring success, where several criteria lead to success. To illustrate, the following scheme is constructed:

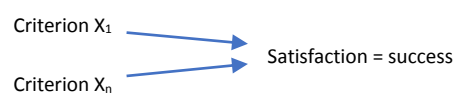


Figure 4: Conceptual essence of McLachlin and Van Aken.

Other authors claim that satisfaction is not the core for measuring success but that satisfaction is a criterion just like the other criteria (Gable, 1996; Kumar & Simon, 2001; De Caluwé & Stoppelenburg, 2004; Philips, 2000). One argument is that satisfaction is a ‘perception’ that could be experienced in different ways by different actors at different times. To label a project as a success would therefore be subject to any biases. Although some of these authors use the term effectiveness or quality instead of success, they mean the same as those authors who use the term success. They all construct a framework that seeks to find conclusions or verdicts about how a certain consulting project went. To illustrate the essence of the opposition, the following scheme is constructed. This is how they see success.

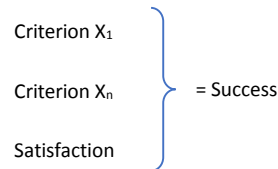


Figure 5: Conceptual essence of Gable, Kumar & Simon, De Caluwé & Stoppelenburg and Philips.

Because satisfaction is a perception and a subjective criterion, these authors feel the urge to include more objective criteria besides satisfaction to measure success. They find satisfaction as success, too narrow in order to measure success.

Philips (2000) distinguishes six criteria to be used in measuring success. In the table below, an overview is given which shows what the six criteria are.

Criterion	Description
<i>Satisfaction/Reaction*</i>	Reaction to and satisfaction with the consulting project from a variety of involved actors within different time frames.
<i>Learning**</i>	The extent of learning that has taken place as those involved in the project learn new skills, processes, procedures, and tasks.
<i>Application/Implication****</i>	The success of the actual application and implementation of the project as the process/solution is utilized in the work environment.
<i>Business impact</i>	The actual business impact changes in the work unit where the consulting project has been initiated.
<i>Return on investment (ROI)*****</i>	The actual ROI shows the monetary return on the cost of the project.
<i>Intangible measures</i>	These are benefits that are not converted to monetary values for use in the ROI formula (knowledge base, work climate etc.).

Table 1: The six performance indicators of Philips (2000).

Gable (1996) presented a measurement model for assessing success. He distinguished three main areas of assessment: the consultant’s recommendations, the client learning and understanding, and the consultant’s performance. The six measures are presented in the following table. Table two shows that Gable also incorporated satisfaction as a core criterion in his study.

Criterion	Description
<i>Recommendations acceptance/usage****</i>	This refers to the extent to which the client ‘uses’, accepts, or intends on acting upon the recommendations.
<i>Recommendations satisfaction</i>	This refers to the extent to which the client is satisfied with the fit of the recommendations.
<i>Understanding/learning improvement**</i>	This refers to the extent to which the client is better equipped to conduct future, similar projects with reduced external assistance.
<i>Understanding satisfaction</i>	This refers to the extent to which the client is satisfied with the level and adequacy of their understanding.
<i>Performance objective***</i>	This refers to the degree to which actual project resource and time requirements equal those originally estimated.

<i>Performance satisfaction*</i>	This refers to the extent to which the client is satisfied by the performance of the consultant’s overall performance.
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Table 2: The six measures according to Gable (1996).

Kumar & Simon (2001) did a study about the clients’ views on strategic capabilities that lead to consulting success. In their study, they investigated what the most important success criteria were from a client perspective. The five most important criteria were:

1. Achieving objectives agreed upon***;
2. Satisfaction*;
3. Timeliness of service delivery;
4. Recommendations actually implemented****;
5. Achieving measurable financial results*****.

De Caluwé & Stoppelenburg (2004) conducted a similar study and developed 19 criteria of consultant’s work. They investigated which of those 19 criteria was found most important for the success of an engagement. They found that the ranking of the criteria depends on the type of project that is carried out. A selection of these criteria:

- Objectives achieved***;
- Involvement in assignment;
- Frequency of communication;
- Solution found****;
- Expertise of the consultants;
- Learning by the client**.

More similarities occur when the four studies are put next to each other. Table 3 gives an overview of the similarities between the studies. The asterisks show what points are similar to each other. Although the definitions given by the authors are not exactly identical, there is a large conceptual similarity.

Criterion	De Caluwé & Stoppelenburg	Gable	Kumar & Simon	Philips
<i>Satisfaction*</i>		✓	✓	✓
<i>Learning**</i>	✓	✓		✓
<i>Objectives achieved***</i>	✓	✓	✓	
<i>Usage****</i>	✓	✓	✓	✓
<i>Profitability*****</i>			✓	✓

Table 3: Similarities in criteria of Gable, De Caluwé & Stoppelenburg, Philips, Kumar & Simon.

The mentioned criteria in table 3 are present in at least two studies. The criteria not mentioned in table 3, are only presented in one study. It is assumed that, according to the used studies, these five criteria at least should indicate how successful a consulting project is.

To sum up the above, there is a two-sided stream of literature regarding success. One stream states that success is built upon several criteria where satisfaction is one of them (figure 5). The other stream states that success is all about the degree of satisfaction and that satisfaction results from several criteria (figure 4). The definition presented by Van Aken (1996) about success, which is supported by Kam (2004): “The sole and utmost important criterion for management consulting, thus, appears to lie in client satisfaction. Any other ethos of professionalism, if it does not directly contribute to satisfying clients, is simply forgotten” (p.64). Success, defined as ‘satisfaction’, is also a means to secure further business. The study of Albers (2010) indicates that it is likely that success is similar to the degree of perceived satisfaction, which is a result of the scores on several criteria. This strengthens the choice to define success as the satisfaction perceived by the client (i.e. the principal and other directly involved client individuals) as well as the consultant within a certain consulting project. Therefore, the ultimate goal within consulting projects becomes to maximize the satisfaction

of the involved actors. As a result, this study uses satisfaction as the core for measuring success and that success is a result of the scores on multiple criteria. The term 'criteria' is misleading in relation to this research. Since the choice is made that the thought of figure 4 applies, the semantics of the term 'criteria' imply the thought of figure 5. As a consequence, this research uses the term 'assessment factors' about the execution and outcome of consulting projects as factors that involved actors use to judge whether or not they perceive a consulting project as a success (i.e. satisfaction). In the next section, it will be discussed what criteria could influence the degree of satisfaction.

3.2 Assessment factors about the execution and outcome of consulting projects that influence success

Now that success is defined as the satisfaction perceived by clients and consultants about the execution and outcomes of a consulting project, the following question is: what determines a certain level of satisfaction? As already noted in the previous section, most authors as well as practitioners bandy about words such as 'effectiveness', 'success', and 'quality' without much stated justification. While these words have very different meanings, they are used in consulting research with the same intention. Namely, to construct a proper set of assessment factors which reflect a certain degree of quality, success, or effectiveness. A closer look at the term 'quality' for instance, shows what is meant with 'the same intention'. If a client is asked about his or her opinion regarding the quality of a consulting project, a client could say: 'The consultants did exactly what we asked them to do, but we expected that they would bring in their experience and expertise a bit more.' A consultant could say: 'I tried to convince the client that a certain option was a bad one, but he did not understand me and was dissatisfied about that'. These examples show that quality is measured by several aspects that also vary in importance from one another. One could look at the process of a consulting project, while the other could look at the result and its content. Garvin (1988) as well as Reeves & Bednar (1994) show that quality can be seen from several perspectives. Four basic views for quality are mentioned, namely:

- Quality is excellence: this means that quality is found when a certain component or characteristic of a product or service is superior in comparison with other similar products or services.
- Quality is value: this means that quality is found if a product or service provides added value for the price paid
- Quality is satisfaction: this means that quality is found when a product or service meets, or better said exceeds, the expectations of its customer. Notice that this is about perception.
- Quality is accordance with specifications: this means that quality is found when a product or service is compliant to certain specifications that are pre-determined.
- Additionally, Garvin (1988) has a fifth view namely, quality is transcendently: this means that quality is found in an intuitive manner. It is a certain instinct that tells us whether we find that a product or service has a certain degree of quality. It is like love and beauty.

Note that this breakdown of quality shows many similarities with the assessment factors presented in the previous section. Reeves & Bednar (1994) argued that the definitions or views of quality vary in usefulness to managers. Therefore, a statement about the quality of a consulting project is rather subjective. All views have their weaknesses and strengths in relation to measurement and generalization. De Sonnaville (2005) showed that we deal with a heterogeneous professional group where very different perspectives about work and the quality of work exist. As a result, clients often find it difficult to evaluate the real success, effectiveness, or quality of the consulting service offered (Venard, 2001).

De Caluwé & Stoppelenburg (2004) took this into account when they constructed assessment factors for measuring the quality or effectiveness of a consulting project. They also looked at the frameworks of Philips (2000), Quinn & Rohrbaugh (1983), and Gable (2002), which are elucidated in the previous section. They distilled a list of 19 assessment factors which can be used to check empirically what clients or consultants pay attention to, what they find important, what the underlying differences are, and which assessment factors they use to measure the success of a consulting project. Although they use the term 'criteria' in their study, this research uses the term 'assessment factors' as described at the end of the previous section. De Caluwé & Stoppelenburg found that the level of the scores on these factors in certain consulting projects, reflect the success of consulting projects. They assume that the factors do not apply in their entirety to every consulting project. Some factors could be considered more important in specific projects than others and some factors could be considered not applicable in specific consulting projects. Thus, there is a certain order of rank between the factors, which is different for each consulting project. The rank of order is not what this research is examining. The

higher the scores on the factors, the more successful the consulting projects is perceived. In table 4, the 19 factors are mentioned.

Formal	1) Have the objectives been achieved? 2) Has a solution been found for the problem? 3) Has the consultant brought in his expertise? 4) Have the tasks, set in advance, been carried out? 5) Did the client system participate in the assignment? 6) Have the required sources and means been used? 7) Has a given time path been followed? 8) Has a given budget frame been followed?
Content	1) Has the client system learned? 2) Did the client system come closer to a decision point? Did the interests come closer together? 3) Has the co-operation/atmosphere/we-feeling been improved? Is there better communication? 4) Did the client system work more efficiently, more effectively, more planned? 5) Has the client system more movement, energy, creativity, out-of-the-box thinking?
Process	1) Has a specific method been used? 2) Is the approach developed while working? 3) Were the principal and the consultant equivalent? 4) Did the consultant give concrete directives about what has to be done? 5) Did the client system and the consultant communicate frequently? 6) Were the client system and the consultant involved in the assignment?

Table 4: "Effectiveness criteria" as formulated by De Caluwé & Stoppelenburg (2004)

De Caluwé & Stoppelenburg carefully considered the representativeness of their study while constructing these assessment factors. The factors cover all the colour paradigms of De Caluwé & Vermaak (2006) and include the various factors of Gable, Kumar & Simon, and Philips. As a result, the factors can be applied to all kind of consulting projects. Considering the theory of Van Aken (1996) about success, these assessment factors can be used to investigate which aspects influence the 'satisfaction' of the client and the consultant about a consulting project. As shown in the table, the 19 assessment factors are divided into three sections originally. However, the partition is based on subjective logical reasoning. Therefore, the factors will not be pre-divided in this study. Keeping that in mind and the fact that the assessment factors tell us something about how a consulting project was executed and completed, the following hypothesis can be constructed:

{
H1: The more a consulting project meets the assessment factors that measure the execution and outcomes of consulting projects, the higher the success of a consulting project.
}

The factors tell us something about the execution and the outcomes of a consulting project. But the execution and the outcomes of a consulting project are influenced by the consultant, the client, the relationship between the client and the consultant, and possible other contingencies such as the 'context'. These contingencies will be elucidated in the following sections.

3.3 Consultant influences

As mentioned in the first chapter, much is written about the consultants and the consulting processes. Authors such as McLachlin (1999) and Jang & Lee (1998) highlighted the contributive factors of consultants and the process of a consulting project. Gable (1996) and Appelbaum & Steed (2005) showed that a significant part of the variation in 'success' might be explained by contributive factors from the consultant. Therefore, this study cannot neglect the contributive factors of consultants in a consulting project. The difficulty however, since there is a lot written about consultants and what competences they should possess, is to emphasize on the particular part that seems to be relevant for this study. While

an exponential growth in both the presence and role played by consultants has occurred, the exact nature of their contribution remains ambiguous because of the fast-paced dynamics in today's business (Buono, 2002).

Therefore, today's professional practices of the researcher helped to create a focus on that what seems to be relevant. Based on the idea expounded by Maister (2003), most recruiters and HR employees of consultancy firms mention that a good consultant develops him or herself along three major pillars; namely the commercial pillar, the managerial pillar, and the professional pillar:

- The commercial pillar relates not only to acquisition or sales, but also to the social aspect of the consultants. Consultants interact with clients, where several interventions are conducted. Being on top of this ladder means that the consultant is well-known for his social intercourse with others and that he or she can generate turnover out of new or existing client relations;
- The managerial pillar relates to the way consultants apply their knowledge in an effective and efficient way, but also how they fulfill project and program management and other managerial activities. Being on top of this ladder means that the consultant can manage complex and difficult processes or consulting projects;
- The professional pillar relates to the content activities that consultants execute in a consulting project. Being on top of this ladder means that the consultant has a deep and extensive understanding / knowledge of certain markets, organization and methods such as business information planning, strategic analyses, calculating balance sheets, markets and so on. It also means that he or she is well known for his or her expertise. The ladder contains matters for which consultants have "learned".

The idea behind the three-pillar concept, or as some authors say, the "triple ladder" (De Caluwé & Vermaak, 2006), is that consultants can grow in a variety of competences (Maister, 2003). These competences can be developed by means of a pillar (or ladder), which include several development levels. Every firm, role, and/or function has a specific set of competences that are important to excel in. The one who is on top of a pillar can function as a guru, mentor, or coach towards the rest and fulfills the most complicated tasks. The one who is on the bottom of the pillar must learn and starts with fulfilling simple tasks. The goal of a consultant is to climb one or multiple pillar and develop a so-called T-profile. Although it seemed quite logical, it was new to the researcher because this concept is barely mentioned in today's academic literature regarding consultants. A reason why these concepts are barely mentioned in the consultancy literature is the fact that they are rooted in HRM literature.

The 'gap' between academic literature and today's practice triggered the researcher to prove scientifically that this concept indeed matters in the success of a consulting project. Applying this three-pillar (or triple ladder) concept in an organization means that an organization is capable of:

- defining the expectations towards consultants regarding important competences and levels of a certain role;
- classifying consultants;
- distinguishing different career paths.

This method gives room for a variety in career and development paths that are aligned with the core competences of the organization (De Caluwé & Vermaak, 2006).

Block (2001) mentions a similar model. He also distinguishes three pillars: technical competences, interpersonal competences, and consulting competences.

- Technical competences relate to the fact that consultants must know what the client is talking about. This is the core and should be the basic training for every consultant (Block, 2001). If consultants had little idea about a sector or a certain method they use for instance, they would not be asked by the client to give proper advice about that method or sector. This pillar is similar to the professional pillar of Maister (2003).
- Interpersonal competences are needed to work with other people. It relates to a certain ability to transform ideas into words, to listen, to support, to discuss, to maintain a client consulting relationship. According to Block, this pillar is also essential for a successful result of a consulting project. Some may say that for good consulting work, only interpersonal competences are needed. Block strongly rejects this by stating that consulting competences are essential as well for good consulting work and that they form an independent pillar of the consultant's competences.

- Consulting competences are those competences that make sure that a consultant successfully goes through the phases of a consulting project as elaborated in the first chapter. Adams & Zanzi (2001) pointed out that the demand for consulting competences is increasing.

The difficulty of these pillars or type of competences is that it is hard to classify a specific competence under one pillar or type of competence. ‘Building trust’ for instance could be a consulting competence, an interpersonal competence, or even a technical competence. Without going into detail regarding this argument, the point is that a classification of certain competences into these pillars would give a certain dubious classification and could draw the attention away from the core of this study.

A more simplistic division can be used which may be more suitable for this study. The two models of Maister (2003) and Block (2001) show similarities. It seems that when the pillars are related to each other, it turns out that the professional pillar of Maister and the technical pillar of Block are more knowledge driven, and the rest is more process driven. Table five shows the similarities of the pillars.

	Maister (2003)	Block (2001)
Content (<i>knowledge</i>)	Professional pillar	Technical pillar
Process (<i>skills</i>)	Commercial pillar Managerial pillar	Interpersonal pillar Consulting pillar

Table 5: Comparison Maister and Block.

Given the explanations of the content pillars, they show that the content pillars refer to a certain body of knowledge consultants must possess in a consulting project. The process pillars refer to a certain body of skills or competences consultants must possess in a consulting project. Both categories are discussed in more detail in the following subsections.

3.3.1 The content aspect

As mentioned, the content aspect refers to the body of knowledge a consultant must possess to successfully execute a consulting project. In this study, knowledge is defined as the retained information concerning facts, concepts, relationships and processes. A flaw of the concept ‘knowledge’ is that it is abstract, especially the knowledge that consultants claim to possess. Knowledge as a concept can be problematic because it easily becomes everything and nothing. The description provided by Kubr (2002) takes away this problem. He distinguishes between general knowledge and specialized knowledge which is similarly distinguished in the consulting competency framework of the ‘International Association of Management Consultants’ (ICMCI, 2004): “In consulting, general knowledge concerns economic, social, political and cultural processes, institutions and environments that constitute a general background for consulting interventions in specific organizations or systems” (Kubr, 2002, p. 801). In other words, it concerns business understanding and external awareness. Examples are the Solvency II or Basel II regulatory requirements for respectively insurance companies and banks as a result of the economic crisis. When consultants have a good understanding of these regulations for instance and how they might influence an organization, consultants are likely to be better able to consult a client in a certain intervention than without the knowledge of these regulations. Kubr (2002) defines two sorts of specialized knowledge. “The first concerns the object of consulting, i.e. the consultant’s special sector or technical area of intervention. Examples of sectors are manufacturing, banking and insurance, while examples of technical areas are marketing, production, organization, job evaluation, corporate strategy and so on” (p. 801). So Kubr’s definition of the first sort of specialized knowledge is two-fold: on the one hand a consultant must possess a deeper understanding of a certain sector or industry the client is operating in; on the other hand, consultants must possess a deeper understanding of the specific knowledge domain where the interventions take place. “The second area of knowledge concerns consulting per se – its principles, processes, organization, methods and techniques” (p. 801). A simple example illustrates the definitions of Kubr; when a Dutch car manufacturer asks a consultant to optimize her primary processes using lean six sigma. Consultants should possess:

1. the knowledge to know what contingencies outside the manufacturer might influence the consulting project or the car manufacturer. These contingencies could be any environmental policies, cultural developments, governmental regulations and so on (according to the general type of knowledge);

2. a deeper understanding of the (Dutch) car industry (e.g. competitors, supply chain), the Dutch car manufacturer and the functional knowledge domain e.g. process optimization and the application of the lean six sigma method and its principles (according to the first specialized type of knowledge);
3. a deeper understanding of the whole consultancy profession and the attendant consulting processes, methods, principles, organization, types of interventions, and techniques (according to the second specialized type of knowledge).

Kam (2004) describes the mechanism behind knowledge in professionalism: “After the application of knowledge, what can be seen is not knowledge itself, but rather the result that knowledge brings about under certain circumstances ... What matters here is the appearance of the process of knowledge application, rather than the substance” (p. 54). When the mechanism of knowledge is combined with the knowledge description provided by Kubr, it is assumed that the more relevant knowledge is possessed and applied by consultants during a consulting project, the better process and the outcome of a consulting project. Therefore, the following hypothesis can be constructed:

H2: The execution and outcome of consulting projects are positively influenced by the knowledge possessed and applied by consultants.

3.3.2 The process aspect

The process aspect relates to the competencies consultants possess in order to execute a consulting project properly. A competence is defined as ‘something that an individual can do very well’ (De Caluwé & Reitsma, 2010). Although it sounds very simplistic, it is a conscious choice to define competencies this broadly. The reason is that there are many definitions present about what competencies are. The broad definition encapsulates most of the present definitions.

De Caluwé & Reitsma (2010) did an extensive study of the competencies consultants should possess to execute a consulting project. They carefully elaborated what type of and which specific competencies are needed for different types of approaches and interventions. They initially started their study with a list of 56 competences, divided into 10 domains and drawn up from the work of Hoekstra & van Sluijs (2000, 2003), Yukl (1993, 2002), and Volz & Very (2000). Although De Caluwé & Reitsma found that certain competences were needed for a specific approach (process or expert) and a specific type of intervention, they also found six domain of basic competencies consultants must possess to successfully execute a consulting project. The six basic domains and the corresponding competencies are:

1. showing resilience (flexibility); this means a certain degree of flexibility where a consultant changes his/her style or approach when new opportunities require such a change. In other words, it means that when problems or chances occur during the engagement, the consultant can adjust his or her behavior to reach a certain goal.
2. analyzing (analytical skills, conceptual thinking, learning orientation, and creativity); this means that the consultant is able to systematically investigate and allocate problems and questions, that he or she can dismantle relevant information, backgrounds and structures, that the consultant can find the links in certain data, and can maintain an overview of the relation between cause and effect. Another point of having proper analytical skills is that the consultant can think conceptually where problems or certain situations are placed in a broader context or that connections are made with other information to gain a broader or deeper insight. A third competence is that the consultant can learn while orientating, which means that he or she pays attention to new information and effectively utilizes this information after the consultant becomes familiar with the newly acquired information. The fourth competence is that the consultant is creative where he or she is able to come up with refreshing or new solutions or methods.
3. considering (balanced judgment, awareness of external environment, and generating vision); this means that the consultant can make realistic and sound judgments and choices based on relevant criteria about certain information and behavior. A second competence is that the consultant is well informed regarding social, political or other developments outside the consulting project which he or she effectively uses for its own functioning or for the client. A third competence is that the consultant is able to develop and formulate a certain vision where he or she determines certain goals for the long term regarding the consulting project or client.
4. facilitating (listening and sensitivity); this means that the consultant listens to the client where he or she is able to pick up the essence during a verbal conversation and that the consultant keeps asking questions. It is important that the consultant gives proper attention and room for his or her discussion partner. Being able to

facilitate is also relating to the sensitiveness of the consultant where he or she is able to notice and get to know the emotion, body language, attitude and motivation of the client. The consultant knows how his or her following reaction influences the client and takes that into account.

5. influencing (communication, presentation, and persuasion); which means that the consultant is able to communicate in a clear and correct language where the client understands the essence of the message. In addition, the consultant must be able to present ideas, opinions and plans in a convincing way so that the client agrees with the plans or so after a possible resistance.
6. inspiring confidence (creating a favorable atmosphere, integrity, reliability, and loyalty); this concerns the ability to create a favorable atmosphere where the consultant compliments, flatters, is being friendly or is being helpful to get the client in the right mood before a request or proposition is made. A second competence is that the consultant is being upright or integer where he or she maintains social en ethical norms in work, even when the temptation or the pressure is present to cut corners. That he or she is building trust due to his/her own professionalism and integrity. A third competence is that the consultant is being reliable where he or she follows certain agreements and accepts its consequences. When the consultant does not follow an agreement, he or she is able to take its negative consequences away for the others where the consultant had an agreement with. A fourth competence is that the consultant is being loyal where he or she unites with the policy and the interests of the client. When there are opposing interests, the consultant supports its own domain or part and does not drag it down.

These six domains and corresponding competencies are also acknowledged by the Dutch board 'Orde van Organisatiekundigen en -Adviseurs' (Ooa) and are registered in the 'Body of Knowledge and Skills'-principle (BoKS) (Orde van organisatiekundigen en -adviseurs, 2010), which is a manual for consultants regarding the body of knowledge and skills of a consultant. It is stated that they contribute to the outcome of a consulting project. So the better the consultant's competencies are developed, the better the process and the outcome of a consulting project. Therefore, the following hypothesis can be constructed:

H3: The execution and outcome of consulting projects are positively influenced by the basic competencies of consultants.

Success (or failure) is contingent upon both the consultant and the client. There can be no blame on one side or the other, which is mostly the case in today's practices. Therefore the client is discussed next.

3.4 Client influences

Jang & Lee (1998) composed a theoretical model in which independent factors influence the success of a consulting project. These factors are divided in three major clusters namely: (1) capabilities of the client organization; (2) the competence of consultants; (3) the consultation mode. Jang & Lee are among the few who have a focus on the client system. They used four basic factors, namely: (1) top management support; (2) presence of a client leader/sponsor; (3) commitment of client team members; (4) functional diversity of client team members. These four factors are not the only factors from the client perspective that contribute to the success of a consulting project. McLachlin (1999) came up with a fifth factor, namely the readiness of the client to change. If the definition of client capabilities were applied to this study, it would mean that client capabilities such as top management support, presence of a client/sponsor, commitment of client team members, functional diversity of client team members, and client readiness are possessed by a client organization that enables it to perform activities in order to obtain a successful outcome of a consulting project. In the following sub sections, these variables will be elucidated where hypotheses are distilled from.

3.4.1 Top management support

Top management support (TMS) is a widely investigated topic. Dong, Neufeld & Higgins (2009) did an extensive literature study on TMS and showed that TMS has been studied over time in various research domains. The specific topic that remains relatively uncharted is that one of consulting projects. Young & Jordan (2008) did a similar literature study on TMS and found that the literature tends not to be rich when TMS is placed in a project management context. Since the

project management context is very similar to a consulting context, it reflects the necessity to investigate the effect of TMS on the result of a consulting project.

Jang & Lee (1998) define TMS as “the willingness of top management to provide necessary resources, authority and power for consulting success” (p. 70). The willingness to provide authority and power relates to the study of Young & Jordan (2008). In addition, Holt, Armenakis, Field & Harris (2007) define TMS as “the extent to which organization’s leadership and management are committed and support implementation of the prospective change”(p. 239). These definitions of TMS cover certain mechanisms and explain why TMS is important to consulting projects. Jang & Lee (1998) state that top management will support consultants and mobilize resources required for the project, when the management is committed to a consulting project. In addition, the client’s attitude toward participating in a consulting project is likely to be positive. This idea is strengthened by Holt et al. (2007). They suggest that beliefs among client employees are influenced by the support of the top management. Also, TMS helps in crossing boundaries and in restructuring activities. This is beneficial towards the consultant with respect to his or her project at hand. Because of the relatively high importance, the client’s participation in or support of the consulting project is likely to be obtained. Young & Jordan (2008) did several case studies and concluded that TMS is the most important factor that leads to success. This is due to the fact that TMS relates to effective decision-making in the management of risk and in authorizing business process change. It is also due to the willingness of the Board to intervene when a team sponsor lacks authority to resolve effective decision-making (Young & Jordan, 2008). Ifinedo (2008) showed that top management must provide the necessary resources, such as in-depth information, software, working room and so on, for a project to become a success. Given this argumentation, TMS is taken into account in this study. This study follows the definition provided by Jang & Lee (1998). It describes that the behavior of the top management reflects their willingness to gain a good result, which ultimately leads to success. This is supported by Holt et al. (2007). So, the higher the level of support from the top management, the more likely that the process and the outcome of a consulting project is successful. The hypothesis will therefore be:

H4: The more the top management supports the consulting project, the better the execution and outcome of consulting projects.

3.4.2 Presence of a client sponsor

An advice given by the consultant is mostly accompanied with a change or implementation of the advice. Implementation of advice causes an organization to change in a certain way. Jang & Lee (1998) argue that during a consulting process, the client sponsor or client team leader is the spider in the web who should feel personally responsible for the whole process of a consulting project and its deliverables. Even if it means that the client organization has to change. This drives the team leader’s performance to make the consulting project a success. “The client sponsor must find ways to communicate with groups, build relationships of openness and trust with the team members, including consultants, and recognize and accommodate the concerns and interests of different groups” (Jang & Lee, 1998, p. 70). McLachlin (1999) supports the argument that a client team leader should feel responsible for the consulting engagement. The business always remains the responsibility of those who run it. A client sponsor is therefore defined as an appointed individual who is the leader of a client team and strongly believes in the change and has the necessary power, respect, leadership and effective interpersonal skills (Jang & Lee, 1998). The latter part of this definition is supported by Miles & Mangold (2002) and Sarin & McDermott (2003). Miles & Mangold (2002) show that team leaders play a vital role because they build effective relations, articulate vision and remove barriers, which enables the team members to perform. This is due to the openness in communication and conflict resolution. Sarin & McDermott (2003) show that high-ranking team leaders by definition are well networked inside and outside the client’s organization. These leaders can often access hard-to-get information and expertise due to their position. This enables them to share their visions with the team members, which leads to a better performance. As a result, the more a client leader/sponsor is present during a consulting project, the better the outcome and process of a consulting project. Therefore, the hypothesis will be:

H5: Active presence of a client leader/sponsor has a positive influence on the execution and the outcome of consulting projects.

3.4.3 Commitment of client team members

Commitment in general is a widely studied psychological concept. Meyer, Allen & Smith (1993) drew up a model that divided commitment to an organization into three components: “commitment as an affective attachment to the organization, commitment as a perceived cost associated with leaving the organization, and commitment as an obligation to remain in the organization” (p. 539). These three components of commitment are respectively referred to as: affective, continuance, and normative commitment. They characterize the relationship an employee has with an organization and influence the decision to continue or discontinue within an organization. Employees with a strong affective commitment stay with the organization because they want to; employees with a strong continuance commitment stay with the organization because they need to; and employees with a strong normative commitment stay with the organization because they feel they ought to do so. Meyer et al. (1993) focused their attention to organizational commitment while Powell, Galvin & Piccoli (2006) focused their attention to team commitment. Therefore, Powell et al. translated the constructed model of Meyer et al. to team member commitment. This becomes more relevant for this research because consultants mostly work together with a client team. As Foote & Tang (2008) mentioned, organizational commitment is often found too remote and therefore not applicable to understand the commitment of the individual. They state that individuals “connect” more to work teams since it involves more daily work experiences. To clarify the concept of a team, Cohen & Bailey (in Powell et al., 2006) defined teams as “a collection of individuals who are interdependent in their tasks, who share responsibility for outcomes, who see themselves and who are seen by others as an intact social entity embedded in one or more larger social systems, and who manage their relationship across organizational boundaries” (p. 300). For client team members, it is important to collaborate with consultants and each other throughout the consulting project. Client team members, as well as the client leader/sponsor, act as defined liaison between the consultant and the client system. Since a consulting project is temporary, team members are often appointed to a consulting project in addition to their daily activities. They tend to lack the motivation to participate in a consulting project (Jang & Lee, 1998). Therefore, they have to be more than willing to collaborate with the consultant in order to bring a consulting project to a successful end. In other words, client team members have to be committed towards a consulting project and the consultant. Jang & Lee (1998) defined team commitment in the client-consultant context as “the extent to which client team members are willing to work collaboratively with the consultants throughout the management consulting process” (p. 70). The definition of Jang & Lee reflects the affective commitment where Powell et al. (2006) elaborate on. Meyer et al. (1993) as well as Powell et al. mention that affective commitment is the desire to remain in the team. This drives the team members to work together and to share the responsibility for the outcomes. Client team members within consulting projects, who are committed, are enabling themselves to permeate their innovative ideas into the organization. It also helps to provide all the necessary information (Jang & Lee, 1998), and to establish positive relationships with co-members, which results in pro-social behavior (Powell et al., 2006). This enables the team to perform better. So a strong commitment of the client team members to consulting projects, the better the process and the outcome. This leads to the following hypothesis:

H6: Strong commitment of client team members positively influences the execution and outcome of consulting projects.

3.4.4 Diversity of client team members

Many consulting projects are so time consuming and complex, that they cannot be accomplished or executed by one individual. Therefore, a group of client members are formed into one group, usually people with different backgrounds. Inevitably, the team members have different interests and points of view. These client team members are mostly derived from several functional areas and possess their own expertise. The differences in functional experiences, expertise/knowledge, attitudes, and perspectives are intended to facilitate creativity in executing consulting projects (Jang & Lee, 1998). As a result, team performance can be increased. However, functional diversity is not the only element that stimulates team performance. The personal backgrounds of team members stimulate creativity, resulting in usable insights and in a high problem-solving capacity (Thomas & Ely, 2007; Robinson & Dechant, 2007). Personal backgrounds can be different in terms of gender, ethnicity and / or religion. Therefore, team performance is increased by the personal backgrounds as well. Differences within a client team are referred to as ‘team diversity’. Team diversity is more or less an umbrella term for “the extent to which members of a team are similar (homogeneous) or different (heterogeneous)

with respect to individual-level capabilities” (Curşeu & Wessel, 2007, pg. 302). Diversity often results in improved decision-making, better understanding, and increased flexibility (Gordon, 2007). However, there are many studies claiming that team diversity can also have a negative effect on the team performance, because it could lead to a lower level of team integration, where group cohesion is barely present (Curşeu & Wessel, 2007). This is the case when a group is not properly managed from a social perspective and the tasks executed do not elaborate on relevant information about the project. Gordon (2007) also states that diverse teams offer disadvantages, such as increased mistrust, complexity, confusion, and ambiguity. In addition, he states that diverse teams could have more difficulties in reaching agreements, in reconciling diverse perspectives, in reaching consensus, and that there is the potential for miscommunication. However, there are some measures that could ameliorate these disadvantages. As Gordon (2007) argues; when members of a team have a common purpose, a shared goal, and a common language/procedure for instance, the effectiveness of the group increases. Within consulting projects, it is assumed that team diversity is beneficial due to the fact that a project often includes such measures as a shared overall goal and a common procedure. A client team consists of members from the client who are directly involved in a consulting project, who are often under the supervision of the client team leader/sponsor. So the more heterogeneous the client team is during consulting projects, the better the process and the outcome. Therefore the following hypothesis will be:

H7: The more heterogeneous the client team, the better the execution and outcome of consulting projects.

3.4.5 Client readiness to change

A scan through the literature about readiness immediately shows that readiness is a sort of mindset or belief (cognition) towards a certain change process in individuals’ minds rather than a loose, tacit concept. Several definitions in the literature show that readiness indeed is a mindset or cognition of an individual:

- Holt et al. (2007) for instance, state that readiness for change is a comprehensive attitude influenced by beliefs among employees. They define readiness as an attitude, namely as “the extent to which an individual or individuals cognitively and emotionally inclined to accept, embrace, and adopt a particular plan to purposefully alter the status quo” (p. 235).
- Kwahk & Lee (2008) define readiness as “the extent to which organizational members hold positive views about the need for organizational change, as well as their belief that changes are likely to have positive implications for them and the organization” (p. 475). They state that readiness is an attitude what determines whether an individual supports or resists a change which is the result of an advice given by the management consultants as mentioned before.
- McLachlin (1999) defines client readiness as “the client involvement in the sense of an attitude about the need for change and the degree to which it will receive support and enthusiasm, the commitment to a project, and a willingness to diagnose and experiment” (p. 398).
- Bouckenoghe, Devos & van den Broeck (2009) define readiness as the “beliefs, feelings, and intentions regarding the extent to which changes are needed and perceptions of individual and organizational capacity to successfully enact those changes” (p. 561).

As outlined here, client readiness is the positive view that client (team) members must possess about an advice or change to be a success. Some may use the term ‘change readiness’, which is the same (Kerber & Buono, 2010). Important to note is that client readiness must not be confused with change capacity. The latter is a certain capacity that enables client members to ‘absorb’ the project, the process, and the advice given by the consultants. Schaffer (1976) states that a core frustration of the client in a consulting project stems from the client’s absorption capacity. He states that in order to ensure success, each project should produce a plan that the client is apt to be ready, willing, and able to implement. Client members, who have positive perceptions of a certain advice or change and are ready for it, will be more likely to participate positively and actively in order to absorb the change. This will lead to a better team performance, which enhances the process and the result. The hypothesis will therefore be:

H8: Client readiness positively influences the execution and the outcome of consulting projects

As outlined at the end of section 3.2, the context in which a consulting project takes place is likely to influence the outcome as well. The next section discusses what and how this might influence the execution and the outcome of a consulting project.

3.5 Context influence

A consulting project takes place in a specific situation – the context. Based on the context, consultants and clients decide what approach and interventions are needed. The essence of this thought is that the context specifies how clients and consultants act or organize. Context is defined “as the situation in which the consultants does interventions or in which the changes take place” (De Caluwé & Reitsma, 2010, p. 17). There are characteristics or variables regarding the context that play a dominant role in a consulting project. Otto (2000) developed a framework regarding the context. He states that changes or interventions are not only dependent on the problem, but also on the organizational/managerial and political context in which the problem occurs. His theory can be viewed as complete and suitable for this particular study, without being overwhelmed by numerous variables. Otto states that his variables influence the way consultants and clients act. Otto defines the following variables:

1. Time Pressure - refers to a situation where time forces you to cut corners on the actual assignment;
2. Escalation - refers to the tension between parties and to what extent it is escalated (conflict);
3. Power differences - refer to the situation where one party has significant more power (formal as well as informal) than the other to influence the other’s behavior;
4. Dependencies - refer to the extent to which involved individuals are dependent from each other or that they can work independently from each other;
5. Rules - refer to the extent to which procedures or other rules decide how to execute a decision-making process;
6. Identification with the organization - refers to the extent where one identify with the organization or act as a spectator;
7. Capabilities for reflection - refer to the extent where there are opportunities for reflection and whether it is done or not;
8. Knowledge and skills - refer to the extent whether or not the proper knowledge and skills are available to cope with the problem.

De Caluwé & Reitsma (2010) used the framework of Otto (2000) in their study and found that consultants are looking for two context variables; time pressure (i.e., if there is no time pressure, there is no real problem) and client mandate (i.e., if there is not a powerful principal or client team, the consultant cannot help). Therefore, this study will use these two factors as context variables within the conceptual model.

In today’s practices, time pressure is becoming more and more relevant (Burke, 2010). Due to market dynamics, economic circumstances, social and political pressures, and other contingencies, clients are becoming more demanding of consultants. They want immediate action and want to see some positive differences right away, if not yesterday. This might affect the quality of the services provided by the consultant as well as the understanding of the real problem in a consulting project by both sides. Consultants adjust their behavior or select a certain approach based on the amount of time pressure present during a consulting project. Since a high amount of time pressure can cause clients and consultants to cut corners because the daily routine or practices may consume too much time, the more likely the outcome and the process of a consulting project is not successful. This assumes a negative relation between time pressure and the outcome of a consulting project. Although there are reasons that could further the opposite point of view, this study presumes that a certain sense of urgency is good, which causes a certain level of pressure, but that an extreme level of time pressure is counterproductive. As a result, the following hypothesis can be constructed.

H9: A high level of time pressure during consulting projects negatively influences the execution and the outcome.

In a consulting project context, client mandate refers to a situation where client team members (including the client team leader/sponsor) have a certain mandate in order to influence the consulting project and adjust the route being followed. If there is no mandate present, many issues and decisions have to be escalated to a manager who is higher in the

corporate ladder and has the ‘power’ to make the decision. This is time consuming and delays the progression of a consulting project and is not beneficial for the outcome. Therefore, client mandate contributes to the execution and the outcome of consulting projects. As a result, the context variable ‘power differences’ of Otto (2002) will be operationalized into the context variable ‘client mandate’ as formulated by De Caluwé & Reitsma (2010). The hypothesis regarding client mandate will be:

H10: A high level of client mandate within the client team positively influence the execution and the outcome of consulting projects.

After the consultant, the client, and the context, there is one further topic that must be discussed. That is the relation between the client and the consultant. It is well known that the continuity of a consulting project stands or falls by the relationship between the client and the consultant. This will be discussed in the following section.

3.6 The relationship between the client and the consultant

A consulting project involves a certain form of collaboration between the client and the consultant where something goes on between the client and the consultant. What goes on between a client and a consultant is what Schein (1999) calls “process consultation”. His philosophy regarding process consultation is about building a relationship between the helper and the client, group or organizations that is in need of help. Schein (1999) states that a ‘good’ relationship can be very beneficial in a client-consultant collaboration. Many other authors have highlighted the importance of a client-consultant relationship to consulting success and the change process often related to it as well (Buono et al., 2010). To build a relationship, clients and consultants must be able to depend on each other in various ways to achieve success. To do so, Schein (2011) argues that there must be a degree of trust between the consultant and the client in order to establish a helping relationship. Many other authors argue that trust is fundamental and vital to a successful relationship as well (Kam, 2004; Näslund, 2009; Furusten & Werr, 2009; Mayer, Davis & Schoorman, 1995). Trust is a widely discussed topic in today’s academic literature regarding consultancy and is a phenomenon that can be highly effective in the field of consultants (Maister et al., 2002). Trust enhances the exchange performance and the negotiation processes, both on the interpersonal level as well as the inter-organizational level, and therefore matters (Zaheer, McEvily & Perrone, 1998). David Maister is one of the leading authors with respect to trust in a client-consultant relationship. He developed a framework classifying the relationships between a client and a consultant. Maister et al. (2002) state that it should be a consultant’s goal to become a so-called ‘trusted advisor’ because this has many benefits regarding the collaboration between the client and the consultant. One of these benefits is that a client shares more information that helps the consultant to help the client and improves the quality of the service the consultant provides. Maister et al. state that the types/levels of relationship are a function of both “depth of personal relationship” and “breadth of issues”. The first relates to the range of business issues in which the consultant gets involved. The latter relates to the extent to which the client permits the consultant to address their personal relationship to the issues at hand (and the business at large).

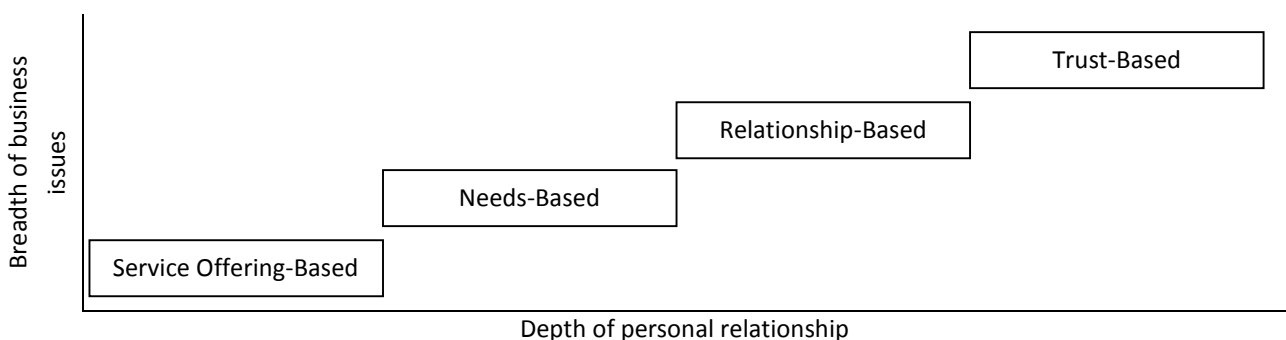


Figure 6: The four types of relationship as formulated by Maister et al. (2002).

Every type of relationship has its own characteristics, which could be beneficial for the success of a consulting project. Figure 6 shows the framework as presented by Maister et al. They state that there are four types or levels of relationship, namely the service offering-based type, the needs-based type, the relationship-based type, and the trust-based type. The

service-based type of relationship focuses on providing answers, expertise, and input. The energy is spent on explaining certain matters, where the client receives information. The predictors for success in this type of relationship are mostly time and quality. The needs-based type of relationship focuses on the business problem. The energy is spent on solving the business problem where the client receives solutions. The predictor for success is often whether or not the defined problems are resolved. The relationship-based type focuses on the client organization as a whole. The energy is spent on providing insight where the client receives ideas to build on. The predictor for success is mostly the aspect of repeated businesses. Trust-based type of relationships focuses on the client as an individual. Energy is spent on understanding the client where the client receives a feeling of a safe haven for hard issues when they are brought to table. Predictors of success are varied. Note that the predictors correspond with the assessment factors as mentioned in section 3.2. It emphasizes the importance of taking the assessment factors into account. What the framework does not imply is that when a consultant operates at a different type of relationship, he or she is not meeting expectations. Most daily client-consultant relationships are not trust-based.

Each type of relationship may demand different assets from the consultant as well as the client during a consulting project. However, the ‘ultimate goal’ is to reach the trusted-based type of relationship because it enables the consultant as well as the client to deliver a successful outcome. It may lead to repeated business, as well as to new business through referrals from clients who are already consulted by the consultants. The client and the consultant are better able to act to the best of their abilities because certain thresholds are vanished and they are feeling comfortable sharing their ideas, emotions, information and so on. The consultant, as well as the client, is less troubled by formal procedures where time can be spent on the actual problem (Maister et al., 2002). So the more the relationship between the consultant and the client is a relationship based on trust, the more successful the outcome and the process of a certain consulting project. This leads to the following hypothesis:

H11: Strong mutual trust between the client and the consultant leads to more successful outcomes and executions of consulting projects.

3.7 Controlling the different areas of consultancy

Many practitioners claim that differences in the outcomes or the execution of consulting projects are caused by the areas of consultancy as well. They state that different areas of consultancy demand a specific approach and that each area of consultancy has different factors, which are considered as the main predictors for success. But is it? Are differences in success, between different areas of consultancy, really caused by other factors than mentioned in this study?

Theory about this topic is rich, but empirically limited. Many attempts are made to categorize consultancy that exist today. Today’s literature and other sources, such as the internet and formal consultancy institutions, lack a common classification of consultancy services because a classification can be made using different dimensions. To illustrate this, some examples of classifications and dimensions will be given. Note that more classifications and dimensions exist.

3.7.1 Different consultancy classifications by management area

Many sources categorize consultancy by ‘management area’. In table 6, an overview is presented of classifications by several sources where the dimension ‘management area’ is used. Note that the overview is not exhaustive, there are more sources that can be included.

Consultancy.nl (December 2011)	Kubr	Sadler	O’Mahoney	FEACO (in Sadler)
<ul style="list-style-type: none"> • Management consulting (Strategy, M&A, Operations, Supply chain, Finance, Outsourcing, Change, HRM) • Financial Advisory (Transaction services, corporate finance, restructuring, risk) 	<ul style="list-style-type: none"> • General & strategic • IT • Financial Management • Marketing & Distribution • E-business • Operations Management • HRM • Knowledge management • Productivity and performance 	<ul style="list-style-type: none"> • IT • Outsourcing • Strategy and Organization development • Financial administration • Project management 	<ul style="list-style-type: none"> • Strategy consulting • IT consulting (strategy, Architecture, outsourcing, enterprise software, systems integration, product development, Information management) • Outsourcing 	<ul style="list-style-type: none"> • IT • Corporate strategy (incl. marketing and OD) • Operations (incl. business process re-

management, real estate, forensics & litigation)	<ul style="list-style-type: none"> • TQM • Company transformation • Social role and responsibility • Small-business • Informal • Public sector 	<ul style="list-style-type: none"> • Production management • Marketing • HRM • Economic and environmental studies 	<ul style="list-style-type: none"> • Generalist consulting (BPR, Quality improvement/Lean, Culture change/change management, HRM, operations management, programme consultancy) • Specialist consultancy (M&A, Private Equity, Compliance, Marketing & Sales, Environmental) 	engineering, TQM, project management) <ul style="list-style-type: none"> • HRM
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(Based on Kennedy Information, Datamonitor and MCA)

Table 6: A brief glimpse of the categorization of consulting services, made by several sources

It is remarkable to see that there are a lot of differences between one classification and the other. However, it is also obvious that there is some overlap between the classifications. The following classification can be roughly distilled from table 6:

1. *Strategy consulting*

Strategy consulting is a popular consulting service because of its lucrative character and is shaped by well-known organizations such as McKinsey & Co, Arthur D. Little and the Boston Consulting Group. At its most basic, this service is concerned with the strategy of the clients and the strategic plan of the strategy. It is about the positioning of the client and the path they should follow to get there. It involves questions such as “should the client take over its nearest competitor?”, or “should the client focus on high-end solutions?”, or “where can we cut costs significantly?”. It should involve assignments that concern the long-term strategies on corporate levels where expert knowledge is required. In reality, the long-term aspect is mostly not maintained because CEO’s are constrained by finite resources, a short life span and other limitations.

2. *IT Consulting*

(IT Strategy, Architecture, business intelligence, enterprise software, systems integration, product development, information management)
 IT consulting is a relatively young field that focuses on providing businesses with the tools necessary to best leverage information technology. In addition to providing experience and advice, the work of an IT consultant often relates to assisting or guiding the selection, the implementation, the deployment, and/or the administration of IT systems on behalf of the client. Due to the prevalence of information technology in the business world, there is an unclear line between other consulting services and IT consulting. Consultants often produce solutions that rely on the IT capabilities of the business to which they are providing their services. Because the information technology field is so diverse, IT consulting is similarly diverse. IT consultation services include security, scalability, redundancy, software development, taking software from development to title, intranet networking, internet networking, analytics, and so on.

3. *Outsourcing/Insourcing consulting*

Outsourcing as a consulting service was not common twenty years ago. It became attractive to access and utilize the cheap, and increasingly high-skilled, labor in emerging markets. Especially western multinationals took advantage of the low-cost labor of these emerging markets. But times are changing. These upcoming markets have taken the battle to the west by building up massive outsourcing contracts and buying up skills and assets in the west. Nonetheless, consultants are still required to advise on outsourcing generally and that counts as consultancy. The same applies for insourcing, which is the opposite of outsourcing. Some emerging markets are becoming less attractive towards developed markets. As a result, developed markets are contracting business functions and execute them internally.

4. *Generalist consulting*

(BPR, Quality improvement/Lean, HRM, supply chain, finance, operations management, research)
 Generalist consulting is a collection of smaller consulting services which apply models and techniques from different knowledge domains such as quality management, HRM, finance or operations, in multiple organizations and industries. Such consultancy firms are mainly selling a solution, their solution. Their services can range from providing for the needs of a small business start-up to meeting the requirements of a global company expanding into a new market. Consultants work with the business to put the plan into action and meet

goals. Consultants generally specialize in one form of industry, such as environmental, manufacturing, or finance. This field is usually the one in which they earned their expertise.

5. *Organization Development*

(Culture change/change management, program and project consultancy, implementation, program and project management)

The organization development service is different from the rest because these types of assignments are mainly focused on the implementation of operational changes within an organization. Whether consultants consult on the implementation or changes or whether they guide the actual implementation or change, their goal is to ensure that the implementation, change, program, or project is executed properly and as predetermined.

Many specialties are very lucrative and require niche skills such as sustainability consulting (which will be more mainstream in the near future), but they are too small to mention in the big picture as presented in the list above. These specialties are sometimes not counted as consulting services by analysts because they rather provide advice with regards to other business specialisms instead on management per se (O'Mahoney, 2010).

A flaw of a classification by management areas is that it is not straightforward. Consulting assignments often include multiple facets of the areas of consultancy as listed above. For instance, financial consulting assignments such as mergers and acquisitions or private equity, have a large overlap with other services such as strategy consulting, IT consulting and generalist consulting. Another example is a business and information planning assignment. Roughly, the process of those kind of projects start with developing a (IT-)strategy, then translating the strategy into a solid architecture with its bottlenecks, and then developing a change portfolio including multiple projects and programs in order to realize the developed strategy. Again, multiple areas of consultancy are included in such an assignment. What becomes clear is that some consultancy services are fairly straightforward, but most consulting projects involve multiple consultancy services. Therefore, it is helpful to explore what other classifications can be applied within this research.

3.7.2 Consultancy classification by expert vs. process model

A different and well-known distinction in the types of consultancy is the one from Schein (1999), where he categorizes the type of consultancy by three models. Although his distinction is also used and related to characterize the relationship between the client and the consultant, his models are used here to characterize the type of consultancy. The three models are:

- The purchase-of-information or expertise model - selling and telling.
- The doctor-patient model
- The process-consultation model

In spite of many authors elaborating on it, this is still an acknowledged classification in today's consultancy literature. Which model applies in a consulting project depends on the preference or demand of the client as well as the consultant, and the type of management style is present or desired (Block, 2001). Although consultants were always seen as experts during a consulting project, Schein was one of the first authors in the 1960s who identified and acknowledged that there were more models that could be beneficial to consulting projects.

The expertise model assumes that the consultant is the specialist regarding the content of a consulting project. The client is purchasing information, so to speak. Some characteristics according to Block (2001) are that the client fulfills a less active role, holding the consultant responsible for the outcome. The consultant decides which methods and approaches are used to gather information or to make proper analyses. The consultant carries out technical control because it is assumed that the client does not have the knowledge to judge the expertise of the consultant. Collaboration is not required, as it is the consultant who primarily seeks to find a solution for the problem alone. The role of the client is to judge and evaluate the outcome. Consultants suggest solutions based on their experience and expert knowledge. The consultant must have the assets of specialized skills consistent with the field of the consulting project (Ciampi, 2009). This argument supports the decision to include the consultant's 'body of knowledge' variable in this study.

The doctor-patient model assumes that the consultant needs to carry out a clearly defined task, which is assigned by the client. It is similar to clients who outsource specific tasks. Some characteristics regarding this model are that the consultant plays a more passive role, where the client determines the agenda. The consultant executes the assignment in the way the client desires. The client decides which methods and approaches are used to gather information or to

make proper analyses. The consultant follows the instructions the client gives. The client examines and evaluates progress closely and immediately.

The process-consultation model assumes that the consultant is seeking collaboration with the client to execute the consulting project. “Process consultation is the creation of a relationship with the client that permits the client to perceive, understand, and act on the process events that occur in the client’s internal and external environment in order to improve the situation as defined by the client” (Schein, 1999, p. 20). Besides focusing on the content aspects of the project, much attention is also given to the interaction aspects of the between the consultant and the client. The consultant focuses on the interpersonal relations in where possibilities for viewing the client organization and its environment in possible new ways are created (Werr & Linnarsson, 2002). Some characteristics of the process role are that the consultant and the client become mutually dependent, where the consultant as well as the client is responsible for the outcome of the consulting project. The client however, retains full ownership of the problem in every phase of the consulting project (Ciampi, 2009). The decision making process is carried out by the client as well as the consultant. Collaboration is considered essential during the consulting project, where both parties initiate.

3.7.3 The applied consultancy classification

The expertise model and the process-consultation models may be considered as opposites, with the doctor-patient model in the middle (Erwee & Malan, 2009). Although a consulting project often includes more than one model (Werr & Linnarsson, 2002), it is assumed that a certain model is dominant in a consulting project. Because of the fact that these two views are considered opposing, it is expected that differences in success, between these two extremes, are caused by other factors than those included in this study. This is strengthened by the study of De Caluwé & Stoppelenburg (2002), who found that consulting projects occur in four different forms:

- *Expert-consulting*
The consultant acts as a ‘matter-expert’ and is asked primarily because of that. The consultant is responsible for the content and the quality of the advice given. He or she executes a carefully drafted procedure to construct his or her advice, which can be about a general advice or about a specific aspect such as HRM or operations. Expert-consulting must not be confused with certain specialties such as environmental-consulting, or construction-consulting. Expert-consulting is related to management, operating, change, and implementation issues.
- *Evaluation*
This category is also a form of expert-consulting, but the emphasis is now on providing a ‘second-opinion’, on conducting an ex-ante evaluation, on legitimization, and/or on judging on a certain matter. De consultant acts as an authority and knows the specific case and practice well. Occasionally, the consultant acts as an arbiter. The quality, content and delivery procedure of the advice are the responsibility of the consultant only.
- *Expert-consulting with process steps*
This category is between the previous mentioned models and the last model. The final advice is the responsibility of the consultant. However, he or she directs the process where members of the client organization are mobilized to contribute to the consulting project (concerning content). This can be done in the form of consults, creating support, workshops, conferences, and so on. The result is determined by the contribution of the client members. Although the consultant is overall responsible for the final result, he or she is influenced by what is brought forward during the process of the consulting project.
- *Guidance/facilitation*
In this type of consultancy, the client is responsible for the content and the result of the consulting project. The consultant is asked to contribute in the form of supporting the client where necessary, guiding a meeting, guiding groups, applying certain methods or models, directing of managing a process, guiding the execution, and so on. The consultant may even act as a certain secretary where he or she writes notes or a report. This type of consultancy refers mainly to the so-called project- and program management kind of consulting projects.

Note that the range of these four types of consultancy is similar to the range of the models of Schein (1999), namely from expert-consulting to process-consultation. This categorization is maintained in this study because it is relevant and empirically tested in the research of De Caluwé & Stoppelenburg (2002). Their research has similar intentions and a similar scope as this study. Since these types of consultancy are distinct from one another, it is interesting to determine whether

the differences in success between these types of consultancy can be explained by the factors that are included in this model. It is claimed namely that the differences in success within each type of consultancy, can be explained by, ceteris paribus, other factors that are not included in this research. However, this research states that, independent whether a project belongs to a specific type of project or not, the differences in success can be explained by, ceteris paribus, the factors that are included in this research. Therefore, this study controls for the different types of consultancy as described by De Caluwé & Stoppelenburg (2002).

3.8 The conceptual model: a schematic summary

At this point, all variables to be examined in this research have been discussed. There are four groups of variables that influence the execution and outcome of consulting projects: client variables, consultant variables, context variables, and the relationship variables. The execution and outcome of consulting projects will be ‘measured’ by the assessment factors that indicate how the execution and the outcome of consulting projects is perceived by clients and consultants. The assessment factors, as described in section 3.2, determine the level of success of consulting projects. In this research, success is synonymous with the level of perceived satisfaction of the client and the consultant. The control variable ‘types of consulting projects’ is added to investigate whether or not the differences in success between the types of consulting projects can be explained, ceteris paribus, by the variables that are included in the conceptual model. Figure 7 shows the conceptual model that will be tested in this research. In the figure, a reference is included that indicates in which section the variables are further operationalized.

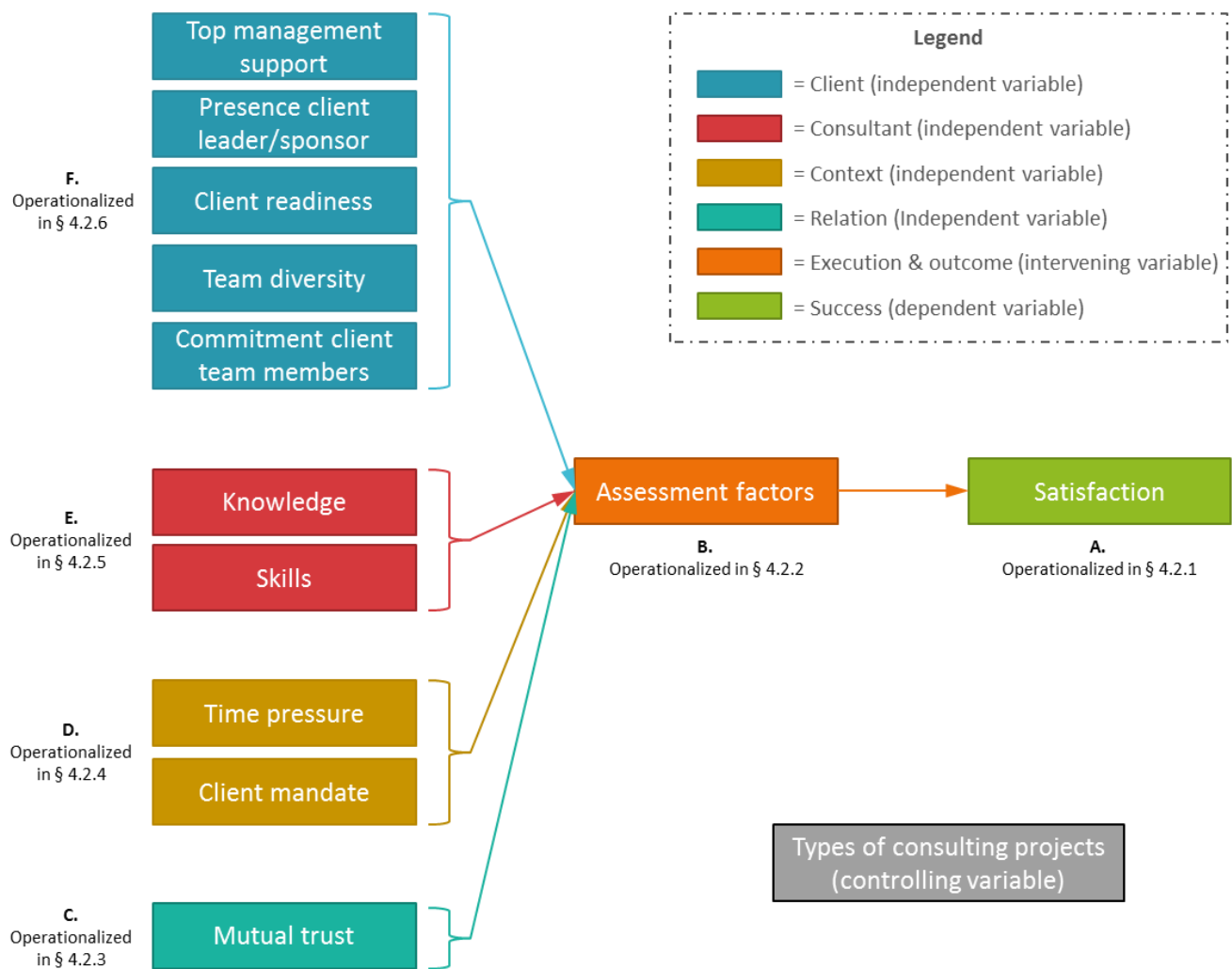


Figure 7: Conceptual model

4. Methodological framework

The previous chapter resulted in a framework of theories and a conceptual model with its hypotheses on how project characteristics influence the success of consulting projects. To examine whether these effects actually occur, an empirical assessment of the conceptual model will be conducted. This study gives an insight into how predictors influence success and shows which theories explain success in the context of consulting projects. This chapter describes the research design of this empirical study step-by-step. First, the choice of a research design and the related data collection instruments are described. Second, the operationalization is introduced to show how the conceptual model has been translated into the specific data collection instruments. Next, the methods of analysis are discussed and it is explained why these techniques are chosen to analyze the collected data and how they examine the theory and hypotheses. An explanation of the chosen statistical techniques helps to explain why the corresponding sample strategy is followed. The chapter ends with a schematic overview of the work process and the steps that were followed. The overview also shows which steps are related with the following chapters. Chapters 5, 6, and 7 present the results of the execution of this methodological framework.

4.1 The rationale of using a survey design

One conclusion from the previous chapter was that the conceptual model contains variables that need to be analyzed regarding their underlying relations, correlations, effects and so forth. The thirteen variables characterize consulting projects. Examination of the conceptual model reveals that this research is primarily deductive, quantitative, multivariate and complex. This complexity is not only caused by the number of variables, but also by the multivariate nature and the difference between the units of analysis and the units of observation. The difference is that the units of analysis are the consulting projects and the units of observation are the individuals, which are two different levels. In addition, thirteen variables is an extensive number of variables in comparison to other studies in the consultancy literature, thus requiring an analysis of a large volume of data.

Many consulting projects have been incorporated in this study, where each consulting project also required the input of several involved individuals. To achieve this, a survey design suited this study well, because a broad spectrum of projects and respondents could be approached efficiently and it created a mechanism from which quantitative data could be retrieved in order to execute the proper analyses. Therefore, this study can be characterized as a cross-sectional research design because it contains a survey of a specific sample at a single point in time. A body of retrospective data has been created about several consulting projects regarding the variables mentioned in the conceptual model, which were then examined to detect any 'patterns of association'. By then, the data has been derived from the individuals via questionnaires in which their opinion was asked about the variables from the (now finished) consulting project where they participated in. Due to the fact that opinions from individuals were asked during this study, this study became vulnerable to a certain degree of subjectivity. However, the number of individuals that cooperated with this research eventually made it less vulnerable. This will be discussed later on in this chapter.

An important note is that scientists as well as practitioners are continuously seeking for ways to examine consulting projects more objectively and in a less biased way because today's studies, such as this one, are mainly based on opinions of individuals which make the results more subjective than would ideally be the case using non-obtrusive data. Rijsenbilt (2011), for example, wrote a dissertation that excluded any form of interviewing. She found a relation between the narcissism of CEO's of S&P500 companies and their performance by investigating so called 'objective observable indicators'. Examples of these indicators are the number of publications and the size of the personal photo in the annual report (media-attention), the usage of a company plane (emoluments), and the difference between the salary of the CEO and second best-paid member of the board (reward). Data about these indicators are therefore fact-based and free from any form of respondent subjectivity.

In preparation for this study, an attempt had been made to include these kinds of indicators for this study, with a panel of three practitioners and one scientist. It quickly became apparent that this objective was not attainable in the context of this study because of several difficulties:

1. Although some indicators were suggested, most variables in the model could not be 'caught' easily by valid indicators that clearly and directly reflected the corresponding variables. Take the relationship based on trust

for instance. Several journals or logs could be studied to find how the consultant was involved in all kind of meetings. A signal of trust could be the number of times that a consultant attended meetings about matters that were not part of his or her assignment. Although this could be interpreted as a signal of trust, it did not cover the content of the variable as it was defined in this study. The same applied for other variables in this research. Finding an indicator or observation that pinpointed a variable was often found to be difficult in this context.

2. Another difficulty was that the data of the indicators would be hard to obtain. This was mostly due to the confidentiality of the required data such as proposals, hourly rates, price-agreements, formal evaluation journals and so on. Respondents were not fond of sharing these kinds of documents or information. Another reason was that the required data did not exist or was not clearly presented in independent databases.
3. A third difficulty was that, aside from the primary analyses that were carried out in this study, it was time consuming to use the data in order to find some effects between the variables. Many documents had to be collected from respondents and/or databases in order to retrieve a noteworthy dataset, which took time to retrieve, analyze and process.
4. In addition, cooperating with this study required quite a lot of effort from the respondents. Besides the questionnaire they had to fill in and the possible cooperation in interview form, they would also be requested to collect relevant documents and send them to the researcher. It was assumed that in times of an economic recession, as explained in chapter 1, it would be a 'no-go' for most of the respondents to cooperate.

To increase the intersubjectivity, an important requirement has been that, per consulting project, at least one involved consultant and one involved client representative had to deliver their input in order to add a consulting project to the sample. Research showed that a single perspective on a consulting project is biased since consultants tend to have a more optimistic perspective of a consulting project than clients have (De Caluwé & Stoppelenburg, 2004). It has been assumed that the perceived truth on a consulting project is the combination of perspectives of the client, the consultant, and others involved within a consulting project.

4.2 The construction of the questionnaire

As described in the previous section, this study worked on two levels: the individual level and the project level. The individual level is called level-1 and the project level is called level-2. All the data required for the analyses has been retrieved from individuals who participated in consulting projects, which is therefore level-1 data. In other words, this research dealt with so called 'nested' or 'hierarchical' data where the individuals were nested into consulting projects. But before the level-2 data will be discussed, it will be explained how the data from the individuals was obtained.

The consultants and the client representatives formed two primary data sources from which data has been collected. A client representative, or simply expressed 'client', is a member (or multiple client members) from the client organization who contributed to and was co-responsible for the outcome of the related consulting project. It has been assumed that they had an insight in the outcome of a project as well as in the activities that were carried out during a consulting project. The specific roles or individuals that met these characteristics and were therefore initially approached within this research were: principals, delegated principals, project leaders, client team members, and members of advisory committees or other similar committees. The researcher was well aware of the fact that it could occur that certain questions of the questionnaire were less applicable to a certain role than to other roles. In the construction of the questionnaire, this was kept in mind constantly. 'Consultants', or a single consultant, refer to the hired external individuals who were assigned to co-execute the consulting project as agreed. It has been assumed that they were also co-responsible for the outcome and had an insight into the activities that were carried out during a consulting project as well as the results of that project. Therefore, these individuals were asked to participate because they had the proper knowledge to answer all the questions in the questionnaire and at interview. The same goes for the client representatives.

Questionnaires have been used primarily because they are an efficient data collection mechanism to gain a large volume of data. To construct a questionnaire that made it possible to retrieve the right data, the variables in the conceptual model have been systematically translated into a wide range of questions that cover the content of the variables as defined in the theoretical section. This is called the 'operationalization'. To give an insight into the operationalization, all

variables will be discussed to show which questions were used towards respondents in the end. Before explaining the operationalization of all the variables, there are three practical points that need to be addressed first.

The first point is that two versions of the questionnaire have been used in this research: a client version and a consultant version. Although the questions were the same in both questionnaires, the difference was that the questions were formulated from a client or a consultant point of view. This made it easier accessible for the respondents to fill in the questionnaire and to finish it. In the following subsections, the consultant version of the questions is presented.

The second point is that the following subsections show the questions that were used in the questionnaires eventually. Most of the questions stemmed from other relevant studies that included questions about a certain topic corresponding to the variables in this study, which have been discussed in the theoretical framework. But the questions and the questionnaires were revised multiple times in order to get to the final version. To illustrate this, the questionnaires were developed using several checklists (Sekaran, 2003; Remenyi, Williams, Money & Swartz, 2009; Centraal bureau voor de Statistiek [CBS], 2010; Bryman, 2004). Therefore, each question has been checked to what extent: it could be misinterpreted, it used familiar language, and whether the question was redundant because the answer was commonly known or could be gained otherwise. These checks altered the questions and questionnaires several times. Another check was to test the questionnaires. The questionnaires have been reviewed and tested by four consultants from different backgrounds, two scholars familiar with consultancy, two clients, and an expert of the CBS (“Centraal bureau voor de Statistiek” in Dutch – “Statistics Netherlands” in English). Their feedback has been used to optimize the questionnaires in order to prevent that respondents would fail to fill in the questionnaire. As a result, the questionnaire has been revised multiple times. The final version consists of 79 questions from which seven questions are open questions and 72 questions are closed questions. The questionnaires were used to approach respondents and collect the data.

The third point is that the questionnaires started with some introductory open questions to retrieve some background information regarding the consulting project. These questions were about the cause of the consulting project, the actual assignment, the results, what year it ended and what the role of the individual was during the project. The questionnaire ended with some open questions as well. These questions asked what was perceived as the positive and negative factors that influenced the project. This gave the individuals the opportunity to express their thoughts in their own words. These extra questions were intended to help the researcher to explain why and where certain effects occurred.

The following subsections represent the five categories in which the variables were grouped: client variables, consultant variables, context variables, relationship variable, assessment variables, and the success variable. These categories correspond with the categories, as shown in the conceptual model in the previous chapter.

4.2.1 Dependent variable (A) – Overall success

The dependent variable is the success variable, which measures the satisfaction of the involved actors regarding the result of the consulting project outcomes. The questions used to determine this variable have been derived from the work of Van Aken (1996), because his definition of project success was similar to the project success in this study. In addition, the scale Van Aken used had a Cronbach’s Alpha of .85. This means that the scale had a good internal consistency and was therefore a reliable scale. His questions had to be translated to the consulting project context because they were designed to the general topic of project management. The topic of project management is quite similar to the consultancy context, which was also a reason why his questions were used. The result is presented in the table below in which the answer possibilities are also presented.

Variable	Questions	Answer possibility
<i>Success</i>	71) I am satisfied with the result of the consulting project.	Interval (Likert scale)
“Satisfaction – the degree of satisfaction perceived by the involved actors as a result of the project outcomes.” (see § 3.1)	72) I am satisfied with the moment, the consulting project was completed.	1 = Totally disagree
	73) The consulting project was too expensive in relation to the quality of the result.	2 = Disagree
	74) The quality of the result was high.	3 = Neutral
	75) What was intended to be achieved with the result, is achieved.	4 = Agree
	76) The result was worth the investment (e.g. time, money, effort).	5 = Totally agree
		6 = Not applicable / Don’t know

Table 7: The operationalization of ‘success’

Keep in mind that the data acquired from these questions is level 1 data. The data per individual represents the subjective perception from a specific individual about a topic relating to a certain project. It does not represent the group perception from all the involved actors about a topic relating to a certain project. To achieve this, the input of client respondents as well as consultant respondents of a consulting project had to be added and averaged. The group perception formed the level 2 data. This different level will be discussed later on in this chapter. Note that this distinction applies to all variables discussed in this section.

4.2.2 Intervening variables (B) – Assessment factors for success

De Caluwé & Stoppelenburg (2004) constructed criteria that measure the degree of effectiveness of the consultancy services provided to a client. They categorized these criteria into three types: formal-, process-, and content criteria. Remember that the term ‘assessment factors’ is used in this research instead of the term ‘criteria’. The categorization is not maintained in this study because it could evoke questions that could cause respondents to quit filling in the questionnaire. In addition, it was presumed that the quantitative analyses (i.e. factor analysis) would give clear categories that were based on data derived from the questionnaires. In this manner, subjectivity was minimized. As a result, the questions used in the questionnaire are shown in the table below.

Variable	Questions	Answer possibility
<i>Assessment factors for success</i> “Assessment factors represent specific indicators that indicate the quality of how a consulting project is executed and how the project outcomes were” (see § 3.2)	54) The objectives have not been achieved.	Interval (Likert scale) 1 = Totally disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Totally agree 6 = Not applicable / Don’t know
	55) The tasks, set in advance, have been carried out.	
	56) The required sources and means have been used.	
	57) The given time path has been followed.	
	58) The given budget frame has been followed.	
	59) A specific method has been used.	
	60) The approach of the case was developed while working.	
	61) The consultant and the client were equivalent.	
	62) The consultant guided the consulting project from the beginning till the end.	
	63) During the entire consulting project, the client and the consultant communicated frequently.	
	64) The client and the consultant were involved in the consulting project from the beginning till the end.	
	65) The client did not learn from the consulting project.	
	66) More consensus has been reached within the client organization about the topic of the consulting project.	
	67) The co-operation within the client organization has been improved due to the consulting project.	
	68) The client organization has been more efficient due to the consulting project.	
69) The client organization has become more energetic.		
70) The usability of the advice was good.		

Table 8: The operationalization of the ‘assessment factors’

4.2.3 Independent variables (C) – Relationship variable

Maister et al. (2002) define the degree of trust by means of the breadth of business issues that are addressed towards the consultant by the client and the depth of the personal relationship between the consultant and the client. To operationalize this body of thought, several other studies like Mayer et al. (1995), McAllister (1995), Zaheer et al. (1998), and Pearce, Branyiezki & Bigley (2000), have been examined to construct questions for this questionnaire. Although the context of those studies was different from this study and they examined a wide variety of dimensions of trust, they offered good insights and examples that could be used in this study. As a result, the following questions represented the relationship variable in this research.

Variable	Questions	Answer possibility
<i>Trust</i>	50) I had confidence in the expertise of the project team.	Interval (Likert scale)
“Trust reflects the breadth of business issues to deal with and the depth of personal relationships.” (see § 3.6)	51) I felt free to talk about difficult issues with the project team.	1 = Totally disagree 2 = Disagree
	52) A good understanding between the project team and me has been developed during the project.	3 = Neutral 4 = Agree
	53) It turned out that the project team was worth my trust.	5 = Totally agree 6 = Not applicable / Don't know

Table 9: The operationalization of ‘mutual trust’

4.2.4 Independent variables (D) – Context variables

Both ‘client mandate’ and ‘time pressure’ were discussed in the work of Otto (2000) and De Caluwé & Reitsma (2010). They defined both variables where De Caluwé & Reitsma made an attempt to operationalize the variables. However, the study of De Caluwé & Reitsma had a qualitative approach where their operationalization contained open questions that were less suited for this research. This research aimed at constructing closed questions with a Likert-type answer possibility in order to assess the conceptual model with quantitative analyses. Nonetheless, the operationalization gave good directions, with respect to the questions that needed to be asked in the questionnaires.

1. *Client mandate*

Client mandate has been loosely translated from the work of Otto and De Caluwé & Reitsma, so that it suited this context well. Therefore, client mandate refers to a situation where the involved client actors in a consulting project had the mandate to make important decisions in order to execute the consulting project. The questions derived from this definition are shown in the table below.

Variable	Questions	Answer possibility
<i>Client mandate</i>	48) The project leader had the required mandate to execute the consulting project.	Interval (Likert scale)
“Client mandate refers to a situation where the involved client can make the important decisions.” (see § 3.5)	49) The client team members had insufficient mandate to execute the consulting project.	1 = Totally disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Totally agree 6 = Not applicable / Don't know

Table 10: The operationalization of ‘client mandate’

2. *Time pressure*

Time pressure was also translated from the work of Otto and De Caluwé & Reitsma to suit the context of this study. Therefore, time pressure refers to a situation where time forces the client and the consultant to cut corners on the actual assignment. The questions derived from this definition are shown in the table below.

Variable	Questions	Answer possibility
<i>Time pressure</i>	45) The consulting project had a high priority within the client organization.	Interval (Likert scale)
“Time pressure refers to a situation where time forces you to cut corners on the actual assignment.” (see § 3.5)	46) The consulting project had to be carried out sooner.	1 = Totally disagree 2 = Disagree
	47) During the consulting project, concessions have been made to the quality of the project.	3 = Neutral 4 = Agree 5 = Totally agree 6 = Not applicable / Don't know

Table 11: The operationalization of ‘time pressure’

4.2.5 Independent variables (E) – Consultant variables

1. Knowledge

Kubr (2002) distinguished three types of knowledge a consulting need to possess in order to execute consulting project properly, which is discussed in the previous chapter. From his explanation of the required body of knowledge, questions were derived that have been used in the questionnaire. These questions are presented in the table below.

Variable	Questions	Answer possibility
<i>Knowledge</i> “Knowledge refers to the body of knowledge a consultant possesses regarding background information relevant for consulting interventions, the object of consulting and consulting per se.” (see § 3.3.1)	25) I was aware of the developments that were relevant to the client organization.	Interval (Likert scale) 1 = Totally disagree
	26) I took the developments into account that were relevant to the client organization.	2 = Disagree 3 = Neutral
	27) I possessed the necessary industry and functional knowledge.	4 = Agree 5 = Totally agree
	28) I applied my expertise and knowledge during the consulting project.	6 = Not applicable / Don't know
	29) I knew the client organization well.	
	30) I applied my knowledge about the client organization during the consulting project.	

Table 12: The operationalization of ‘knowledge’.

2. Skills

Skills are learned abilities that individuals possess to carry out pre-determined results or assignments. De Caluwé & Reitsma (2010) call a skill ‘something somebody can do very well’. They did an extensive study to find what competences or skills are required for a consultant in order to do a proper job. They found basic skills required for every consultant in the field, as well as additional skills that are required for a specific type of consulting. Our research focuses on the basic skills every consultant needs. The use of a total list of all the skills required for different types of consulting was considered too extensive to use. Since the basic skills must be present within every consulting project or type of consulting, this research included the questions about the basic skills only. So every specific skill is measured by a single question which stem from De Caluwé & Reitsma (2010). The questions derived from the study of De Caluwé & Reitsma (2010) are shown in the table below.

Variable	Questions	Answer possibility
<i>Skills</i> “Skills are learned abilities that individuals possess or ‘things’ that individuals can do very well to carry out pre-determined assignments or results.” (see § 3.3.2)	31) I could adapt to changing circumstances during the consulting project.	Interval (Likert scale)
	32) I was able unravel relevant information, backgrounds, and structures.	1 = Totally disagree 2 = Disagree
	33) I was able to put the problems of the client in a wider frame.	3 = Neutral
	34) I was able to come up with new ideas/proposals.	4 = Agree
	35) I was not able to make realistic choices or decide realistically.	5 = Totally agree
	36) I could assist the decision making process within the project team well.	6 = Not applicable / Don't know
	37) I could provide the primary directions in which the client organization was heading.	
	38) I did not listen well to others.	
	39) I recognized the feelings of others.	
	40) I was well understood.	
	41) I could make myself clear about what my ideas, plans, and points of view were.	
	42) I was able to build trust among the individuals I spoke with.	

- 43) I did what I said I would do.
 44) I could positively influence the mood within the project team.

Table 13: The operationalization of 'skills'.

4.2.6 Independent variables (F) – Client variables

1. Top management support

Top management support refers to the willingness of top management to provide necessary resources, power and authority to enable the consulting project to be a success. This definition is mainly extracted from the work of Jang & Lee (1998). Since their study was a theoretical study, it included no operationalization. Therefore, other studies were reviewed to find usable directions for constructing good questions. A study from Holt et al. (2007) was found in which top management support was operationalized. The questions used for this variable have been derived from their work, because the scale they used contained relevant questions that supported the definition in this research. In addition, the scale had a Cronbach's Alpha of .79. This means that the scale had a good internal consistency and was therefore reliable. Their questions were translated to the consulting project context. The result is presented in the table below in which the answer categories are also presented.

Variable	Questions	Answer possibility
<i>Top management support</i> "Top management support is defined as the willingness of top management to provide necessary resources, authority and power for consulting success." (see § 3.4.1)	8) Top management has emphasized the importance of the consulting project within the client organization. 9) Top management put personal effort into the consulting project in order to come to the final results. 10) Top management offered sufficient resources. 11) Top management believed in the usefulness of the consulting project.	Interval (Likert scale) 1 = Totally disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Totally agree 6 = Not applicable / Don't know

Table 14: The operationalization of 'top management support'.

2. Presence of a client leader/sponsor

The presence of a client leader/sponsor refers to the extent to which a client individual is present during a consulting project, who strongly believes in the proposed change/advice and has the necessary power, respect, leadership and effective interpersonal skills to coach and protect the consulting project in order to retrieve a positive outcome. This can be a member of the top management, a formal project leader or a member of the project team. The definition presented is mainly extracted from the work of Jang & Lee (1998). Also in this case, other studies needed to be reviewed to find usable suggestions for constructing good questions. Sarin & McDermott (2003) conducted a study in which the presence of a client leader was operationalized. The questions used for this variable have been derived from their work, because the scale they used clearly contained relevant questions that supported the definition in this research. In addition, the scale had a Cronbach's Alpha of .76. Their questions were translated to the consulting project context. The result is presented in the table below. Notice that the term project leader was used in the questionnaire. A respondent could be confused by the term, because the definition in this study differs from the definition of the formal role in the general project management literature. Therefore, it has been made explicit what the term project leader in the questionnaire means.

Variable	Questions	Answer possibility
<i>Presence client leader/sponsor</i> "A client leader/sponsor is a leader of the client team who strongly believes in	12) The project leader was appreciated within the client organization for his or her interpersonal skills. 13) The project leader was appreciated within the client organization for his or her knowledge regarding the content of the consulting project.	Interval (Likert scale) 1 = Totally disagree 2 = Disagree 3 = Neutral 4 = Agree

the change and has the necessary power, respect, leadership and effective interpersonal skills.” (see § 3.4.2)	14) The project manager had a significant impact on the consulting project. 15) The project leader believed in the usefulness of the consulting project.	5 = Totally agree 6 = Not applicable / Don't know
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Table 15: The operationalization of 'presence client leader/sponsor'.

3. Commitment of the client members

The commitment of client team members refers to the extent in which client members, who are also involved in the consulting project, are willing to work collaboratively with the consultants throughout the consulting project. This definition is extracted from the work of Jang & Lee (1998). Again, other studies needed to be examined to find usable directions for constructing good questions. Studies from Powell et al. (2006) and Meyer et al. (1993) were found in which the commitment of personnel was operationalized. The questions used for this variable have been derived from their work, because the scale they used contained relevant questions that supported the definition in this research. Their questions were translated to the consulting project context. The result is presented in the table below.

Variable	Questions	Answer possibility
<i>Commitment client team members</i> “The commitment of client team members refers to the extent in which they are willing to work collaboratively with the consultants throughout the management consulting process.” (see § 3.4.3)	16) The cooperation was good within the project team of the consulting project. 17) The members of the project team were not personally involved with each other. 18) The consulting project brought many personal benefits for the members of the project team.	Interval (Likert scale) 1 = Totally disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Totally agree 6 = Not applicable / Don't know

Table 15: The operationalization of 'commitment client team members'.

4. Diversity of the client members

The diversity of the client team refers to the extent to which the client team members, who are involved in a consulting project, differ from each other because of their personal backgrounds, functions, and expertise. The definition presented is extracted from the work of Jang & Lee (1998). Although their study was theoretical, the definition they gave was straightforward. As a result, clear questions could be derived from this study that cover all the aspects of the definition given by Jang & Lee. The result is presented in the table below and therefore used in the questionnaire.

Variable	Questions	Answer possibility
<i>Team diversity of the client team</i> “The mix of different backgrounds, functions and expertise's of client team members.” (see § 3.4.4)	19) The project team consisted of members from different backgrounds (e.g. origin, gender, religion etc.) 20) The project team consisted of members with different functions (e.g. board member, manager, project manager, analyst etc.) 21) The project team consisted of members with different expertise/knowledge areas	Interval (Likert scale) 1 = Totally disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Totally agree 6 = Not applicable / Don't know

Table 16: The operationalization of 'functional diversity of client team'.

5. Readiness to change

Readiness to change refers to the client team member involvement in the sense of an attitude about the need for change and the degree to which they are supportive and enthusiastic towards the consultants, committed

to the consulting project, and willing to diagnose and experiment. The definition is mainly extracted from the work of Jang & Lee (1998). Their work gave minor directions for operationalization, so other studies have been reviewed to find usable directions for constructing good questions. Kwahk & Lee (2008) conducted a study in which the readiness for change was operationalized. The questions used for this research have been derived from their work, because the scale they used contained relevant questions that supported the definition in this research. In addition, the scale had a Cronbach's Alpha of .93. This means that the scale had a good internal consistency and was therefore a reliable scale. Their questions were translated to the consulting project context. The result is presented in the table below.

Variable	Questions	Answer possibility
<i>Client readiness to change</i> "Readiness refers to client involvement in the sense of an attitude about the need for change and the degree to which it will receive support and enthusiasm, the commitment to a project, and a willingness to diagnose and experiment." (see § 3.4.5)	22) The project team was excited when the consulting project started. 23) The external support was well received by the project team. 24) The members of the project team were not happy to work on the consulting project.	Interval (Likert scale) 1 = Totally disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Totally agree 6 = Not applicable / Don't know

Table 17: The operationalization of 'client readiness to change'.

This concludes the operationalization of the questionnaire. See appendix A for the final result of the questionnaires used in this research.

4.2.7 Control variable – Type of consultancy

The control variable is a stranger in our midst since it was not a variable that was included in the conceptual model as being a direct or indirect predictor for success. Instead, it functioned as a control variable that means that it was used to study the extent in which the differences in success between the types of consulting could be explained by the variables that were included into the conceptual model. The control variable has not been operationalized in the questionnaire. Instead, the data from the questionnaire was used post hoc to classify the consulting projects. Three experienced practitioners went through all the consulting project data one by one. Based on the answers of the open questions, provided by the respondents, each panel member categorized all the consulting projects. Afterwards, the differences were discussed among the panel members. As a result, all consulting projects were categorized into the four categories 'expert consulting', 'evaluation', 'expert consulting with process steps', and 'guidance/facilitation', based on the qualitative input provided by the respondents.

4.3 How the questionnaire is used to collect the data

Now that the construction of the questionnaire has been discussed, this section explains how the questionnaires have been used to collect the data from the individuals. Prior to the actual data collection, a plan of approach has been constructed in order to obtain the data quickly and efficiently. This plan consisted of several phases.

The first phase contained an inventory of all the consulting projects of Novius Consultancy Group, or simply expressed "Novius", in order to check whether they were appropriate or not. Whether a project was appropriate or not, will be discussed in the sample strategy section. With all the projects that were appropriate, the corresponding consultants were asked whether or not they would like to cooperate with the research and if they were willing to ask the client if they would like to cooperate with the research as well. Remember that a consulting project was only taken into account when one client representative and one consultant within a consulting project cooperated. Requesting consultants to take the initiative and ask the other party to cooperate, or vice versa, was a very conscious choice. The process of collecting data went faster because a party was more willing to cooperate when a well-known relation asked them to cooperate. It also helped that the party who was approached first, had already agreed to cooperate. This made it more difficult for the other party not to cooperate any more. Appendix B shows a pamphlet that was used by the researcher, the consultants, and the clients to pitch the research to other potential respondents. When both the consultant(s) and the client

representative(s) agreed to cooperate, the questionnaires were sent to them. The questionnaires were sent digitally via SpiTs Questionnaire.

The SpiTs Questionnaire (in short: 'SpiTs') is a web application that can be used for creating and taking online questionnaires. It sends out questionnaires, tracks the progress of invited respondents, and manages the research process. The data gathered can be exported to either Microsoft Office Excel or SPSS files. The application forces the researcher to define the codebook, in order to export the raw data into a useable data file. The application is developed for employees of the School of Social and Behavioral Sciences of the Tilburg University.

Given the fact that working with an online tool is mainstream nowadays, the choice of using an online questionnaire was quickly made. One of the useful advantages of SpiTs is that the tool makes it possible to allow respondents to fill in every question. That is also why the answer possibility 'not applicable / don't know' is given in the answer possibilities. When respondents are 'forced' to give an answer, there is an exit for them when the question is not applicable or when they do not know an answer. As a result, all respondents were able to answer all the questions and the data from every respondent who completed the questionnaire was usable. If a respondent was not able to cooperate via SpiTs, the respondent was approached via mail, e-mail, face-to-face, or telephone. As a result, all relevant projects of Novius were taken into the dataset. The network of Novius was approached first because it was a relative safe context, where the researcher could build on his routine and getting acquainted with the questionnaires, collection method, the reactions of respondents, and several other aspects that came into play. This helped the researcher to polish his approach and eliminate flaws.

The next phase consisted of tapping into the professional networks of the supervisors and researcher. The supervisors as well as the researcher constructed a list of potential respondents that could provide consulting projects to study. When the consultant and the client confirmed towards the researcher that they were willing to cooperate, the questionnaires were sent to them. The rest of the process has been the same as in the first phase.

A reason to execute these phases first was that after the two phases, the research had acquired an extra unique selling point, namely that it already included a significant volume of data that could be used in order to gain interesting findings. It turned out that this became a sort of a turning point for several companies to contribute to the research.

Phase three consisted of approaching 'the rest', which means that almost every consulting firm in the Netherlands and many client organizations were asked if they were willing to cooperate. Unique selling points that were brought forward explicitly were the content of the research, which caught the attention of many potential respondents, the fact that the supervisors were assigned to this study, the 'what's in it for me', the promise that the respondents would remain anonymous so that they could cooperate unprejudiced and objectively, and that the two Dutch Consulting Associations supported this study. Before phase three was executed, the two Dutch consulting associations for individuals and firms (respectively Ooa: "Orde van organisatiekundigen en -adviseurs" and ROA: "Raad van Organisatie-Adviesbureaus") were approached. These two associations put effort in the professionalization of the consultancy profession. They were willing to send a recommendation or a reminder to potential respondents or connected parties to participate to this research. This resulted in a reminder via Twitter, a reminder via the website (www.managementenconsulting.nl), and a reminder via an offline magazine called "Management en Consulting" as shown in appendix C. To gain more exposure, the editorial staff of the website www.consultancy.nl was approached with the question if they could post a message on their website to persuade their visitors and trigger them to participate. The target group of the website was ideally suited to participate in this study because it concerned practitioners of the profession as well as principals. The editorial staff was more than willing to do so, which resulted in the fact that they posted four messages on their website and shared those messages via the website's social network. Besides the exposure, all consulting firms that shared their contact information with the mentioned websites were approached. In addition, numerous consulting and client firms were approached either 'cold' or 'via via'.

The questionnaires ended with the question whether or not the respondent knew a potential respondent that was also related to the consulting project. This so called 'snowball effect' resulted in a significant increase in respondents that cooperated. As a result, 140 consulting projects were included into the data file. The characteristics of the dataset will be discussed in section 4.10.

From the beginning of the data collection, files were made per consulting project. Each file contained the raw data from the open questions from each individual respondent and the aggregated data that was derived from the raw data. The

subjects that were described in each file are the motive of the consulting project, the assignment, the result, the pluses and the minuses of the consulting project. This made it easy for the researcher and others to get familiar with a certain project.

4.4 Multilevel analyses were needed to examine the conceptual model

This study is interested in effects, correlations, and differences, between the characteristics of consulting projects. The research question is why certain consulting projects are more successful than others under the same circumstances. In order to make certain statements about the consulting projects, the level 1 data had to be aggregated to the project level, which is called level 2 data. Level 2 data consisted of the average score on a certain subject from all the individuals within a consulting project. In other words, the collective perception on a certain topic forms the level 2 data. The resulting dataset is therefore multilevel or hierarchical.

To examine the variables from the conceptual model and their underlying relations, a statistical technique was required that was able to deal with the multilevel data and finding the effects as predetermined. Because the variables included an interval scale only, both dependent and independent variables, this research analyzed the dataset by using linear mixed models. If this study required multilevel analyses of dichotomous variables for instance, other techniques would be more suitable to use.

In order to use the mixed model, the data had to be made ready for the analyses. Compared to other statistical techniques, the mixed model technique is sensitive to missing values as well because it easily excludes a large number of cases when values are defined as missing (Heck, Thomas & Tabata, 2010). This would bias the parameter estimates. Heck et al. (2010) suggest using a data set where less than 5% is defined as a missing value. Since the data used in this research is mainly aggregated and all respondents were forced to answer all the questions, it turned out that there were almost no missing values present in the data set. So the missing value ratio was beneath the 5% limit and the difficulties around missing values are not applicable.

One might suggest that a standard multiple regression analysis would suffice enough to find the necessary effects, since this research is only interested in the second level. In a standard multiple regression analysis however, it is assumed that all the respondents in the sample are independent towards each other, which means that the answers given by a certain respondent are not dependent from the answers given by another respondent. This assumption does not hold in this research. The respondents in the dataset have a common denominator, which is a consulting project. So when there were respondents present in the dataset from the same consulting project, the answers of the respondents were dependent from each other because they dealt with the same circumstances. Another reason why a standard multiple regression would be inappropriate to use is that a standard regression analysis cannot cope with a situation where the intercepts or the coefficients fluctuate between groups. In other words, standard regression analyses 'ignore the clustered nature of individuals within groups, where estimated parameters may be biased' (p. 7, Heck et al., 2010).

Generally, there are three distinct steps in running a multilevel analysis (Heck et al., 2010). The first step is the specification of the null, or 'no predictors' model. This step validates the use of a multilevel analysis. The null-model includes the dependent variable only. What it does is that it inspects the variance in a dependent or outcome variable of a certain model, by partitioning the variance in the variable into its within- and between-group component (Heck et al., 2010). If it turns out there is little or no variation in outcomes between the consulting projects, there would not be any need for conducting multilevel analysis. This is similar to an ANOVA analysis. A requirement of multilevel analysis is that the dependent variable must be analyzed on the lowest level. Thus, the individual data of the dependent variable must be used. Otherwise, the analysis cannot partition the variable component into its within- and between-component and check whether a multilevel analysis is useful to use. So, for every model tested in this research, the dependent variable has been a level-1 variable. Normally, the second and the third step includes the specification of the level-1 model and the specification of the level-2 model respectively, where the third step can include a further analysis on random coefficients, intercepts, and slopes. Notice that the variables used in this study were about consulting projects and their characteristics and not about individuals and their characteristics. This might be confusing to some readers. This research did not ask for unique characteristics about individuals such as someone's IQ or someone's exam score. Such types of data are typical level 1 data, where questions about topics concerning consulting projects are not. As stated, the main

focus is on the second level (between projects) and not on the first level (within projects) or on cross level effects. If the focus was also on level 1 or on cross level effects, the research question would be different and questions had to be included that asked for unique characteristics about the respondents, which is not the case. Therefore, step two was skipped. Step three contained a thorough analysis of level-2 effects only. As a result, this study only discusses the so-called fixed effects, which are the effects between the predictors and the dependent variable on level-2. It is noteworthy to mention the estimation method that was used to discover the effects. There were two methods that could be used: Maximum Likelihood (ML) & Restricted Maximum Likelihood (REML). ML is more accurate for fixed effects and REML is more accurate for random effects (Heck et al., 2010). Therefore, the ML method was used for finding the fixed effects.

There is a clear separation in the phases of the data analyses that were followed. The first and most important phase was to test the conceptual model and its hypotheses as proposed in chapter 3, because that is the core of this study. Variables that seemed not 'relevant', were put aside of the conceptual model. The next phase included an investigation to search for effects that showed how the 'irrelevant' variables were related to the adjusted conceptual model as found in the previous phase. This is called the exploratory phase that included 'exploratory analyses'. Although the latter phase provided interesting results as well, the results of phase one are the most important results. Shortly put, the following phases were executed in order to see how the variables affected the dependent variable:

1. The first phase was to research the model as described in chapter 3 where all predictors were taken into account. An advantage of mixed models was that it provided an option to control the model for a certain variable. As a consequence, all predictors were included as independent variables where the type of projects was included as a controlling variable. All variables were investigated to what extent they had a significant effect on the dependent variable. The variables that did not have a significant effect on the dependent were excluded and the model was analyzed again in order to check whether the variables retain their significance. The analyses carried out in this phase are called 'the primary analyses'. As a result, all hypotheses were tested and an adjusted conceptual model could be constructed where all the variables that directly or indirectly affected the success of consulting projects were included;
 - 2.1 The predictors that were not significant, formed new (sub-)models with the significant predictors from the previous phase as dependent variables. The significant predictors were the dependent variables (on level 1) and the insignificant predictors were the independent variables (on level 2). For every new model, the type of projects was also included as a controlling variable.
 - 2.2 This procedure was repeated until all variables obtained a 'place' in the conceptual model and significantly affected the original dependent variable (indirectly).

The figure below represents an illustration of the steps that were carried out during the multilevel analyses.

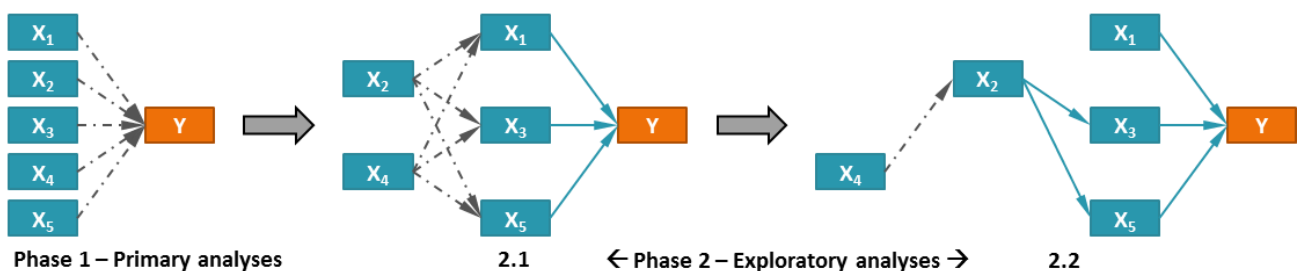


Figure 8: a schematic overview of the procedural phases conducted during the multilevel analyses.

The multilevel analysis is a statistical technique that is of a younger vintage compared to the more common techniques such as regression analyses or ANOVA-analyses (Hox, 2010). Before the multilevel analysis technique became more mainstream and scientists were interested in group effects only, they bypassed the hierarchical data by aggregating all the data to the second level and run their standard regression analysis. Although a standard regression analysis is less accurate than the multilevel analysis when it has to deal with hierarchical data (Heck et al., 2010), the purposes of these techniques are the same (i.e. finding predictors that influence the dependent variable or help explain the variance in the dependent variable).

Therefore, the regression analysis technique has been used as a kind of a second opinion on the found effects in the multilevel analysis. Although the outcomes of the regression analyses were not guiding, they indicated whether or not the multilevel analyses were carried out properly. If there were large differences in the outcomes of the analyses, a further inspection was carried out to find out why these differences occurred. As a consequence, the procedure was revised and repeated to reduce these large differences. If there were small differences between the outcomes, it has been considered that it was due to the accurateness of the techniques. When carrying out a regression analysis, the assumptions of multiple regression were checked as well:

- Sample size;
- Multicollinearity and singularity;
- Outliers;
- Normality, linearity, and homoscedasticity.

Because multiple regression is a commonly used statistical technique, no further explanation of the method is discussed here.

4.5 Sample strategy

The analyses carried out in this research required a certain volume of data. This section is about determining the required sample size in order to conduct the multilevel analyses. It discusses the sample strategy that has been used in this research. This part is important because it is seldom possible for a researcher to collect evidence from all actors of the population. Therefore, a researcher has to retrieve a sample from the population. This must be done carefully and well considered as sampling and sampling-related errors can occur easily (Bryman, 2004).

Several questions, as suggested by Sekaran (2003), were kept in mind in the determination of the choices that were made regarding sampling:

- What is the relevant target population?
- What exactly are the parameters this research is interested in?
- What type of sampling design suits the research best?
- What is the sample size needed?
- What costs are attached to the sample strategy?
- How much time is available to collect the data from the sample?

The term target population is mentioned explicitly because it must be kept in mind that a sample only represents the population where it is actually extracted from.

Theoretically, this study focuses on the number of consulting projects that are carried out in the Netherlands on a yearly average basis. This entails two difficulties, namely that the population is not very clearly defined or known qua size. As discussed in the previous chapters, this is due to the fact that the profession is not clearly framed by institutions, scientists and practitioners. In the rather unrestrained consultancy world, there is an ongoing debate about what types of consulting exist today. There is no consensus about the classification of consulting services. There are sources such as the CBS and a few other governmental service providers that have figures about the turnover of the Dutch consulting industry. Those figures however, do not tell us how many consulting projects are carried out on a yearly average basis. In addition, the figures are not solely focused on the consulting sector this study has been interested in. This is due to their scope of the consulting profession, is wider than the scope of this research. Therefore, it is difficult to estimate or determine the actual size of the target population.

As a consequence, this research defined its own target population. Certain criteria made it possible to separate the 'required' consulting projects from 'other' consulting projects, which were neither relevant nor suitable for this research. These criteria were partially derived from De Caluwé & Reitsma (2010). The criteria ensured the diversity of the consulting projects and the related characteristics in order to obtain a representative dataset. The following conditions were applied:

1. *The consulting project needed to comply to the following definition of a consulting project:* 'A consulting project is the commitment of an external consultant towards the client to provide opinions and recommendations in order to enable the client to identify and solve entrepreneurial problems. It is a one-time, finite activity. It is a temporary project, with a beginning and an end, in which a set of interrelated activities is executed over time (i.e. consulting process) in order to achieve the predetermined goals with defined resources, such as manpower.'

As a temporary professional service, the consultant tries to influence the behavior of the client system towards a desired outcome from his or her own perspective, possibly based on certain observations and analyses. The consultant produces advice, puts a certain change in motion and/or implements the proposal or a range of ideas'.

This definition represented the so-called 'hands on' consulting projects, in which this study was interested. These projects related to the questions asked in the questionnaire, by which the respondents were able to answer all the questions.

2. *Projects should aim at the following: board or management assignments, change assignments, and implementation assignments, executed by external parties. Inappropriate projects are coaching, training, niche (such as quality audits and construction advice), simple execution and interim projects.*

This condition is in line with the previous condition. Based on condition 1, condition 2 emphasized what type of projects, from a substantive point of view, were suitable for this research and what projects were not.

3. *A specific outcome should not yet be defined at the beginning of a consulting engagement.*

These so-called outsourcing projects did not meet the requirements of a consulting project as formulated in this study. Demand and supply (or client vs. supplier) is clearly documented and arranged in those projects. These projects must not be confused with the work consultants do when they guide a client towards an outsourcing path.

4. *Projects involved an external consultant or several external consultants and client member(s) being co-responsible for the outcome as well as the process of a consulting project.*

Two parties needed to be involved in the consulting project where both parties were being responsible for the outcome. Otherwise, the project could include activities that were not suitable for this research. It could make the type of assignment inappropriate for this research. The condition also ensured that the potential respondents knew what activities were carried out and what the outcome was. This was necessary to answer all the questions in the questionnaire.

5. *Projects had to be about companies/organizations or about specific aspects of these companies/organizations.*

This condition was used primarily to keep some related consultancy practices out of scope. An example is a mortgage advisor where he/she advises a (private) consumer about what kind of mortgage suits his or her needs. These types of consultancy practices do not possess the consultancy activities this research aimed for.

6. *Projects needed a beginning and an end wherein two parties were involved to achieve a certain outcome (in the form of a report, advice, implementation, presentation etc.)*

As a respondent, to be able to answer all the questions in the questionnaire it was important that the consulting project was ended. It has been assumed that when a consulting project was ended, clients as well as consultants had a better view on whether the consulting project was a success or not. The impact of a consulting project was considered more noticeable then. A consulting project was ended when a consultant was of no further use for the client in a particular (sub-)assignment and/or was no longer present in the client organization.

7. *Projects had to be Dutch and had to be ended in the year 2010, 2011, 2012, or 2013*

A social desirability bias occurs when persons are asked about matters that happened several years ago (Bryman, 2004). People are likely to reply or provide certain answers that are consistent with the perception they have about a certain matter. This perception is distorted over the years where people are likely to construct a certain perception that benefits them, what could differ from the actual reality. Therefore, it was a condition that no projects were taken into account that were ended before 2010. In addition, all consultancy projects had to be Dutch because the instruments used were Dutch.

So the type of project is not the only element that contributes to 'the same circumstances' as mentioned in the research question. Although it is the only factor that is taken into account as a control variable in the analyses, these criteria contribute to 'the same circumstances' as well. So 'the same circumstances' mean that all consulting projects meet these seven criteria and are similar within the boundaries of each criterion.

Note that the last two conditions mentions 'ended' instead of 'completed'. Completed refers to a certain end-state where a result is delivered. It could be that this was not always the case in a consulting project. Van Aken (1996) distinguished three types of outcomes/endings:

- Projects without any result (in the form of a report, advice, implementation, presentation etc.);
- Projects with a result, but what is not chosen to be used by the client;
- Projects with result and used by the client.

All the types of ending could occur in consulting projects and none were excluded from this study upfront.

Given this target population, no data were available to determine the size of the target population. Since the multilevel analyses were the core of this study, the guidelines about the required sample size for these kind of analyses were followed. Van Assen (2013) presented a set of guidelines for level-1 and level-2 data, in order to conduct a proper multilevel analysis. Their general rules of thumb stem from the rules that are used for regression analyses. They state that the rules of thumb for the level-1 sample are the same as for the level-2 sample. The rules of thumb are:

- 1) $N > 104 + \# \text{ parameters}$;
- 2) $N > 10 * \# \text{ parameters}$;
- 3) $N > 50 + 8 * \# \text{ parameters}$;
- 4) $n_j \geq 30$.

In the equations above, the letter N represents the number of consulting projects when it concerns level-2 data. On level-1, the letter N represents the number of individuals. n_j represents the number of individuals per consulting project. Simply put, the number of parameters equals the number of variables used in the conceptual model.

These rules were applied to this research. It would benefit the statistical tests and the so-called power of the sample size. The power of a test is the probability of correctly rejecting a hypothesis (H_0) when it is false. In other words, power is the likelihood that a significant effect is identified when one exists.

Since this research included 13 variables, which equals 13 parameters, at least 154 respondents (level 1) had to cooperate in order to obtain a sufficient sample size (according to rule no. 3, which is the rule with the highest requirement). Remember that at least one client representative and one consultant had to cooperate per consulting project. As a result, at least 308 respondents ($2 * 154$) had to cooperate. For level 2, at least 154 consulting projects had to be included into the sample size in order to have a sufficient sample size. Collecting data of 154 consulting projects however, was considered too ambitious because:

- the economic recession would make respondents less likely to cooperate in research that does not concerned their day-to-day tasks directly;
- a lot of information was asked per respondent;
- it would take too long to collect the required data;
- with such a volume, certain networks and valuable sources could become depleted. As a result, it could become harder to retrieve relevant data.

Rule four means that at least 30 respondents per consulting project were needed in order to obtain a sufficient sample size. This was considered a utopia since it rarely occurs in the consulting context. This study contained many small groups. Since this research is mainly interested in the effects on the project level, no extra precautions were needed regarding the sample size or the multilevel analyses (Raudenbush, 2008). For further notice, the effects on the project level are also called 'fixed' effects.

As a consequence, the practical goal was set to include at least hundred consulting projects where each project was represented by at least two respondents. So the ambition was to extract as much data as possible, within the boundaries set by this study. This applied for the individual level as well as the project level. As discussed before, a combination of probability sampling (simple random sampling) as well as non-probability sampling (snowball sampling) has been used to collect data. This resulted in the collection of 392 usable questionnaires about 140 suitable projects. Note that the criteria are not met and the power of the sample size is not as it should be. Therefore, extra precautions were taken as discussed in section 4.4 by means of a second opinion and strict requirements.

The combination of extracting that much data and receiving a lot of information per respondent, challenged the researcher to reduce the volume of data into a more manageable dataset, without compromising the conceptual model. This procedure of data reduction is discussed in the following section.

4.6 Examining the data and make them appropriate for the multilevel analyses

Before the large volume of data was reduced, a brief preparation of the dataset was required. The preparation of the data file for analysis involved a number of steps. These steps included creating the data file and entering the data obtained in a format defined by the codebook in SpiTs (as described in section 3.3). Afterwards, the data file was checked for errors and these errors had to be corrected. As described earlier, SpiTs allowed the researcher to define the codebook before it converted the raw data into SPSS. Otherwise, a long list of numbers would be presented that would have been difficult to interpret. Some important considerations were taken into account when defining the codebook:

- Since the respondents were could only answer all questions, no question could be skipped. The only 'way out' was to answer a question with 'not applicable/don't know'. Although this answer was very legit to answer, this research is only interested in the answers that implicated that the related questions were applicable to the specific consulting project. Therefore, missing values were made explicit by coding the 'not applicable / don't know' answer as a missing value. Otherwise, SPSS would take the scores of these answers into account when analyzing the data. This would disturb the results and bias the estimated parameters.
- Each respondent and each consulting project was given a unique number in order to group and assign the right respondents into the related consulting project where they participated in.
- Each question and its related question number in the questionnaire were copied into the codebook. As a result, the codebook was similar to the questionnaire (e.g. question seven in the questionnaire was also question seven in the codebook). This reduced the chance of getting confused and the chance of mixing data up.

Other considerations like coding the responses and naming the variables are pretty straightforward and therefore not discussed here.

Another asset of SpiTs and its service was that it checks whether the codebook is well defined or not. It examines whether or not the conversion from SpiTs to SPSS shows any strange results. If this would be the case, the researcher would be briefed, by which a solution could be applied. So when the codebook was 'approved' by SpiTs, the chance of getting errors in the data file was reduced. Still, errors could occur because SpiTs only controlled for not defined answers, questions and so forth. Obviously, the program could not identify what answers the researcher exactly was looking for. Therefore, after the conversion, each question and variable has been checked for scores that were out of range (i.e. not within the range of possible scores). For each question, descriptive statistics (i.e. minimum, maximum, frequencies, mean, standard deviation, and case summaries) were extracted and checked whether the results showed any errors. It appeared that there were no errors present in the data file and the codebook was defined correctly as such. It could be stated that the data file was clean. The descriptive statistics were not only useful in cleaning the data file, but also to inspect the dataset and to explore the characteristics of the dataset. The statistics gave an impression of the characteristics of the sample and exposed how the questions were answered. This will be presented in section 4.10 and chapter 5. The descriptive statistics were also used to check the variables for any violation of the assumptions underlying the statistical techniques that have been used to address the research questions.

Now that the dataset had been cleaned and ready to be processed, the data from the 69 questions of the questionnaires had to be reduced in order to make the data more suitable to analyze. Therefore, the data of the 69 questions was analyzed for underlying relations in order to group the data and form so-called scales of the related questions. It was checked whether or not a scale represented a variable in the model. Factor analysis was used to reduce the dataset into scales that represent the variables in the conceptual model. Factor analysis is different from other statistical techniques because it is used as a 'data reduction' technique i.e. to test whether the items refer to a 'latent structure' that is conceptually meaningful. Its purpose among others is to provide a researcher of a more manageable number of scales or variables to use in multiple regression analyses for instance. Factor analysis encompasses two different techniques, namely principal components analysis (PCA) and factor analysis (FA). Tabachnick and Fidell (2007) state that when you are not interested in 'a theoretical solution uncontaminated by unique and error variability {...} and you simply want an empirical summary of the data set, PCA is the better choice' (p. 635). Since this research is interested in an empirical

summary of the data set, the principal components analysis has been used as a factor analysis technique. However, both techniques often produce similar results (Pallant, 2011). There are two conceptual approaches to factor analysis, namely exploratory and confirmatory. Although the questions from the questionnaire were largely derived from other existing scales, the exploratory approach has been chosen to apply in this research. This is due to the questions derived from other studies, which were not originally used in a consulting context. A goal within this study was to explore whether the questions would form new scales or the scales as predetermined. There were two main issues that were checked in determining whether the data set in this research was suitable for factor analysis: the sample size and the strength of the relationship among the items. The first issue was to determine what the sample size of the data set had to be. Although there is little agreement among authors about how large the sample size must be, they all agree on the thought “the larger, the better”. There are several criteria brought forward by these authors. Some say that at least an overall sample size of 300 cases is appropriate for doing a factor analysis. Others say that the overall sample size is of no concern, but the ratio of cases per item or variable. There are guidelines saying that a ratio of ten cases per item is sufficient. Other guidelines mention a ratio of five cases per item is sufficient. Notice that the requirements are different than the requirements for the multilevel analyses. This research used the criteria that stem from van Assen (2008). They carefully considered all the proposed criteria from several authors and defined the following criteria: ‘ $N > 100$ ’ and ‘ $N > 5 * J$ ’. The letter ‘N’ represents the number of respondents and the letter ‘J’ represents the number of items (or questions) that were used in a factor analysis. These criteria have been applied to this research, what implicated that a sample size larger than 345 ($= 5 * 69$) respondents was considered sufficient for conducting a factor analyses. Note that this requirement demanded more respondents than the multilevel analysis required. The second issue was to check the strength of the relationships among the items. Factor analysis is of no use when the items are not inter-correlated as factor analysis is based on correlations. The less correlations there are, the less likely a factor analysis will result in usable outcomes. Therefore, a correlation matrix of the items was inspected to find some coefficients larger than 0,3. If only a few correlations were found, which were above this level, factor analysis may not be appropriate (Pallant, 2011). There were two more measures that helped to assess the appropriateness of a factor analysis: the Bartlett’s test of sphericity and the Kaiser-Meyer-Olkin (KMO) index. Pallant (2011) states that when the Bartlett’s test is significant ($p < 0,05$) and the KMO index is above 0,6, a factor analysis is considered appropriate to use. This research applied all these criteria to assess whether or not a factor analysis was appropriate. When a factor analysis was found appropriate to apply in this research, the next step was determining the smallest number of factors/components that best represented the interrelationships among the set of variables. There were four techniques or criteria used to decide how many factors or components had to be retained:

- Kaiser’s criterion: only factors with an eigenvalue of 1.0 or higher must be retained. The eigenvalue represents the amount of the total variance explained by that factor.
- Scree test: this is a plot of each factor and their eigenvalues. The plot shows a line that ‘breaks’ somewhere in the line. The Scree test recommends retaining all the factors above the break in the plot because these factors largely explain the total variance in the data set.
- Parallel analysis (Monte Carlo): this technique compares the size of the eigenvalues from the research with those obtained from a randomly generated data set of the same size. Only the eigenvalues that exceed the value from the random data set must be retained. This technique is considered as the most accurate technique in deciding how many factors must be retained (Pallant, 2011).
- ‘ $K < J/3$ ’: van Assen (2008), state there must be a maximum of total factors or components chosen relating to the items used in a research. In this quotation, K is the number of components or scales and J is the number of items. It is recommended to have at least 3 items within one scale.

Based on these four criteria, factors were chosen in this research. This is presented in the next chapters.

Once the number of factors were chosen, it was important to interpret these factors. Factor analysis assists in this process because it rotates the factors. This will not change the underlying solution, but it presents a pattern of ‘loadings’ that makes it easier to interpret the factors. There were two rotation methods that could be used: VARIMAX and OBLIMIN. Both methods have been used to interpret the factors. But the VARIMAX rotation was used primarily because OBLIMIN rotations are more difficult to interpret, describe and report (Tabachnick & Fidell 2007; van Assen, 2008). Only when the VARIMAX rotation did not show a simple structure of the factor loadings for each item, where factor loadings beneath .3

were suppressed, OBLIMIN rotation was used. These rotations also showed which items had to be reversed. Some questions were formulated negatively in the questionnaire to help prevent response bias. When a factor loading was negative, the corresponding question was checked whether it is formulated negatively. If so, the item in the data set was 'mirrored'.

A second step in selecting the scales to include in this study, was to check whether or not the scales were reliable. One of the main issues was the scale's internal consistency. This refers to the degree in which the items of one scale 'connect to each other'. In other words it means that the questions are statistically challenged whether they measure the same underlying construct/variable. A good indicator for the internal consistency is the Cronbach's Alpha coefficient. It depends on the purposes and the research design how high the Cronbach's Alpha coefficient must be (van Assen, 2008). Since this research was about finding effects between consulting projects, and therefore on a group level, a Cronbach's Alpha of .6 or higher was sufficient to call a scale reliable and internal consistent. This was in line with the guidelines of van Assen (2008). Ideally, all scales in a study should have a coefficient of .7 or higher (deVellis in Pallant, 2011). But the Cronbach's Alpha coefficient is quite sensitive to the number of questions/items that are put in a scale. It is common to find low coefficients when small scales are used. Therefore, more indicators were examined before a scale was called reliable enough. One indicator to rely on as well, is the corrected item-total correlation coefficient. According to Pallant (2011), it is recommendable to have a coefficient of .3 or higher. A second indicator is the 'Cronbach's Alpha if item deleted' coefficient. If this coefficient was considerable higher than the actual Cronbach's Alpha, the item was taken out of the scale in order to retrieve a more reliable scale. Note that these indicators and the snags of a factor analysis, give little room for exceptions. E.g. when the Cronbach's Alpha coefficient of a scale is slightly under the .6, the scale should be considered unreliable. But when the scale consisted of a few items, the corrected item-total correlation coefficient for each question was above .3, and the Alpha if deleted item coefficient for each question was considerable lower than the actual Cronbach's Alpha, the scale has still been considered reliable enough.

So far, all steps have been discussed that explain how the conceptual model was analyzed, using the quantitative dataset retrieved from the respondents. However, an in-depth qualitative study offers an additional insight in interpreting the quantitative findings. It helps to illustrate why effects occurred or why a certain project was more successful than the other. Therefore, the next section discusses the in-depth study that was carried out during this study.

4.7 In-depth study of the found effects

Up to this point, this study contains primarily a quantitative approach. However, a qualitative aspect helps to interpret the results of the quantitative analyses. Therefore, the qualitative part has not been neglected. The combination of a quantitative and a qualitative approach resulted in a sound understanding of the contributing variables to success. The qualitative approach is discussed in this section.

In section 3.2, it was described that the questionnaires not only consisted of closed questions, but of open questions as well. Every questionnaire ended with three open questions:

1. What were, in your own words, the most important factors that positively contributed to the results of the consulting project?
2. What were, in your own words, the greatest threats that negatively contributed to the results of the consulting project?
3. Do you have any other comments regarding the consulting project where you participated in?

The answers of the open questions gave a good understanding of what the respondents perceived as success factors or fail factors. The analysis that was carried out to interpret the qualitative data was inductive and followed the guidelines of Miles & Huberman (1994). All qualitative data has been coded and grouped into certain concepts that represented the corresponding answers of the questions. These concepts were compared with the results found in the quantitative part and illustrated the importance of some variables or concepts.

A second qualitative set of data was retrieved from semi-structured interviews. After the questionnaires were administered and the data was analyzed, in-depth interviews followed in order to illustrate the found effects from the

questionnaire data. A deeper insight was needed, to give real-life examples of how the effects occurred in the daily practice. In the last part of the questionnaire, a question was asked whether or not the respondent was willing to cooperate in an in-depth face-to-face interview. This was an entrance for the researcher to conduct semi-structured interviews with the respondents who said yes to the request.

A purposive sample, also called judgment sample, was used to provide useful insights and ideas in order to elaborate on the initial quantitative analyses. Cases, i.e. consulting projects, were selected that primarily confirm the findings of the quantitative analysis. However, disconfirming cases were included as well to seek exceptions and to look for variation. Although the focus was on confirming the findings, it was interesting to critically assess the found results of the quantitative analyses and to explore why certain cases did not follow the pattern of the quantitative results. It would expound the results of the quantitative analyses: Could it be that some variables are more important than others? Are there dominant influences present in consulting projects? If so, which one? To find answers to such questions, confirming and disconfirming cases were selected to elaborate on the initial analyses, seek exceptions, and look for variation.

The composition of the sample was not made with the aim of it being statistically representative of the population. Therefore, only five consulting projects were selected, based on several conditions:

1. Only cases were selected where the consultant as well as the client indicated that they were willing to cooperate, as answered in the questionnaire.
2. Cases were selected that mostly followed the pattern of the quantitative analyses. A high score on success would mean a high score on most/all other variables as well (e.g. case 41). A low score on success would mean a low score on the other variables as well (e.g. case 96). Notice that this condition was applied to select more confirming cases.
3. Cases were selected that deviated on some or on a single variable compared to the total sample. The cases that were selected manifest the deviation intensely, but not extremely. This means that the selected cases did not contain the most extreme deviations that were present in the total data set, but a deviation that was considered large enough that it would give a slightly different score on success than the initial score on success. Notice that this condition was applied to select more disconfirming cases.
4. All the deviations from the five cases on specific variables, had to cover all the variables that played a central role in the primary analyses.

As a result, table 18 shows the five cases that were selected.

Type of variable --> Related to -->	Independent variables					Intervening variables		Dependent variable
	Client	Consultant	Context			Assessment factors		Success
Variable -->	Personal benefits	Skills	Priority of a consulting project	The quality reduction of the outcome	Client mandate	Improvements within client organization	Fulfillment of pre-agreements	Satisfaction
Overall mean -->	3,77	4,21	4,02	3,26	3,99	3,89	4,04	4,01
Case 41	5,00	4,86	4,50	3,00	5,00	4,71	5,00	5,00
Case 50	3,00	3,61	4,50	4,00	4,75	3,77	3,88	4,00
Case 60	4,00	4,19	4,50	4,00	3,00	4,43	3,63	4,47
Case 96	2,67	3,97	4,20	3,20	3,50	3,40	4,10	3,78
Case 99	4,00	4,43	3,50	4,50	4,50	4,43	4,33	4,47

Table 18: Five selected consulting projects and the scores on the variables.

To illustrate the conditions, case 41 will be discussed. Case 41 shows a very high score on success. According to the model, all other variables should score high as well. This is mostly the case, except for the quality reduction variable. How is this possible? How generally valid is the conceptual model? What explanations do the respondents have to this special mechanism? What conditions caused the effect? This study wanted to explore these questions with the semi-structured interviews.

All respondents were approached who were involved in the projects. Interviews took place with nine respondents individually, divided over the five cases. The primary reason why the interviewees were interviewed separately was to avoid any barriers to speak freely. Although the relationship aspect could be examined more closely when focus groups were held, there could be some frictions between the client and the consultant that could cause a bias. Besides, due to time constraints and the interviewees' agenda's, it would take a longer time span to conduct the interviews. Appendix D shows the scheme and questions used during the interviews. The questions were developed using a checklist (Bryman, 2004) in order to construct a proper and solid interview scheme. All interviews were recorded and transcribed in order to reduce the volume of data loss. After the interviews were transcribed, selective coding was applied because this research was looking for quotes, arguments, and examples that illustrate and expound the results from the quantitative analyses. The addition of the qualitative part, personifies the results found in the quantitative part.

4.8 Quality indicators of the research strategy

There are three criteria for the evaluation of social research that are most prominent (Bryman, 2004). These criteria are: reliability, replication, and validation. Each of these criteria can be divided into a subset of criteria. Each criterion will be discussed separately, where the relevant sub-criteria will be treated. In particular with regard to the cross-sectional research design, which is characteristic for this research. This justifies the answers that are given on the research questions.

Reliability

"Reliability is concerned with the question of whether the results of a study are repeatable" (Bryman, 2004, p. 28). Reliability is about the consistency of a measure of a concept where three factors are involved in order to assess the reliability of a measure: stability, internal reliability and inter-observer consistency.

Stability refers to the extent in which the results of a measurement do not fluctuate over time. Remember that this research measured the results at a single point in time, which was after a consulting project had been completed. It was assumed that respondents would have a clear image of a consulting project after it was completed, because results, benefits, and other effects are more noticeable at that point in time. However, it could occur that consulting projects turn out to be less successful over the long run as originally thought of. Vice versa could occur as well because respondents were asked to evaluate the consulting project in retro-perspective. The researcher realized that respondents could have had difficulties in giving their opinion about a project. Several reasons could trigger the difficulty: first, the opinion of the respondents could change over time, due to other experiences that were out of scope in this study. Second, social desirability could occur, as described in section 4.4. Third, results of a consulting project, especially when they are investigated by means of scientific research, could be threatening towards respondents. Is it possible for respondents to objectively judge the success of a consulting project? That is why the question "In what year was the consulting project ended?" is asked in the questionnaire. Respondents were able to answer '2010, 2011, 2012, or 2013'. The differences in the results between these years, have been assessed by means of an ANOVA-analysis as shown in chapter 6. The analyses indicate to what extent the results are stable over time.

Internal reliability refers to the extent in which the items/questions that make up the scale/variable are consistent. This relates to the Cronbach's Alpha coefficient, which is discussed in section 4.6. Strict requirements were maintained throughout this research regarding the Cronbach's Alpha. The results are shown in chapter 5. It can be stated that the internal reliability is high because every scale has been analyzed thoroughly by means of a reliability analysis.

Inter-observer consistency refers to the extent in which subjective judgments of more than one 'observer' are consistent with each other. Three experienced practitioners went through all the consulting project data one by one. This applies to the part where the projects were categorized into four types of consulting projects. This was done with a panel of three senior practitioners. Based on the answers of the open questions, provided by the respondents, each panel member categorized all the consulting projects. Afterwards, the differences were discussed among the panel members. It turned out that in 11 cases only, the categorization was totally different among the panel members. Every member categorized the project into a different category. After a short discussion, an agreement was reached and the project was categorized into a single category. The larger part of the cases was categorized unanimously, which means that all three panel members categorized the projects into the same category. A much smaller part of the projects were categorized by means of a split-decision. This means that two of the three panel members categorized a project into the same category. After a joint revision, the consulting project was categorized into a single category. As a result, all consulting projects were

categorized into the four categories in which the inter-observer consistency is high. This has been confirmed during the semi-structured interviews. Before the start of an interview, the respondents were asked whether the category of the project where they participated in, was correct. In all interviews, the respondents confirmed that the category was correctly chosen.

Replication

Replication refers to the extent in which the results can be reproduced. Replicability is likely to be present in most cross-sectional research designs because these studies specify procedures to a large degree (Bryman, 2004). This study is not different from this statement. The procedures that have been followed throughout the research are explained in great detail in this dissertation. This chapter is an example of such an explanation. The considerations that accompany the procedures have been described as well. Throughout this dissertation, much attention is given to describe the reasoning why certain techniques, approaches, results and so on have been used. Therefore, it is likely that other researchers can replicate the findings of this study.

Validity

“Validity is concerned with the integrity of the conclusions that are generated from a piece of research” (Bryman, 2004, p. 28). There are three main types of validity, which are: measurement validity, internal validity, external validity, and ecological validity.

Measurement validity is often referred to as construct validity. It is about whether a measure that is devised for a concept, really reflects the concept that it is supposed to be denoting. It can be argued that the measurement validity is high. The operationalization of the conceptual model has been anchored in existing theory that was derived from empirical research. Operationalization of the types of projects is also rooted in existing and proven theories. In addition, the concepts and terms used were tested at different target groups such as academics, clients, and consultants. All were well known to the field of consultancy. These target groups were asked whether the questions seemed to get at the concept that was the focus of attention (e.g. whether the questions related to the consultant’s skills, reflected the concept of skills as defined in this study). This so-called face validation was carried out in the testing phase where the concepts were presented to the testers. This has ultimately led to a high measurement validity within this research. This was confirmed during the interview sessions. Interviewees confirmed that the questions indeed measured the concepts as defined in this study.

Internal validity relates mainly to the issue of causality. It is about whether a conclusion that includes a causal relation between variables holds water. In cross-sectional research design, this is typically weak (Bryman, 2004). It is commonly known that it is difficult to establish causal effects or directions from the quantitative data in cross-sectional research designs, as compared to experimental designs for instance. This study is not different in that respect. However, the causal directions this study elaborates on are rooted in empirical researches and theories. Although the internal validity remains weak, the conclusions of this study that include certain causal directions are grounded with empirical research.

The external validity relates to the extent in which the results of this study can be generalized beyond the specific research context. In other words, does the sample represent the population? The population that was determined in this study, was just a part of the total field of consultancy. In the daily practice, more forms of consultancy are taken into account when there is spoken of the profession. Examples are IT-related projects or outsourcing-related projects. The definition of the population in this study was therefore a differentiation of what the daily practice defined as the consultancy population. In addition, the power of the sample size is not as is should supposed to be. Although these findings might indicate that the external validity is weak, it is not as weak as some might think. This study covers a sample size of 140 consulting projects with 392 respondents. The respondents fulfilled different roles during consulting projects, thus many perspectives are included. The projects were randomly selected and distilled from many different consultancy and client organizations that resulted in a diverse and distributed set of consulting projects and respondents, which is rare in the empirical consultancy literature. Therefore, the external validity is sufficient enough to answer the research questions and test the hypotheses. The researcher is well aware that some conclusions cannot be made and that the conclusions have to be within scope. Conclusions about the success of specific consultancy organizations or client organizations for instance, cannot be made. The current sample is seen as a jump-start of a continuously growing dataset, which will be more and more representative in relation to the population.

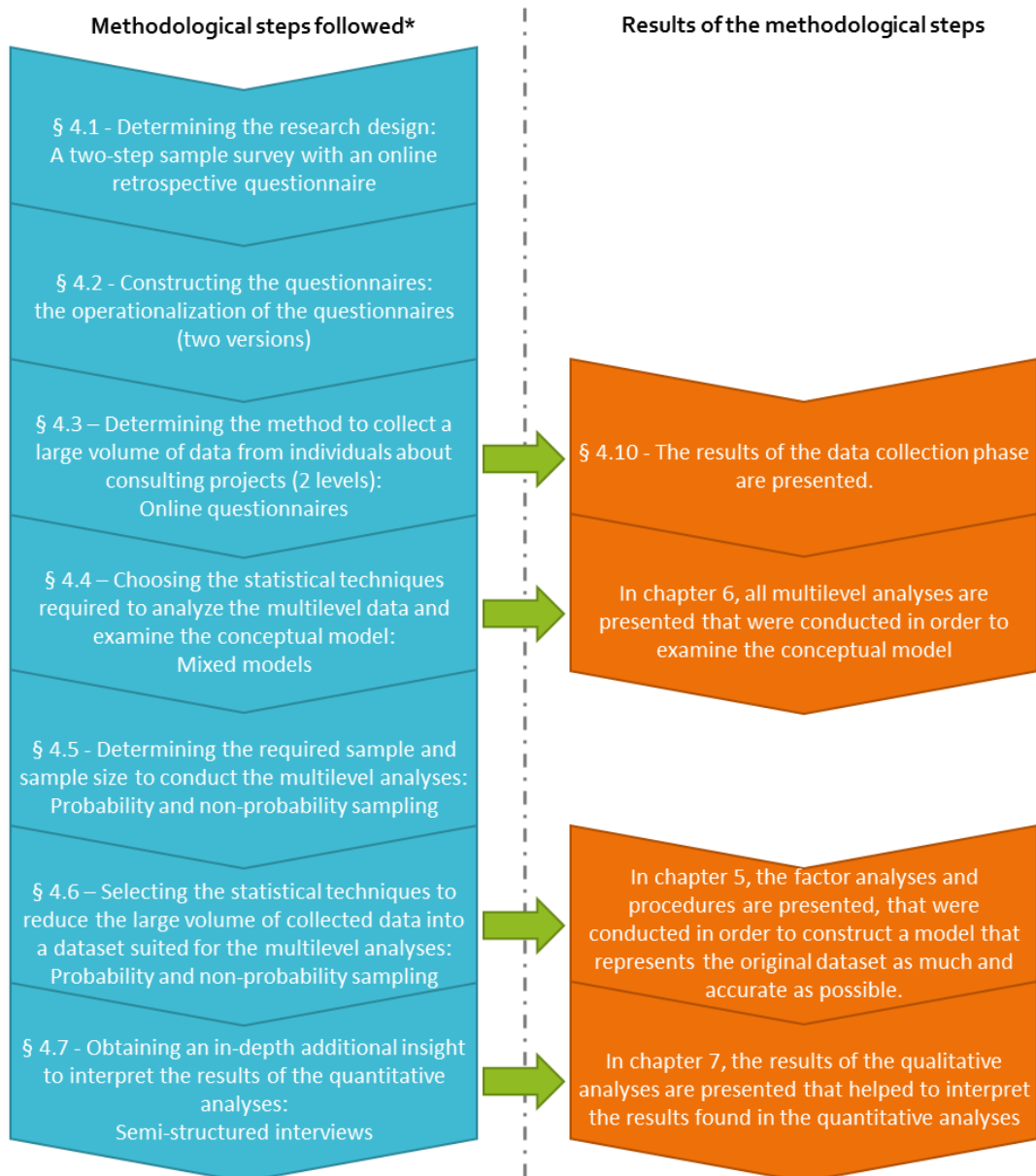
Ecological validity refers to the extent in which the social scientific findings are applicable to people's everyday, natural social settings. In other words, are the results useable for practitioners in the field? The research is carefully conducted within a predefined research domain of consulting projects. No conclusions are made on certain projects, executed by specific consultancy firms or client organizations. In addition, the research made no comparisons with other consultancy firms or client organizations. After the interview sessions, the results were presented to the interviewees. They stated that the results were recognizable and they even mentioned that they felt supported by the results. This indicates that the results resulted in relevant and useable recommendations for the respondents.

4.9 A summary of the methodological framework

To answer the research question, it was needed to investigate the consulting projects with sufficient depth. However, the consulting projects were not studied in great detail because a certain breadth had to be maintained. The purpose of this study was to analyze a sample that could be generalized to its target population. From every project, only the crucial characteristics were retrieved and described. Online questionnaires have been used to collect quantitative and qualitative data from 392 individuals about 140 consulting projects. From selected projects, semi-structured interviews were conducted with the involved individuals to collect data that would illustrate the effects. The combination of a quantitative and qualitative approach, the fact that the consultant as well as the client cooperated per project, the size of the sample, the careful and iterated process of constructing and using the instruments, and conducting the extensive analyses, increased the level of reliability and the level of validity of this study.

An overview of the methodological perspective on the conceptual model is presented in figure 9. This figure represents the steps that were undertaken in this research, in order to examine the conceptual model. The steps correspond with the sections of this chapter.

The figure summarizes this chapter so that the methodological framework becomes more interpretable. Note that this research only discussed the framework and not the results of applying this framework. The results are presented and interpreted in the next chapters. The figure shows in what chapter, the outcomes of the followed steps are presented.



*: section 4.8 and 4.9 are not mentioned in the overview. These sections do not represent a formal and followed methodological step in the process

Figure 9: An overview of the methodological steps followed

However, before the analyses of the data can be discussed in the following chapters, the following section will present the results of the data collection phase. General information about the sample is presented. The data is based on the answers given by the respondents in the questionnaires.

4.10 The results of the data collection phase

The data gathering lasted 11 months. From April 2012 till February 2013, more than 200 consultancy and client firms were asked if they were willing to cooperate by providing a consulting project to investigate. As a result, this research contains a data set of 140 consulting projects. These projects were ended in 2010, 2011, 2012 or 2013 as shown in figure 10.

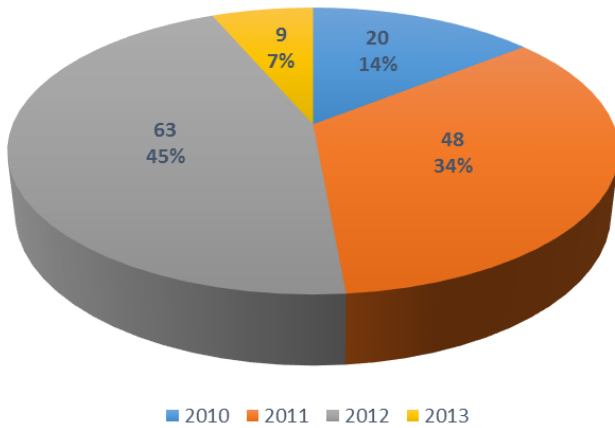


Figure 10: Distribution of projects ended in a certain year

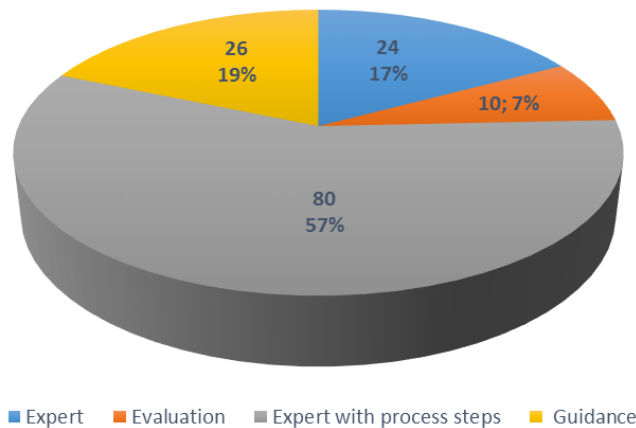


Figure 11: Distribution of type of consulting projects

The consulting projects are categorized into four types of consulting projects. The distribution in figure 11 shows that the ‘Expert with process steps’-type is strongly represented.

Within each consulting project, at least one participating consultant and one client representative cooperated by filling in a questionnaire. In total, 392 respondents filled in a questionnaire in a complete and useable way. Of those 392 respondents, 187 (48%) of them are consultants and 205 (52%) of them are client representatives as shown in figure 12.

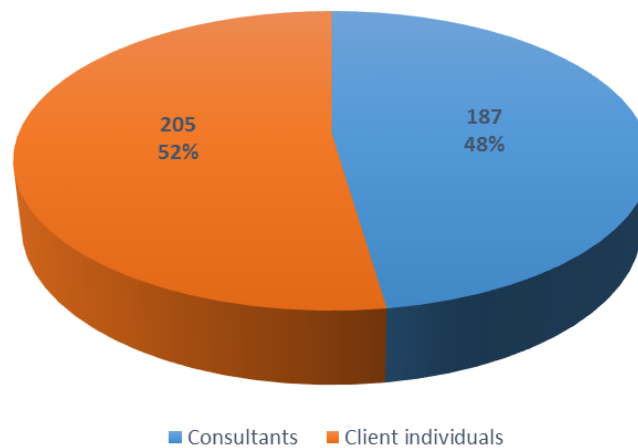


Figure 12: Distribution of consultants vs. client individuals (relating to 392 respondents in total)

The 205 client representatives are spread over approximately 120 client organizations, ranging from small companies (with less than 30 employees) to large multinationals. The client organizations stem from different industries (as defined in the SBI - “Standaard bedrijfsindeling” in Dutch – “Standard business classification” in English - of the CBS). The 187 consultants are spread over approximately 66 consultancy firms, ranging from self-employed freelancers to large international full-service firms.

These numbers imply that there are projects with more than 2 respondents. The distribution in figure 13 shows that the projects with only two respondents are strongly represented. It also shows that the average number of respondents is 2,8 per project. Figure 14 shows the distribution of clients versus consultants within a case. The numbers above the columns should be read as the number of cases where client members or consultants are dominantly present or where the same number of client members and consultants are present within cases. So ‘17’ means that there are 17 cases in the sample where an extra consultant is present within a case, compared to the number of client members within the same cases. The figure shows that the representation of clients and consultants within cases is mainly equal distributed. The distribution has the same characteristics as a normal distribution.

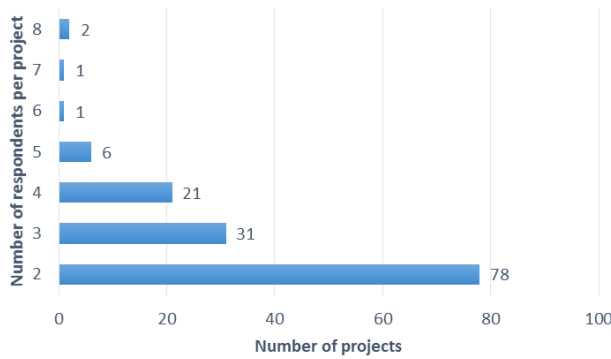


Figure 13: Number of projects containing a specific number of respondents

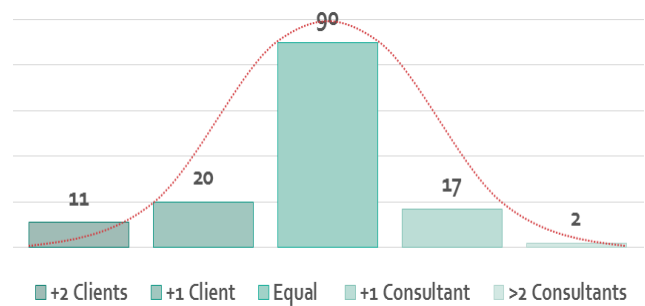


Figure 14: Distribution of clients vs. consultants per case

The respondents fulfilled a certain role during a project. Respondents from the client organization could fulfill roles such as a project team member, a principal, a project leader, a member of a steering committee, an assigned principal or other roles. Consultants could fulfill roles such as being an expert, a partner, a support, a director, a guide or other roles. This is asked to get a better insight into who has collaborated on the research. In the figures below, the distribution is shown of the roles fulfilled by the consultants as well as the client respondents. The consultant roles are spread over the possible roles a consultant could fulfill (figure 15). The same goes for the client roles, although the principal role is dominantly represented (figure 16). This is not bad a thing at all since the principal provides the assignment towards the consultants. The principal has a certain formal mandate to ‘control’ or ‘steer’ the consulting project and is overall responsible for the outcome of the project on behalf of the client organization. This is one of the reasons why most consultants tend to value the opinion of the principal more than the opinion of other individuals in a consulting project.

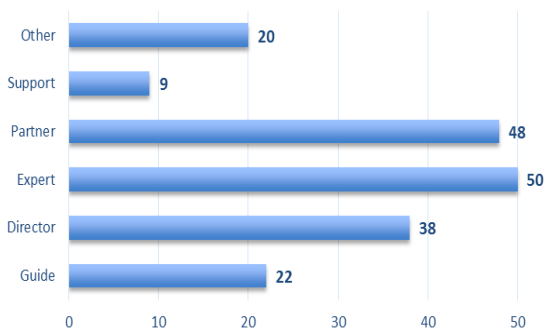


Figure 15: Distribution of the consulting roles fulfilled

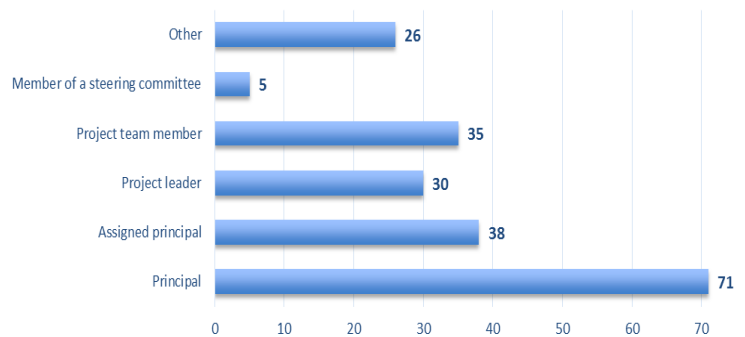


Figure 16: Distribution of the client roles fulfilled

To conclude this section, it can be stated that the data collection phase resulted in a diverse, relevant, and substantial sample. In the next chapters, the data will be related to the conceptual model: what does the sample tell us about consulting projects and its characteristics? That will be investigated in the following chapters in order to find answers to the research questions.

5. Scaling: constructing the model variables

In this chapter, the factor analyses are presented to show how the gathered data is reduced into the conceptual model. Remember from chapter 4 that several criteria must be applied to assess the appropriateness of conducting a factor analysis. The sample size of 392 respondents and 140 projects is sufficient for conducting a factor analysis. Although more 'checks' must be carried out, these checks will be described in the following sections. This chapter explains the scaling of the variables as presented in the conceptual model. Each section will describe the suitability assessment of the data for factor analysis, the factor extraction, the factor rotation and interpretation, and the reliability of the constructed scale or variable. It shows which questions, which are called 'items' as well, are grouped together. In case a group of items does not represent a predetermined variable, it will form a new variable. This will be explained in this chapter as well.

The 68 questions of the questionnaire, which are used to cover the conceptual model, are divided into: client questions, consultant questions, relation questions, context questions, assessment questions, and success questions. It is worth mentioning that the groups of variables and the corresponding questions, have to be strictly separated and the items between the groups should not overlay. Otherwise, it would be like comparing apples and oranges when all questions are analyzed at once. This would distort the interpretation of the analyses. Since the procedure per group of questions is the same, this chapter and its sections might be a bit repeatedly qua text and steps followed.

5.1 Client variables

Question 8 till question 24 of the questionnaire (17 questions), are the questions regarding the client. Before using the items for the analyses, question 17 and 24 were mirrored because they were negatively formulated. Next, the 17 questions were subjected to principal component analysis using SPSS version 20.0. Prior to performing the factor analysis, the suitability of the data was assessed. Inspection of the correlation matrix revealed the presence of many coefficients of 0.3 and above, as shown in appendix E1. The KMO index is 0.853, exceeding the recommended value of 0.6. Bartlett's test of Sphericity reached statistical significance. Both measures support the factorability of the correlation matrix.

The factor analysis shows the presence of five components with eigenvalues exceeding 1, explaining 30.4%, 11.3%, 9.2%, 7.9%, and 5.9% of the variance respectively. An inspection of the scree plot reveals a break after the fifth component. This is also the maximum number of components that is suggested to be used. Van Assen (2008) states that ' $K \leq J/3$ ', where K is the number of components, because a scale is more suitable when it contains at least 3 items. In this case, it means that the number of components must be equal or smaller than 5 ($J=17$). Using the scree plot, it is decided to retain five components.

To aid in the interpretation of these 5 components, Varimax and Oblimin rotation was performed. Both rotated solutions revealed the presence of simple structure, with the components showing a number of strong loadings (> 0.3) and most items loading substantially on one component. However, question 16 is a stranger in our midst. It is supposed to load on component 5, but instead it loads on component 2 and 3. Later on, the reliability tests show that this question will form a variable of its own. The five direct Oblimin factors correlate weakly (< 0.3), except for component 1 and 3 ($r = .381$). The interpretation of the five components is consistent with the previous research as described in the theoretical framework. The results of this analysis support the use of the 5 variables as suggested by the scale authors.

The first component concerns the top management support variable. Questions 8 till 11 form the scale with a Cronbach Alpha coefficient of .882, which states that the scale has a very good internal consistency. All questions have a corrected item-total correlation coefficient higher than .30. Question 10 has a Cronbach Alpha if deleted coefficient of .883. This is negligible compared to the actual Cronbach Alpha coefficient of .882.

The second component concerns the presence of a client leader/sponsor. Questions 12 till 15 form a scale with a Cronbach Alpha coefficient of .761. Based on the factor analysis and the reliability test, question 16 can be added to the scale as well. But the question is not added because the question is not about the presence of a client leader/sponsor. Question 15 will be included into the scale, although the Cronbach Alpha coefficient would be higher when the question is deleted. The original Cronbach Alpha coefficient is high enough and the corrected item-total correlation coefficient of question 15 is above .30.

The third component concerns the client readiness. Originally, questions 22 till 24 form the scale of client readiness. Question 16 also loads strong enough on this component, but the content of the question is not about client readiness. As a result, questions 22 till 24 form a scale with a Cronbach Alpha coefficient of .742. All items have a corrected item-total correlation coefficient higher than .30.

The fourth component is about team diversity. Questions 19 till 21 form the scale with a Cronbach Alpha coefficient of .589. Strictly speaking, this coefficient is below .60 and therefore too low. But the difference is marginal and the corrected item-total correlation coefficients are above .30. As a result, this scale will be used as the variable team diversity.

The fifth component concerns the commitment of the client members. Originally, questions 16 till 18 form the scale. Because of the factor analysis, question 16 is taken out of the scale. The remaining two items form a scale with a Cronbach Alpha coefficient of .488. Although the correct item-total correlation coefficients are high enough, the Cronbach Alpha coefficient is too low. This is partly explained by the fact that the scale only contains two items. As a result, question 16, 17 and 18 will form three separate variables respectively 'collaboration client members', 'personal involvement', and 'personal benefits'.

5.2 Consultant variables

Questions 25 till 44 of the questionnaire (20 questions), are the questions or items regarding the consultant. Before using the items for the analyses, question 35 and 38 were mirrored. Next, the 20 questions were subjected to principal component analysis using SPSS version 20.0. Prior to performing the factor analysis, the suitability of the data was assessed. Inspection of the correlation matrix revealed the presence of many coefficients of 0.3 and above, as shown in appendix E2. The KMO index is 0.910, exceeding the recommended value of 0.6. Bartlett's test of Sphericity reached statistical significance. Both measures support the factorability of the correlation matrix.

The factor analysis shows the presence of four components with eigenvalues exceeding 1. The interpretation of the four components is not consistent with the previous research as described in the theoretical framework. To seek support in further analysis, a parallel analysis is carried out. The result of the analysis supports the use of two components or variables as suggested by the scale authors in the theoretical framework. The scree plot breaks after the second component, which also supports the use of two components. Therefore, two components will be used to construct the consultant variables. The first component explains 38.2% of the variance and the second component explains 8.2% of the variance.

To aid in the interpretation of these two components, Varimax and Oblimin rotation was performed. Both rotated solutions revealed the presence of simple structure, with the components showing a number of strong loadings (> 0.3) and most items loading substantially on one component. However, question 26, 28, 34, and 36 load on both components. Based on the theory, the highest load, and the content of the questions, the questions will be put into the scale as intended. The two direct Oblimin factors correlate with each other ($r = .503$).

The first component concerns the knowledge possessed by the consultant(s) during a project. Questions 25 till 30 form the scale with a Cronbach Alpha coefficient of .823, which states that the scale has a very good internal consistency. All questions have a corrected item-total correlation coefficient higher than .30.

The second component concerns the skills of the consultant(s) during the consulting project. Questions 31 till 44 form a scale with a Cronbach Alpha coefficient of .892, which is very high as well. All questions have a corrected item-total correlation coefficient higher than .30.

5.3 Context variables

Questions 45 till 49 of the questionnaire (5 questions), are the items regarding the context of a consulting project. Before using the items for the analyses, question 46, 47, and 49 were mirrored. Next, the 5 questions were subjected to principal component analysis using SPSS version 20.0. Prior to performing the factor analysis, the suitability of the data was assessed. Inspection of the correlation matrix revealed the presence of some coefficients of 0.3 and above, as shown in appendix E3. Although it is not convincing, the KMO index is 0.642, exceeding the recommended value of 0.6. Bartlett's test of Sphericity reached statistical significance. Both measures support the factorability of the items.

The factor analysis shows the presence of two components with eigenvalues exceeding 1, explaining 40.99%, and 22.51% of the variance respectively. An inspection of the scree plot reveals a break after the second component. Using the scree plot, it is decided to retain the two components.

To aid in the interpretation of these two components, Varimax and Oblimin rotation was performed. Both rotated solutions revealed the presence of simple structure, with the components showing a number of strong loadings (> 0.3) and items loading substantially on one component. However, question 45 is a stranger in our midst. It is supposed to load on component 2, but instead it loads on component 1. Later on, the reliability tests show that this question will form a variable of its own. The two direct Oblimin factors correlate weakly ($r = .206$). The interpretation of the two components

is consistent with the previous research as described in the theoretical framework. The results of this analysis support the use of the 2 variables as suggested by the scale authors.

The first component concerns the client mandate during a project. Questions 45, 48, and 49 form the scale with a Cronbach Alpha coefficient of .658 and all questions have a corrected item-total correlation coefficient higher than .30. Although all the coefficients are sufficient, the Cronbach Alpha if deleted coefficient is .754 when question 45 is taken out of the scale. This is most likely due to the content of the question, since it is not about the client mandate. Therefore, the scale regarding the client mandate will consist of questions 48 and 49.

The second component concerns the time pressure during a consulting project. Questions 46 and 47 form a scale with a Cronbach Alpha coefficient of .453, which is too low. All questions have a corrected item-total correlation coefficient lower than .30. Therefore, this scale cannot be constructed and questions 45, 46, and 47 will form separate variables respectively the priority of a consulting project, the timing of a consulting project, and the quality reduction of the outcome.

5.4 Relationship variable

Questions 50 till 53 of the questionnaire (4 questions), are the items regarding the trust between the consultant and the client during a consulting project. The 4 questions were subjected to principal component analysis using SPSS version 20.0. Prior to performing the factor analysis, the suitability of the data was assessed. Inspection of the correlation matrix revealed the presence of many coefficients of 0.3 and above, as shown in appendix E4. The KMO index is 0.733, exceeding the recommended value of 0.6. Bartlett's test of Sphericity reached statistical significance. Both measures support the factorability of the items.

The factor analysis shows the presence of only one component with an eigenvalue exceeding 1, explaining 70.4% of the variance. An inspection of the scree plot reveals a break after the first component. Using the scree plot, it is decided to retain only one component. The interpretation of the component is consistent with the previous research as described in the theoretical framework. The results of this analysis support the use of the variable as suggested by the scale authors. Reliability tests show a Cronbach Alpha coefficient of .852 and all questions have a corrected item-total correlation coefficient higher than .30. The coefficients state that the scale has a very good internal consistency.

5.5 Assessment factors

Question 54 till question 70 of the questionnaire (17 questions), are the questions regarding the assessment factors of a consulting project. Before using the items for the analyses, questions 54, 60, and 65 were mirrored because they were negatively formulated. Next, the 17 questions were subjected to principal component analysis. Prior to performing the factor analysis, the suitability of the data was assessed. Inspection of the correlation matrix revealed the presence of many coefficients of 0.3 and above, as shown in appendix E5. The KMO index is 0.811 exceeding the recommended value of 0.6. Bartlett's test of Sphericity reached statistical significance. Both measures support the factorability of the correlation matrix.

The factor analysis shows the presence of five components with eigenvalues exceeding 1, explaining 29.2%, 12.6%, 8.2%, 7.5%, and 6.4% of the variance respectively. An inspection of the scree plot reveals a break after the third component. The scree plot is consistent with the theory, which states that three components are preferred. However, the parallel analysis shows that four components are preferred. Since the use of three, four, or five components is legitimate, a closer look at the components is needed. Several factor analyses and reliability analyses have been carried to check what set of scales and matching items fits best. To aid in the interpretation of the components, Varimax and Oblimin rotation was performed for 2, 3, 4, and 5 components. Both rotated solutions revealed the presence of simple structure, with the components showing a number of strong loadings (> 0.3) and most items loading substantially on one component. When three components are chosen, it turns out that the items within a component do not have a common denominator. With four components, the items within a component do have a common denominator. With five components, the common denominator is missing again because the items are too fragmented. For instance, with four components there is one component with clear reflective items about a consulting project. With three components, this component consists of the reflective items and of items that are not reflective. As a result, although the authors of the scales suggest that all items contain 3 scales, it is decided to use 4 scales. The parallel analysis supports the decision to use 4 scales.

The first component concerns the 'improvements within the client organization' variable (or in short: the improvements variable). Question 54 and questions 65 till 70 form the scale with a Cronbach Alpha coefficient of .839, which states that

the scale has a very good internal consistency. All questions have a corrected item-total correlation coefficient higher than .30. The items are about the effects of a consulting project in the client organization when the project is ended. It can be said that the items have a retrospective character.

The second component concerns the 'collective participation' variable. Questions 62 till 64 form a scale with a Cronbach Alpha coefficient of .751. All questions have a corrected item-total correlation coefficient higher than .30. The items are about the interaction between the consultant and the client, the involvement of both parties and the guidance of the consultant during the whole project. They all say something about how the client representative(s) and the consultant(s) are collectively participating in a consulting project.

The third component concerns the 'fulfillment of the pre-agreements' variable (or shortly put: the pre-agreements variable). Although the factor analysis shows that questions 55 till 58 and question 61 form a scale, question 61 stands out. The reliability test shows that this question will form a variable on its own because the 'Cronbach Alpha if deleted coefficient' (.697) is higher than the 'original Cronbach Alpha coefficient' (.626) and the corrected item total correlation coefficient is lower than .30. With respect to the content, the item differs from the other items. Questions 55 till 58 concern matters like timeline, budget, tasks, and resources where agreements about these matters are made before a consulting project formally starts. Question 61 is about the equal contribution of both parties during a consulting project. Mostly, this is not pre-agreed or required in a consulting project. As a result, questions 55 till 58 form a scale with a Cronbach Alpha coefficient of .697. All items have a corrected item-total correlation coefficient higher than .30.

The fourth component is about the 'approach' variable. Questions 59 and 60 form the scale with a Cronbach Alpha coefficient of .636. Both questions have a corrected item-total correlation coefficient higher than .30. The items are about the method(s) used during a consulting project. The items say something about the approach, the consultant and client applied to execute the project.

Although it is stated that four scales will be used in this research, question 61 is not included in the four scales as discussed above. To incorporate the data from this question, a fifth scale will be added to the four scales as described above. The fifth scale is about the 'equal contribution' variable. Question 61 will form this variable.

5.6 Success variable

Questions 71 till 76 of the questionnaire (6 questions), are the items regarding the success of the consulting project. The 6 questions were subjected to principal component analysis using SPSS version 20.0. Prior to performing the factor analysis, the suitability of the data was assessed. Inspection of the correlation matrix revealed the presence of many coefficients of 0.3 and above, as shown in appendix E6. The KMO index is 0.848, exceeding the recommended value of 0.6. Bartlett's test of Sphericity reached statistical significance. Both measures support the factorability of the items.

The factor analysis shows the presence of only one component with an eigenvalue exceeding 1, explaining 56.9% of the variance. An inspection of the scree plot reveals a break after the second component. Therefore, it is decided to retain only one component. The interpretation and the use of the component are consistent with the previous research as described by the scale author. Reliability tests show a Cronbach Alpha coefficient of .842 and all questions have a corrected item-total correlation coefficient higher than .30. The coefficients state that the scale has a very good internal consistency.

5.7 Summary

To sum up the above, table 19 gives an overview of the variables, the corresponding Cronbach Alpha coefficients, and included items (i.e. questions) per variable, that are scaled in this chapter due to the factor analyses. The table also shows which questions are mirrored due to the negative formulation in the questionnaire. Notice that the initial client commitment variable, the initial time pressure variable and the assessment factors are scaled into new variables. These new variables and their definitions are mentioned in the table as well. All the variables and corresponding definitions are used in the rest of this study.

Figure 17 shows the schematic overview of the updated conceptual model. It shows that due to the factor analyses, several variables are added to the original model and certain original variables are split.

	Variables	Items
Client	1. Top management support (.882)	Question 8, 9, 10, and 11
	2. Presence client leader / sponsor (.761)	Question 12, 13, 14, and 15
	3. Client readiness (.742)	Question 22, 23, and 24 (mirrored)
	4. Team diversity (.589)	Question 19, 20, and 21
	5. Collaboration client members "Collaboration refers to the extent in which the client team members cooperated in order to make the consulting project a success."	Question 16
	6. Personal involvement "Personal involvement refers to the extent in which the client team members were personal involved towards each other, regarding the consulting project."	Question 17 (mirrored)
	7. Personal benefits "Personal benefits refer to the extent in which the consulting project has brought personal benefits for client team members."	Question 18
Consultant	8. Knowledge (.823)	Question 25, 26, 27, 28, 29, and 30
	9. Skills (.892)	Question 31, 32, 33, 34, 35 (mirrored), 36, 37, 38 (mirrored), 39, 40, 41, 42, 43, and 44
Context	10. Priority of a consulting project "Priority refers to the extent in which the consulting project had a priority in the client organization."	Question 45
	11. The timing of a consulting project "Timing refers to the extent in which the consulting project was started at the right moment in the client organization."	Question 46 (mirrored)
	12. The quality reduction of the outcome "Quality reduction refers to the extent in which the quality of the consulting project has been reduced."	Question 47 (mirrored)
	13. Client mandate (.754)	Question 48, 49 (mirrored)
Relation	14. Mutual trust (.852)	Questions 50, 51, 52, and 53
Assessment factors	15. Improvements within the client organization (.839) "Improvements refer to the extent in which the client organization has improved, in retrospective, due to the consulting project."	Questions 54 (mirrored), 65 (mirrored), 66, 67, 68, 69 and 70
	16. Collective participation (.751) "Collective participation refers to the extent in which the consultant and the client were involved actively, communicated back and forth, and whether the consultant guided the project during the whole consulting project."	Questions 62, 63, and 64
	17. Fulfillment of the pre-agreements (.697) "Fulfillment of the pre-agreements refers to the extent in which the predetermined goals, objectives, and agreements between the client and consultant are achieved."	Questions 55, 56, 57, and 58
	18. Approach (.751) "Approach refers to the extent a common accepted method/approach is used, which has been determined at the start of the consulting project."	Questions 59 and 60 (mirrored)
	19. Equal contribution "Equal contribution refers to the extent in which the client and the consultant contributed equivalently during the project."	Question 61
Success	20. Satisfaction (.842)	Questions 71, 72, 73 (mirrored), 74, 75, and 76

Table 19: An overview of the old and new variables constructed after the factor analyses

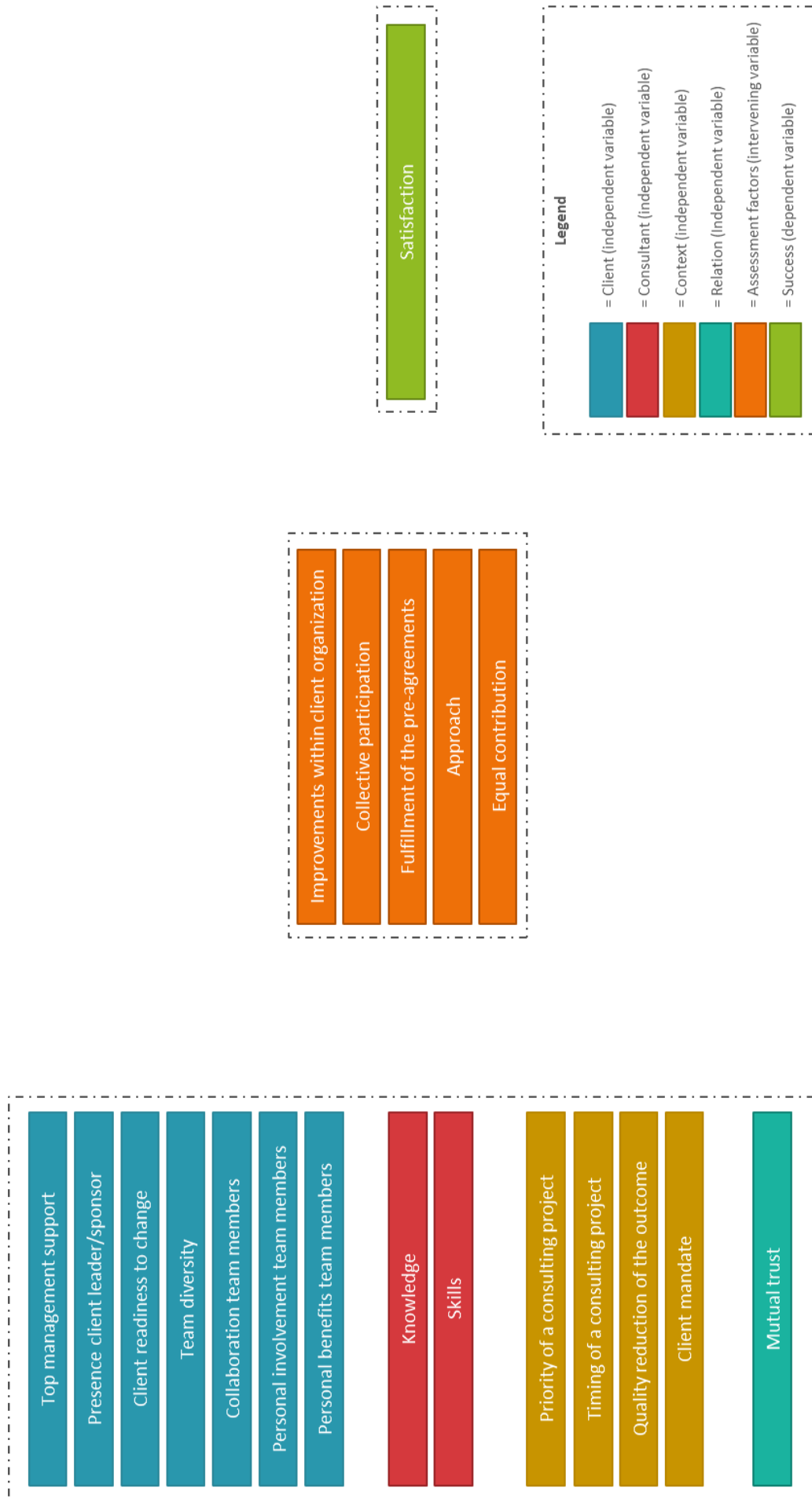


Figure 17: The conceptual model after factor analyses

6. Testing the conceptual model

This chapter describes the results of the quantitative analyses that are carried out to test the conceptual model. It elaborates on the necessary output that must be interpreted in order to answer the research question.

First, descriptive statistics of the conceptual model and its variables that characterize the data are presented. Remember that the variables are used that are constructed after the factor analyses as described in chapter 5 (i.e. table 19 and figure 17). Second, a clear description of the multilevel analyses will be presented. It helps to understand what steps are followed and how the results of the analyses must be interpreted. These steps are executed per (sub-)model that is investigated. As a result, this chapter is rather repetitive since the steps of the analyses per model are the same. Third, the presentation of the so-called *null*-model (0-model) will be discussed. The 0-model is the starting point in a multilevel analysis and in analyzing the conceptual model. Third, the effects of the independent variables on the intervening variables will be analyzed. Fourth, the effects of the independent and the intervening variables on the dependent variable are discussed. Fifth, the complete conceptual model will be illustrated. This is an overview of all the effects found within the conceptual model. Up to this point, the core of the conceptual model is analyzed. The results and followed steps are discussed in more detail. The following phase is the exploratory phase as discussed in chapter 4. Since the executed steps of the multilevel analyses in this phase are the same, the results are discussed in less detail. So, a further investigation of the effects between the variables will be discussed. This chapter provides the results of the analyses as objective as possible. Interpretation of the results is only carried out in order to explain the meaning of the results. The full interpretation of the results will be discussed in chapter 8 and 9.

Because this chapter contains many analyses, figures and tables, the reader can lose track of the steps that are carried out in this chapter. Hence, the figure 18 can be used as a bookmark to assist the reader so he or she can understand what is covered in this chapter. Figure 17 is used as the basis for this bookmark, since this is the conceptual model that is analyzed in this study. In the figure, several frames are drawn that represent a specific section. Each frame contains a short description of what is done in that section and highlights the specific part of the conceptual model to which the section refers to. Sections 6.1, 6.2, 6.9, and 6.12 contain respectively specific descriptives, a explanation, in between overviews and a summary of all the analyses. These sections are straightforward and therefore not mentioned in the bookmark.

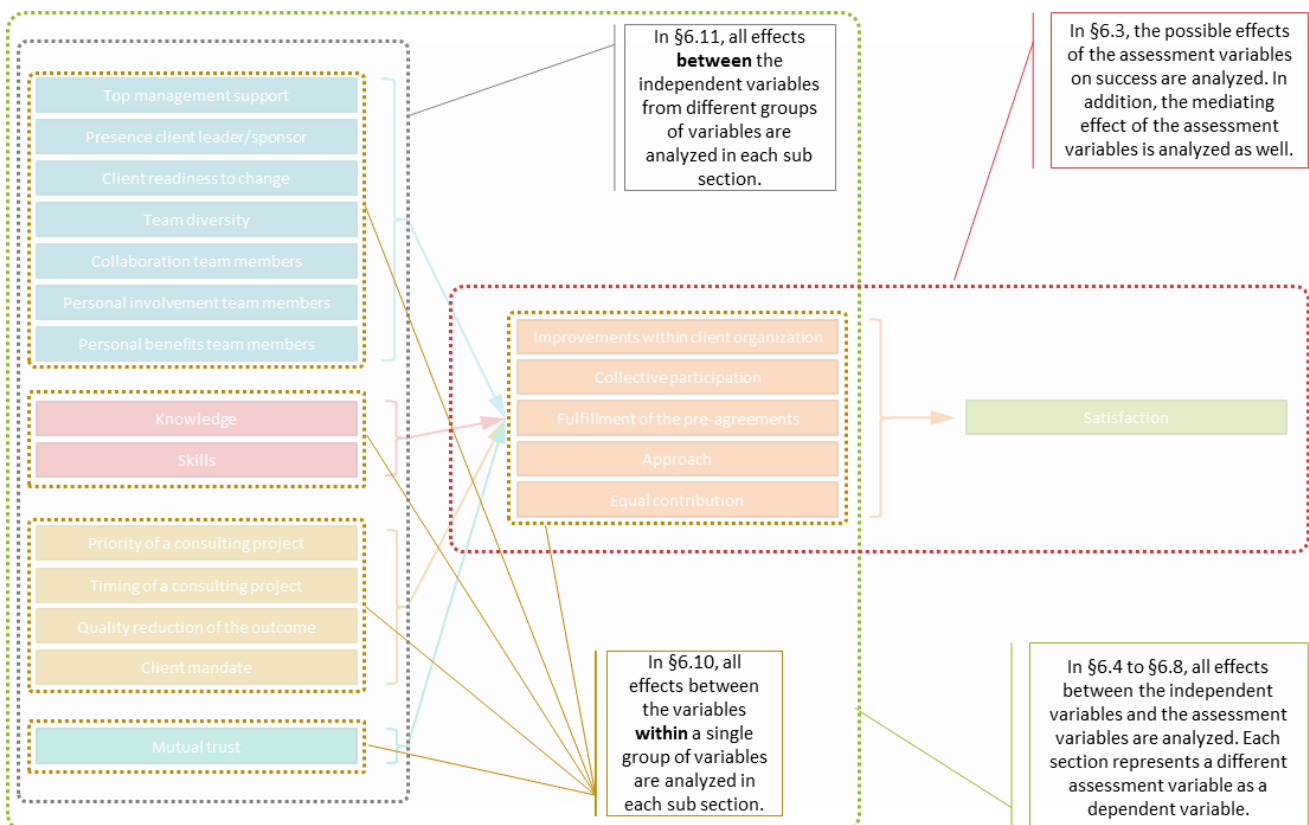


Figure 18: a bookmark of chapter 6.

6.1 Descriptive statistics of the variables

To give an insight in the characteristics of the data, a comprehensive table is shown below. It concerns some general statistics of the variables used in this study such as the mean, standard deviation, and the range. The means in this section are based on the level-2 data, which are aggregated from the level-1 data. It is assumed that the mean of all respondents on a certain variable within a consulting project is the score of the project on that variable. For further notice, the means in this section are used for further interpretations.

Variable	Mean (SD)	5% Trimmed Mean	Minimum	Maximum
Top management Support (Client)	4.22 (.65)	4.28	1.88	5.00
Presence of a client leader/sponsor (Client)	4.26 (.42)	4.27	3.38	5.00
Client Readiness (Client)	4.10 (.44)	4.12	2.50	4.89
Team Diversity (Client)	3.73 (.56)	3.74	2.50	5.00
Collaboration client members (Client)	4.26 (.59)	4.30	2.00	5.00
Personal involvement (Client)	4.19 (.56)	4.22	2.00	5.00
Personal benefits (Client)	3.77 (.62)	3.79	2.00	5.00
Knowledge (Consultant)	4.08 (.44)	4.08	2.20	5.00
Skills (Consultant)	4.21 (.31)	4.22	3.07	4.89
Priority of a consulting project (Context)	4.02 (.79)	4.09	1.33	5.00
The timing of a consulting project (Context)	2.87 (.93)	2.88	1.00	5.00
The quality reduction of the outcome (Context)	3.26 (.81)	3.26	1.50	5.00
Client mandate (Context)	3.99 (.62)	4.04	1.75	5.00
Mutual trust (Relation)	4.33 (.38)	4.34	3.33	5.00
Improvements within the client organization (Assessment factors)	3.89 (.42)	3.91	1.93	4.79
Collective participation (Assessment factors)	4.25 (.50)	4.28	2.33	5.00
Fulfillment of the pre-agreements (Assessment factors)	4.04 (.44)	4.05	2.13	5.00
Approach (Assessment factors)	3.09 (.77)	3.10	1.00	4.50
Equal contribution (Assessment factors)	3.37 (.66)	3.39	2.00	4.50
Satisfaction (Success)	4.01 (.47)	4.03	1.75	5.00

Table 20: descriptive statistics of the variables

Remember that all variables constitute of items that are based on a continuous scale from 1 to 5. The center of such scales is 3. The table above shows that the average scores on the variables are relatively on the right-hand side of the scale. Only the ‘timing of a consulting project’ scores beneath the center. Since this variable only consists of one item, which is also mirrored, the score can be interpreted as: the lower the score on this variable, the stronger the thought of the respondents that the consulting project should have been carried out sooner. The ‘trimmed mean’ is the mean of the variable where the top and bottom 5% of the project scores are removed. Since the two means are not very different from each other, extreme scores or outliers are absent. This also indicates that all the cases in the data file can be used. Another interesting aspect is the standard deviation (SD) of the variables. Relating to the scale of the variables, some SD’s are quite high. E.g. the ‘timing of a consulting project’ variable and the ‘quality reduction of the outcome’ variable have a SD > .80. This means that for the timing variable, 95% of the scores lie between 1.01 and 4.73. This is almost the complete range of scores possible. For the quality reduction variable, 95% of the scores lie between 1.64 and 4.88. Nevertheless, the minimum and/or maximum scores of the variables lie outside the 95% confidence interval. This illustrates that there is a variety of scores in the data file. This is beneficial for further analyses in this study.

A one-way between groups analysis of variance (ANOVA) has been conducted to explore the impact of the year a consulting project was ended on the scores of the variables used in the model. Remember that this ANOVA-analysis indicates to what extent the results of the analyses are stable over time. There is a statistically significant difference at

the $p < .05$ level in ‘skills’, ‘the quality reduction of the outcome’, and the ‘approach’ for the four years that a consulting project could end as shown in table 21. The actual difference in mean scores between the groups is not large. The effect size, calculated using eta squared, was .07, .08, and .08 respectively. With only 3 out of 20 variables showing a significance in their scores and a corresponding effect size, which is not large, it indicates that the results of the analyses are rather stable over time.

	Sum of Squares		Sig.
Top management Support (Client)	Between Groups	2.832	.080
	Within Groups	55.891	
	Total	58.723	
Presence of a client leader/sponsor (Client)	Between Groups	1.126	.090
	Within Groups	22.939	
	Total	24.065	
Client Readiness (Client)	Between Groups	.440	.518
	Within Groups	26.261	
	Total	26.701	
Team Diversity (Client)	Between Groups	.776	.486
	Within Groups	42.958	
	Total	43.734	
Collaboration client members (Client)	Between Groups	.755	.545
	Within Groups	47.968	
	Total	48.723	
Personal involvement (Client)	Between Groups	.876	.428
	Within Groups	42.718	
	Total	43.593	
Personal benefits (Client)	Between Groups	2.649	.070
	Within Groups	49.904	
	Total	52.553	
Knowledge (Consultant)	Between Groups	.549	.430
	Within Groups	26.881	
	Total	27.430	
<i>Skills (Consultant)</i>	<i>Between Groups</i>	<i>.927</i>	<i>.018</i>
	<i>Within Groups</i>	<i>12.088</i>	
	<i>Total</i>	<i>13.015</i>	
Priority of a consulting project (Context)	Between Groups	1.412	.524
	Within Groups	85.265	
	Total	86.677	
The timing of a consulting project (Context)	Between Groups	2.556	.401
	Within Groups	117.297	
	Total	119.852	
<i>The quality reduction of the outcome (Context)</i>	<i>Between Groups</i>	<i>7.263</i>	<i>.009</i>
	<i>Within Groups</i>	<i>82.885</i>	
	<i>Total</i>	<i>90.148</i>	
Client mandate (Context)	Between Groups	2.294	.109

	Within Groups	50.610	
	Total	52.903	
Mutual trust (Relation)	Between Groups	.558	.288
	Within Groups	19.950	
	Total	20.508	
Improvements within the client organization (Assessment factors)	Between Groups	1.228	.069
	Within Groups	23.007	
	Total	24.235	
Collective participation (Assessment factors)	Between Groups	.470	.601
	Within Groups	34.197	
	Total	34.667	
Fulfillment of the pre-agreements (Assessment factors)	Between Groups	.253	.737
	Within Groups	27.128	
	Total	27.381	
<i>Approach (Assessment factors)</i>	<i>Between Groups</i>	<i>6.662</i>	<i>.009</i>
	<i>Within Groups</i>	<i>75.432</i>	
	<i>Total</i>	<i>82.095</i>	
Equal contribution (Assessment factors)	Between Groups	.319	.871
	Within Groups	61.030	
	Total	61.349	
Satisfaction (Success)	Between Groups	.263	.756
	Within Groups	30.060	
	Total	30.322	

Table 21: ANOVA – differences between the years a consulting project could end (2010, 2011, 2012, 2013).

The correlation between the variables is investigated using a Pearson correlation matrix. Preliminary analyses were performed to ensure no violation of the assumptions of normality, linearity, and homoscedasticity. In table 22, the correlations of all variables are shown. Correlations significant at a $p < .05$ level are shaded. The color of the shade represents the direction of the correlation. The red shaded correlations are negative and the green shaded correlations are positive. An example is the correlation between the approach and the timing variable. Remember that the timing variable consists of one item, which is also mirrored. Therefore, the interpretation of the correlation is more complex and must be done carefully. The correlation implicates that when it is perceived that a consulting project should have been carried out sooner, it is likely that the approach towards the consulting project is determined before the project started. Vice versa it implies that when the approach of a consulting project is developed along the way, the more that the consulting project should not have been carried out sooner. In other words, there is a negative correlation between the approach variable and the timing variable. Notice that the timing variable and the approach variable do not correlate much with other variables. The Pearson values (i.e. r) are mentioned in the table. The values indicate the strength of the relationship between the variables. Pallant (2011) suggests the following guidelines to interpret the strength of the correlation:

- Small - $r = .10$ to $.29$
- Medium - $r = .30$ to $.49$
- Large - $r = .50$ to 1.0

When the guidelines are followed, it becomes clear that there are several strong correlations. In table 22, strong correlations are underlined and marked bold. Looking at the number of strong correlations per variable, it is noteworthy that the success variable stands out compared to the other variables. The success variable correlates strong with eight other variables. To get an idea how much variance all the variables share, the coefficient of determination can be

calculated. This sounds impressive, but the only thing that needs to be done is to square the *r-value*. For example, the *r-value* between the success variable and the improvements variable is .748. When squared, it indicates that these two variables nearly share 60% ($.748^2 * 100$) of their variance. In other words, the improvements variable help to explain nearly 60% of the variance in the success score of consulting projects. Pallant (2011) states that a percentage of approximately 34% ($r = .583$) is a respectable amount of variance explained when compared with other research conducted in the social sciences. This means that 60% is quite high. Since there are many strong correlations between all the variables, and thus many high coefficients of determination, it may trigger the thought that multicollinearity exists in the data file. This will be checked in the following sections where the conceptual model is tested with multilevel and regression analyses. The conceptual model will be tested step by step as discussed in chapter 4. In the following section, the procedure is explained to help the reader to interpret the results and understand which steps have been executed. Since the procedure of the multilevel analyses is the same per section, the rest of this chapter might be somewhat repetitive as far as explanations and results are concerned.

Correlations

	Top management Support	Presence of a client leader/sponsor	Client Readiness	Team Diversity	Collaboration client members	Personal involvement	Personal benefits	Knowledge	Skills	Priority of a consulting project	The timing of a consulting project	The quality reduction of the outcome	Client mandate	Mutual trust	Improvements within the client organization	Collective participation	Fulfillment of pre-agreements	Approach	Equal contribution	Satisfaction
Top management Support		0,365	0,304	0,341	0,403	0,163	0,346	0,425	0,391	0,650	0,238	0,345	0,585	0,419	0,584	0,321	0,357	-0,057	0,087	0,518
Presence of a client leader/sponsor	0,365		0,162	0,317	0,591	0,115	0,371	0,395	0,463	0,352	0,098	0,240	0,494	0,364	0,400	0,343	0,403	-0,093	0,117	0,463
Client Readiness	0,304	0,162		0,168	0,419	0,273	0,272	0,345	0,397	0,201	0,164	0,189	0,422	0,387	0,374	0,280	0,313	-0,031	0,290	0,421
Team Diversity	0,341	0,317	0,168		0,258	0,061	0,297	0,220	0,299	0,337	0,001	0,215	0,292	0,352	0,289	0,255	0,170	-0,003	0,160	0,339
Collaboration client members	0,403	0,591	0,419	0,258		0,308	0,381	0,430	0,428	0,347	0,099	0,375	0,497	0,408	0,385	0,341	0,405	-0,011	0,198	0,444
Personal involvement	0,163	0,115	0,273	0,061	0,308		0,298	0,233	0,193	0,108	0,134	0,145	0,188	0,250	0,192	-0,018	0,212	-0,187	0,165	0,163
Personal benefits	0,346	0,371	0,272	0,297	0,381	0,298		0,431	0,512	0,368	0,022	0,306	0,490	0,525	0,597	0,292	0,254	-0,124	0,171	0,553
Knowledge	0,425	0,395	0,345	0,220	0,430	0,233	0,431		0,646	0,387	0,171	0,324	0,460	0,626	0,491	0,307	0,382	-0,140	0,290	0,593
Skills	0,391	0,463	0,397	0,299	0,428	0,193	0,512	0,646		0,339	0,070	0,411	0,474	0,664	0,612	0,408	0,510	-0,069	0,183	0,672
Priority of a consulting project	0,650	0,352	0,201	0,337	0,347	0,108	0,368	0,387	0,339		0,204	0,162	0,441	0,290	0,538	0,259	0,326	-0,114	0,171	0,537
The timing of a consulting project	0,238	0,098	0,164	0,001	0,099	0,134	0,022	0,171	0,070	0,204		0,262	0,111	0,125	0,090	0,122	0,131	-0,253	0,175	0,143
The quality reduction of the outcome	0,345	0,240	0,189	0,215	0,375	0,145	0,306	0,324	0,411	0,162	0,262		0,366	0,310	0,341	0,263	0,393	0,042	-0,002	0,417
Client mandate	0,585	0,494	0,422	0,292	0,497	0,188	0,490	0,460	0,474	0,441	0,111	0,366		0,414	0,616	0,537	0,504	-0,024	0,173	0,669
Mutual trust	0,419	0,364	0,387	0,352	0,408	0,250	0,525	0,626	0,664	0,290	0,125	0,310	0,414		0,446	0,395	0,358	-0,067	0,317	0,575
Improvements within the client organization	0,584	0,400	0,374	0,289	0,385	0,192	0,597	0,491	0,612	0,538	0,090	0,341	0,616	0,446		0,416	0,441	-0,145	0,106	0,748
Collective participation	0,321	0,343	0,280	0,255	0,341	-0,018	0,292	0,307	0,408	0,259	0,122	0,263	0,537	0,395	0,416		0,321	0,068	0,086	0,471
Fulfillment of pre-agreements	0,357	0,403	0,313	0,170	0,405	0,212	0,254	0,382	0,510	0,326	0,131	0,393	0,504	0,358	0,441	0,321		0,122	0,165	0,622
Approach	-0,057	-0,093	-0,031	-0,003	-0,011	-0,187	-0,124	-0,140	-0,069	-0,114	-0,253	0,042	-0,024	-0,067	-0,145	0,068	0,122		-0,167	0,017
Equal contribution	0,087	0,117	0,290	0,160	0,198	0,165	0,171	0,290	0,183	0,171	0,175	-0,002	0,173	0,317	0,106	0,086	0,165	-0,167		0,197
Satisfaction	0,518	0,463	0,421	0,339	0,444	0,163	0,553	0,593	0,672	0,537	0,143	0,417	0,669	0,575	0,748	0,471	0,622	0,017	0,197	

Shaded numbers: Pearson Correlation is significant at the 0.05 level (2-tailed).

Table 22: Correlation matrix of all variables.

6.2 Explanation of the executed procedure of the multilevel analyses

“In a multilevel model, we typically focus on output concerning two types of model parameters. Structural parameters are referred to as the model’s ‘fixed effects’ (which are shown in the fixed part of the multilevel analysis results). These include intercept coefficients (e.g. the group mean of a variable) or slope coefficients (e.g. the effect between improvements within client organizations and satisfaction). {...} Specific parameters can be designated as ‘randomly varying’ (which are shown in the random part of the multilevel analysis results), which means that the sizes of the estimates are allowed to vary across groups.” (Heck et al., 2010, p. 7). Since this study is only interested in the fixed effects between the variables on the project level, as discussed in chapter 4, the randomly varying parameters are neglected.

Generally, there are three distinct steps in running a multilevel analysis per conceptual model (Heck et al., 2010): (1) the specification of the ‘null’- or ‘no predictors’-model; (2) the specification of the level-1 model; and (3) the specification of the level-2 model.

1. The specification of the null-model validates the use of a multilevel analysis. The null-model includes the dependent variable (on the lowest level possible) of a model only. In the results of the multilevel-analyses, the null-model is called ‘M0’ (M = model; 0 = null). M0 shows the variance in the dependent (or outcome) variable of a specific model, by partitioning the variance in the variable into its within- and between-group component (Heck et al., 2010). Those within- and between-group coefficients are shown in the so-called ‘random part’ of the results. These coefficients determine whether or not a multilevel analysis is beneficial, since they are used to calculate the ‘intraclass correlation’ (ICC). The ICC shows whether or not there are meaningful differences in outcomes between consulting projects. The higher the ICC, the more variability exists between consulting projects and the more appropriate it is to conduct a multilevel analysis. If the ICC is small, then there is little advantage to conduct a multilevel analysis. Heck et al. (2010) state that 0.05 is often used as a rough ‘cutoff’ point to estimate whether a multilevel analysis is the right analysis to use. Thus, M0 and its ICC are discussed to assess whether or not it is beneficial to specify the level-2 model.
2. Regarding the specification of the level-1 model, this step is skipped. As discussed in chapter 4, the main focus is on the second level (between projects) and not on the first level (within projects) or on cross level effects. Therefore, this step is skipped in every multilevel analysis.
- 3.1 When a multilevel analysis is beneficial to execute, the next step is the specification of a level-2 model. This means that the remaining independent variables of the model that needs to be analyzed, are included since the null-model does not include any independent variables. The controlling variable, i.e. the type of consulting projects, is included as well. As a result, the total model that is analyzed is called M1. The results of the analysis are discussed in three parts: (1) The effects between the independent variables (or predictors) and the dependent variable are called fixed effects and are shown in the ‘fixed part’ of the results. Thus, the fixed effects of a tested model are discussed first in every multilevel analysis. (2) The random part of the results show how much variance of the dependent variable between consulting projects can be explained by the independent variables. The goal is to minimize the intercept value of the model. If the value is redundant or very small, it indicates that the independent variables explain the variance in the dependent variable. This implies that the independent variables are good predictors to explain differences between consulting projects. Thus, the random part results are discussed next. (3) To assess whether or not the tested model ‘fits’ the data better than other models, a so-called ‘deviance’ test is executed. The parameters of the so-called ‘model fit’ part such as, the -2 Restricted Log likelihood (-2RLL), the Akaike’s Information Criterion (AIC), and the Schwarz’s Bayesian Criterion (BIC), are used to execute this test. The deviance test uses the difference of the -2RLL values between two models and the difference in parameters. If the difference in -2RLL is larger than the χ^2 -value, the tested model fits the data better than the model that is previously tested. Thus, the model fit is discussed third.
- 3.2 To be sure that the significant effects found in M1 are present, a new model is analyzed (e.g. M2). This model includes the significant predictors only. Since the sample size is small, only the effects that are still present in the new model, are considered present in all the consulting projects analyzed. During the analysis of the new model, the steps of 3.1 are applied. If a significant predictor is not significant anymore in the new model, this predictor will be excluded and the model will be analyzed again (e.g. M3).

4. This step does not concern the multilevel analysis. Previously, where a multilevel analysis was not as developed as it is now, researchers examined their level-2 data with the (old fashioned) linear regression analysis. Although the statistical calculations behind the method differ from the multilevel analysis, the purpose of the method is the same. Therefore, a linear regression analysis is executed as well to check whether or not the multilevel analysis is executed in the right way. When the regression analysis shows similar results, the multilevel analysis is executed correctly. In addition, a linear regression analysis reveals additional information such as the presence of multicollinearity and the variance of the dependent variable explained (i.e. 'R²'). Thus, the results of the linear regression analysis are presented and discussed as last.

These steps are repeatedly executed for every model that has been analyzed. Section 6.3 slightly differs from the procedure as described above, because the section contains an examination of the intervening effects of the conceptual model of this study as well. As a result, more steps are involved in the examination of the significant effects in the conceptual model. Nonetheless, the executed procedure as described above is repeatedly described in the following sections.

6.3 The effects of all the variables on success

The first model (i.e. null-model/'M0') that is examined is the null model regarding the perceived satisfaction of the respondents. Table 23 shows the output of the data of the null-model. Looking at the results of the null-model, the variances of the intercept and the residual are estimated at 0.09 and 0.30 respectively. With these numbers, the intraclass correlation (ICC → ρ) is 0.2202 ($0.09 / (0.09 + 0.30)$). This means that 22.02% of the total variability in success lies between consulting projects. So 22% of all variance can be attributed to differences between groups. In other words, this means that one project is systematically scored higher or lower than the other project regarding satisfaction. However, it also shows that the scores within one project are diverse as well. The results suggest that the use of a multilevel analysis is warranted. Now that the ICC is known, it is interesting to check what the effective sample size is. The design effect, which is needed to calculate the effective sample size, is 1.396 ($1 + (2.8 - 1) * 0.2202$). The effective sample size for this study is 280.73 ($J = 140 * (2.8 / 1.396)$). This is the sample size needed in an independent sample, to equal the amount of information in the actual correlated sample. It also shows that the power of the actual sample size is smaller than desired. This corresponds with the remarks discussed in chapter 4.

The first model to be analyzed is the model where the effects of all the variables on the satisfaction variable are analyzed at once. This is the most important model because it shows whether or not the assessment factors are intervening or not. Table 23 shows the output of the multilevel analyses that were carried out to test the model. In the table, five models are shown. The first model is the null-model (M0) as discussed above. The second model is the model where all independent variables are included, including the controlling variable (M1). The third model is the model with the significant effects of M1 only (M2). The fourth model (M3) is the model with all the independent variables, the assessment factors, and the controlling variable. The fifth model (M4) is the model with the significant effects of M3 only. The sixth model is the model where the assessment factors are included only.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only	M3: with predictors	M4: with sign. predictors only	M5: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part	3.99 (.04)*	-0.31 (.47)	-0.24 (.38)	-0.91 (.50)	-0.12 (.29)	-0.14 (.29)
Intercept		Not significant		Not significant		
Types of project						
Top management support		-0.07 (.06)		-0.10 (.06)		
Presence client leader/sponsor		0.05 (.09)		0.02 (.09)		
Client Readiness		0.11 (.08)		0.07 (.08)		
Team diversity		0.01 (.05)		0.02 (.05)		
Collaboration client members		-0.05 (.07)		-0.04 (.07)		
Personal involvement team members		-0.07 (.06)		-0.07 (.06)		
Personal benefits team members		0.09 (.06)		0.05 (.06)		
Knowledge		0.09 (.09)		0.11 (.09)		
Skills		0.31 (.15)*	0.61 (.10)*	0.08 (.15)		
Priority of a consulting project		0.15 (.05)*	0.14 (.04)*	0.10 (.05)*	0.08 (.04)	
Timing of a consulting project		0.01 (.03)		0.01 (.03)		
Quality reduction of the outcome		0.06 (.05)		0.02 (.04)		
Client mandate		0.23 (.07)*	0.27 (.05)*	0.13 (.07)		
Mutual trust		0.15 (.11)		0.16 (.11)		
Improvement within the client organization				0.39 (.11)*	0.59 (.08)*	0.66 (.07)*
Collective participation				0.00 (.07)		
Fulfillment of the pre-agreements				0.25 (.08)*	0.38 (.07)*	0.40 (.06)*
Approach				0.05 (.04)		
Equal contribution				0.00 (.05)		
Random part						
Residual (σ^2 : within)	0.30 (.03)*	0.25 (.02)*	0.26 (.02)*	0.23 (.02)*	0.25 (.02)*	0.25 (.02)*
Intercept (τ^2 : between)	0.09 (.03)*	Redundant	Redundant	Redundant	Redundant	Redundant
ICC (ρ)	0.2202					
Model fit						
-2LL	720,519	563,503	579,481	536,084	562,372	565,925
AIC	724,519	603,503	591,481	586,084	574,372	575,925
BIC	732,446	682,723	615,278	685,109	598,169	595,756
# of parameters	3	20	6	25	6	5

Dependent variable: Satisfaction (i.e. success) (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$

Table 23: The output of the multilevel analyses with 'satisfaction, i.e. success' as a dependent variable

M1 shows that the controlling variable is not significant. This means that the differences in satisfaction between the types of projects, if they exist, can be explained by the predictors that are included in M1. That emphasizes the relevance of the predictors.

When the effects are examined, it shows that there are three direct effects present in M1. It turns out that the skills of the consultant(s) during a consulting project influence the score on the satisfaction positively. The better the skills of the consultant(s), the higher the satisfaction of a consulting project. The second significant effect is the positive effect of the priority of a project on the satisfaction. The higher the priority of a consulting project, the higher the satisfaction score. The last effect in M1 is the positive influence of the client mandate on the satisfaction. It suggests that the higher the mandate that client project members possess in order to execute the consulting project, the better the scores on satisfaction. The covariance parameters (random part) suggest that after the introduction of the variables into the null-model, there still is significant variability to be explained within consulting projects. This is not surprising because M1 only includes level-2 predictors. Nonetheless, a reduction in the residual is achieved. Since the intercept value of the random part is redundant, it might suggest that the variables account for all the level-2 variance in satisfaction. In other words, the variables used in M1 reduce the variance component at the project level substantially. For further notice, since the focus of this study is on the explained level-2 variance, only the intercept values of the random part will be discussed from here. The goal is to reduce the intercept value as much as possible. When the model fit part is examined, it shows that the -2LL is reduced substantially as well. The difference in -2LL between M0 and M1 is 157.016 (720.519 - 563.503). With a difference of 17 parameters, the corresponding χ^2 -value is 27.59 ($p = 0.05$). Since the difference in -2LL is larger than 27.59, it can be said that M1 fits the data better than M0. In other words: the variables, and in particular

the variables that influence the satisfaction, significantly contribute to the explanation of variance in satisfaction (i.e. success).

M2 is a model where only the direct effects of M1 are taken into account in order to examine whether or not the effects preserve. With a reduced number of parameters, the rules of thumb regarding the power of the sample size are now met on level-2. M2 shows that the three variables maintain their significance when all the redundant variables are removed from M1. The direction of the effects remains the same where the effect of the skills of the consultant increases substantially. The intercept value of the random part remains redundant. This indicates that the three variables account for all the level-2 variance in success. It also implies that the other variables in M1, that were not significant, are superfluous. Through a deviance test, the superfluousness of the variables can be assessed. The model fit part shows a difference in -2LL of 15.978 (579.481 – 563.503) between M1 and M2. With a difference of 14 parameters, the corresponding χ^2 -value is 23.69 ($p = 0.05$). Since the difference in -2LL is less than 23.69, it can be said that the variables in M1 that were not significant do not contribute to the explanation of variance in satisfaction. Notice that the BIC- and the AIC-scores are lower in M2. This indicates that the model is less complex than M1 and easier to interpret.

M3 is a model where all the variables are included, even the controlling variable. This is the most exciting and important model since it shows whether or not the assessment factors act as intervening variables. Once again, the output shows that the type of consulting project is not significant. The fixed part immediately shows that the significant effects found in M2 and M1, do not hold when the assessment factors are included. Only the priority of the consulting project preserves as a direct effect. In M3, it seems that there are two additional effects present which are the improvements variable and the pre-agreements variable. This shows that the two assessment factors act as intervening variables because they absorb the other direct effects of M1 and M2. The intercept value of the random part remains redundant. The model fit part cannot be applied here. This is due to the fact that M3 is a complete different model than M1 and M2. M3 includes intervening variables that are hierarchical different than the independent variables. Only models with the same kind of variables can be compared.

M4 shows whether or not the found effects preserve when the variables with a significant effect in M3 are included only. It is striking that the effect of the priority of a consulting project on the satisfaction is absent. This strengthens the thought that only the assessment factors influence the perceived satisfaction of the client and the consultant, as presumed in the conceptual model. The deviance test points out that the difference in -2LL between M3 and M4, which is 26.288, is less than the corresponding χ^2 -value (which is 30.14 with 19 parameters at $p = 0.05$). This means that the additional variables in M3 compared to M4 are superfluous. Notice that M4 still has a lower -2LL-score than M2 with only six parameters, which indicates that this model fits the data better.

To be absolutely sure that the priority of a consulting project does not affect the satisfaction, M5 is constructed where only the assessment factors are taken into account that significantly affect the satisfaction. The difference in -2LL between M5 and M4 is 3.553, which is less than the corresponding χ^2 -value of 3.84 with 1 parameter ($p = 0.05$). This means that the priority of a consulting project is rather superfluous. Considering the power of the sample size and the risk it entails, it is safe to say that two assessment factors affect the satisfaction (i.e. success) and act as intervening variables. Figure 19 visualizes the found effects in this model. Although the dependent variable is labeled as 'satisfaction', it will be labeled as 'success' from this point forward.

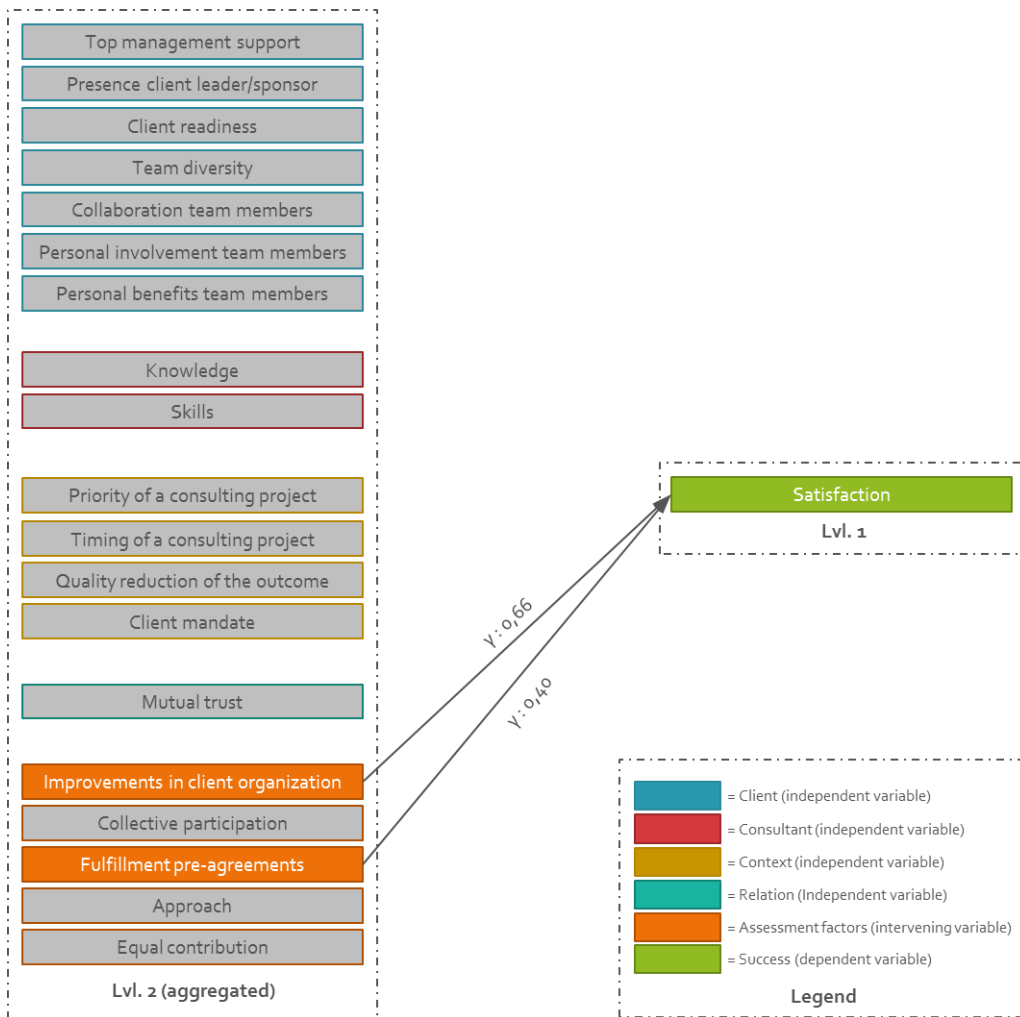


Figure 19: A visualization of the found effects between the predictors and satisfaction (i.e. success)

The output of the regression analysis for this sub-model is presented in appendix F1. The output shows a significant model, which explains about 77% of the variance in success at level-2. The analysis shows no presence of multicollinearity, with boundaries in tolerance values of less than .10 or VIF values of above 10 (Pallant, 2011), and no violation of the assumptions of outliers and normality. The regression also shows significant effects of the improvements variable and the pre-agreements variable. It also shows significant effect of the priority of a consulting project and the client mandate. It can be stated that the multilevel analysis is carried out in the proper manner and the results can be interpreted as discussed because the output of the regression analysis and the multilevel analysis have many similarities.

Although it is shown that the assessment factors act as intervening variables, it is not yet clear what influences these assessment factors. The sections 6.4 till 6.8 show to what extent the independent variables, or predictors, affect the assessment factors.

6.4 The effects of the independent variables on the improvement factors

The following model includes all the predictors as independent variables and the improvement factors as the dependent variable. The type of project is included as a controlling variable. Table 24 shows the output of the multilevel analyses that are carried out to test the sub-model. In the table, three models are shown. The first model is the null-model (M0). The second model is the complete model, including all variables and the controlling variable (M1). The third model is the model with the significant effects only (M2).

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept	3.88 (.04)*	0.55 (.43)	0.42 (.35)
Type of project		Not significant	
Top management support		0.09 (.06)	
Presence client leader/sponsor		0.02 (.08)	
Client Readiness		0.10 (.07)	
Team diversity		-0.03 (.05)	
Collaboration client members		-0.09 (.06)	
Personal involvement team members		-0.01 (.05)	
Personal benefits team members		0.22 (.05)*	0.19 (.05)*
Knowledge		0.02 (.08)	
Skills		0.41 (.14)*	0.38 (.10)*
Priority of a consulting project		0.10 (.05)*	0.13 (.04)*
Timing of a consulting project		-0.01 (.03)	
Quality reduction of the outcome		0.02 (.04)	
Client mandate		0.14 (.06)*	0.16 (.05)*
Mutual trust		-0.12 (.10)	
Random part			
Residual (σ^2 : within)	0.25 (.02)*	0.21 (.02)*	0.22 (.02)*
Intercept (τ^2 : between)	0.07 (.02)*	Redundant	Redundant
ICC (ρ)	0.2219		
Model fit			
-2LL	654.023	505.050	522.649
AIC	658.023	545.050	536.649
BIC	665.960	624.373	564.448
# of parameters	3	20	7

Dependent variable: Improvement factors (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$

Table 24: The output of the multilevel analyses with 'realized improvements within the client organization' as a dependent variable

M0 shows that the variances of the intercept and the residual are estimated at 0.07 and 0.25 respectively. The ICC is 0.2219, which suggests that conducting a multilevel analysis is justified.

M1 shows that the controlling variable is not significant. The differences in improvement factors between the types of projects, if they exist, can be explained by the predictors that are included in M1. That emphasizes the relevance of the predictors. When the fixed part is examined, it shows that there are four direct effects present in the sub-model. It turns out that the personal benefits of the client members influence the score of the improvement factors positively. The skills of the consultant(s) during a consulting project also influence the improvements within a client organization significantly. The better the scores on the skills of the consultant(s), the higher the scores on the improvement factors of a consulting project. Notice that the estimate is 0.41, which is quite high compared to the other significant estimates. It suggests that the influence is larger than the other effects. The third significant effect that can be found is the positive effect of the priority of a project on the improvement factors. The higher the priority of a consulting project, the higher the scores on the improvement factors. The last effect in this sub-model is the positive influence of the client mandate on the improvement factors. It suggests that the higher the mandate that client project members possess in order to execute the consulting project, the better the scores on the improvement factors. The covariance parameters (random part) suggest that the variables account for all the level-2 variance in improvement factors. In other words, the variables used in M1 reduce the variance component at the project level substantially. When the model fit part is examined, it shows

that the -2LL is reduced substantially as well. To check whether or not the model fits the data better, compared to the null-model, a deviance test can be applied. The difference in -2LL between M0 and M1 is 148.973 (654.023-505.050). With a difference of 17 parameters, the corresponding χ^2 -value is 27.59 ($p = 0.05$). Since the difference in -2LL is larger than 27.59, it can be said that M1 fits the data better than M0. In other words: the variables, and in particular the variables that influence the realization of the improvements, significantly contribute to the explanation of variance in the improvements variable.

M2 is a model where only the direct effects of M1 are taken into account in order to examine whether or not the effects preserve. With a reduced number of parameters, the rules of thumb regarding the power of the sample size are now met on level-2. M2 shows that the four variables maintain their significance by their own when all the redundant variables are removed from M1. Although a little difference in the strength of the effect exists, the direction of the effect remains the same. The intercept value of the random part remains redundant. This indicates that the four variables account for all the level-2 variance in improvement factors. In other words, the four variables used in M2 reduce the variance component at the project level substantially. It also implies that the other variables in M1, that were not significant, are superfluous. Through a deviance test, the superfluosity of the variables can be assessed. The model fit part shows a difference in -2LL of 17.599 (522.649 – 505.050) between M1 and M2. With a difference of 13 parameters, the corresponding χ^2 -value is 22.362 ($p = 0.05$). Since the difference in -2LL is less than 22.362, it can be said that the variables in M1 that were not significant do not contribute to the explanation of variance in the improvement factors. Notice that the BIC- and the AIC-scores are lower in M2. This indicates that the model is less complex than M1 and easier to interpret. The output of both models can be used to visualize the found effects. In this case, the output of M1 is used in figure 20 because the -2LL is the lowest in this model. Aside from the comparison of M1 and M2, there is no doubt that M2 fits the data better than M0.

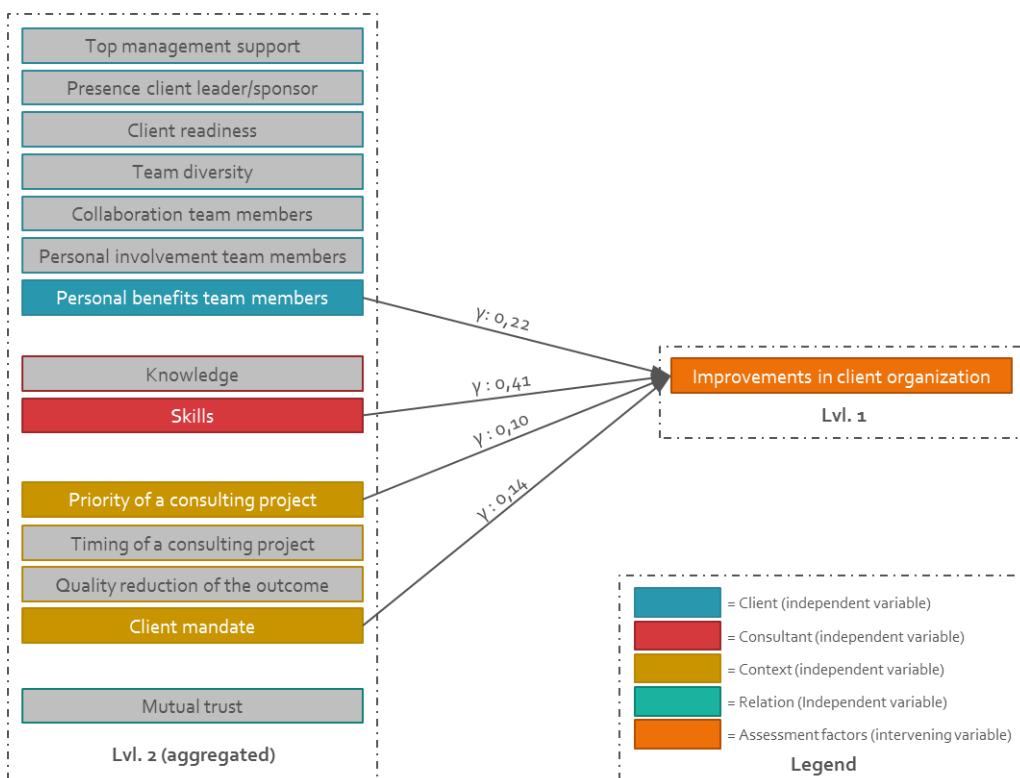


Figure 20: A visualization of the found effects between the predictors and improvement factors

The output of the regression analysis for this sub-model is presented in appendix F2. The output shows a significant model, which explains about 64% of the variance in success at level-2. The analysis shows no presence of multicollinearity, with boundaries in tolerance values of less than .10 or VIF values of above 10 (Pallant, 2011), and no violation of the assumptions of outliers and normality. The regression also shows significant effects of the priority of a consulting project, the client mandate, the skills of the consultant and the personal benefits of the client team members. Where the regression differs from the multilevel analysis, is that the top management support also has a significant effect on the

improvement factors. This effect is not used for further interpretation because the effect is not found in the multilevel analyses and the regression analysis is less accurate. It can be stated that the multilevel analysis is carried out in the proper manner since the output of the regression analysis and the output of the multilevel analysis show many similarities.

6.5 The effects of the independent variables on the collective participation factors

The next model tested, concerns the effects of the independent variables on the collective participation. Table 25 shows the output of the multilevel analyses that are carried out to test the model. In the table, three models are shown. The first model is the null-model (M0). The second model is the complete model, including all variables and the controlling variable (M1). The third model is the model with the significant effects only (M2).

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept	4.25 (.04)*	1.34 (.57)*	1.84 (.39)*
Type of project		Not significant	
Top management support		-0.06 (.08)	
Presence client leader/sponsor		0.02 (.11)	
Client Readiness		0.01 (.10)	
Team diversity		0.07 (.07)	
Collaboration client members		0.04 (.08)	
Personal involvement team members		-0.17 (.07)*	-0.16 (.06)*
Personal benefits team members		-0.04 (.07)	
Knowledge		-0.15 (.11)	
Skills		0.21 (.18)	
Priority of a consulting project		-0.01 (.06)	
Timing of a consulting project		0.05 (.04)	
Quality reduction of the outcome		-0.00 (.06)	
Client mandate		0.41 (.08)*	0.39 (.06)*
Mutual trust		0.33 (.13)*	0.35 (.10)*
Random part			
Residual (σ^2 : within)	0.37 (.03)*	0.37 (.03)*	0.38 (.03)*
Intercept (τ^2 : between)	0.09 (.03)*	Redundant	Redundant
ICC (ρ)	0.2028		
Model fit			
-2LL	796.849	712.553	725.718
AIC	800.849	752.553	737.718
BIC	808.776	831.773	761.515
# of parameters	3	20	6

Dependent variable: Collective participation (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$

Table 25: The output of the multilevel analyses with 'collective participation' as a dependent variable

M0 shows that the ICC is 0.2028, which suggests that conducting a multilevel analysis is justified. M1 shows that the controlling variable is not significant. The differences in collective participation between the types of projects, if they exist, can be explained by the predictors included in M1. When the fixed part is examined, it shows that there are three direct effects present in the model. It turns out that the personal involvement of the client project members influences the score of the collective participation negatively. So the more the client project members are personally involved in a consulting project, the less the score on the collective participation. The second effect in this model is the positive

influence of the client mandate on the collective participation. It suggests that the higher the mandate that client project members possess in order to execute the consulting project, the better the scores on the collective participation. The mutual trust between the consultant and the client during a consulting project also influences the score on the collective participation positively. The higher the mutual trust between the consultant and the client, the more likely that the client and the consultant are collectively participating into a project. The covariance parameters (random part) suggest that after the introduction of the variables into the null-model, the variables account for all the level-2 variance in the collective participation factors. In other words, the variables used in M1 reduce the variance component at the project level substantially. When the model fit part is examined, it shows that the -2LL is reduced substantially. To check whether or not the model fits the data better, compared to the null-model, a deviance test can be applied. The difference in -2LL between M0 and M1 is 84.296 (796.849 – 712.553). With a difference of 17 parameters, the corresponding χ^2 -value is 27.59 ($p = 0.05$). Since the difference in -2LL is larger than 27.59, it can be said that M1 fits the data better than M0. In other words, the variables, and in particular the variables that influence the collective participation, significantly contribute to the explanation of variance in the collective participation.

M2 is a model where only the direct effects of M1 are taken into account in order to examine whether or not the effects preserve. With a reduced number of parameters, the rules of thumb regarding the power of the sample size are now met on level-2. M2 shows that the three variables maintain their significance by their own when all the redundant variables are removed from M1. Although a little difference in the strength of the effect exists, the direction of the effect remains the same. Compared to M0, the intercept value of the random part remains redundant. This indicates that the three variables account for all the level-2 variance in collective participation. In other words, the three variables used in M2 reduce the variance component at the project level substantially. It also implies that the other variables in M1, that were not significant, are superfluous. Through a deviance test, the superfluosity of the variables can be assessed. The model fit part shows a difference in -2LL of 13.165 (725.718 – 712.553) between M1 and M2. With a difference of 14 parameters, the corresponding χ^2 -value is 23.69 ($p = 0.05$). Since the difference in -2LL is less than 23.69, it can be said that the variables in M1 that were not significant do not contribute to the explanation of variance in the collective participation. Notice that the BIC- and the AIC-scores are lower in M2. This indicates that the model is less complex than M1 and easier to interpret. The output of both models can be used to visualize the found effects. In this case, the output of M1 is used in figure 21 because the residual and the -2LL are the lowest in this model. Aside from the comparison of M1 and M2, there is no doubt that M2 fits the data better than M0.

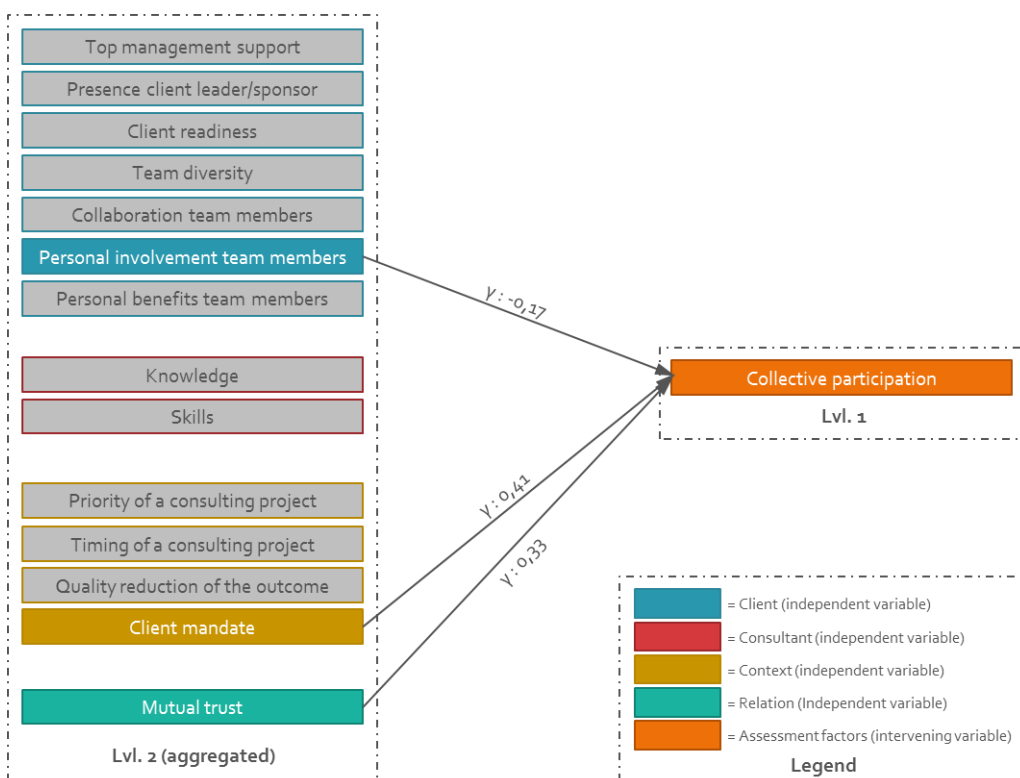


Figure 21: A visualization of the found effects between the predictors and collective participation

The output of the regression analysis for this sub-model is presented in appendix F3. The output shows a significant model, which explains about 38% of the variance in success at level-2. The analysis shows no presence of multicollinearity, with boundaries in tolerance values of less than .10 or VIF values of above 10 (Pallant, 2011), and no violation of the assumptions of outliers and normality. The regression also shows significant effects of the client mandate and the personal involvement of the client team members. It can be stated that the multilevel analysis is carried out in the proper manner since the output of the regression analysis and the output of the multilevel analysis show many similarities.

6.6 The effects of the independent variables on the pre-agreement factors

The following model includes all independent variables and the pre-agreement factors as the dependent variable. The type of project is included as a controlling variable. Table 26 shows the output of the multilevel analyses that are carried out to test the model.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only	M3: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part				
Intercept	4.02 (.04)*	0.59 (.51)	1.21 (0.43)*	1.26 (.43)*
Type of project		Not significant		
Top management support		-0.06 (.07)		
Presence client leader/sponsor		0.14 (.10)		
Client Readiness		0.04 (.09)		
Team diversity		-0.04 (.06)		
Collaboration client members		0.05 (.07)		
Personal involvement team members		0.06 (.06)		
Personal benefits team members		-0.14 (.06)*	-0.10 (.06)	
Knowledge		-0.03 (.10)		
Skills		0.34 (.16)*	0.44 (.13)*	0.37 (.12)*
Priority of a consulting project		0.08 (.05)		
Timing of a consulting project		0.02 (.04)		
Quality reduction of the outcome		0.11 (.05)*	0.16 (.04)*	0.12 (.04)*
Client mandate		0.17 (.07)*	0.29 (.06)*	0.20 (.06)*
Mutual trust		0.08 (.12)		
Random part				
Residual (σ^2 : within)	0.27 (.02)*	0.27 (.02)*	0.26 (.02)*	0.26 (.02)*
Intercept (τ^2 : between)	0.08 (.02)*	0.01 (.01)	0.03 (.01)*	0.03 (.02)*
ICC (ρ)	0.2347	0.0462	0.0872	0.0913
Model fit				
-2LL	688.252	606.728	619.715	622.358
AIC	692.252	646.728	633.715	634.358
BIC	700.189	726.051	661.514	658.185
# of parameters	3	20	7	6

Dependent variable: fulfillment of pre-agreements (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

Table 26: The output of the multilevel analyses with 'fulfillment of pre-agreements' as a dependent variable

M0 shows that the variances of the intercept and the residual are estimated at 0.08 and 0.27 respectively. The ICC is 0.2347, which suggests that conducting a multilevel analysis is warranted. M1 shows that the controlling variable is not significant. When the fixed part is examined, it shows that there are four direct effects present in the model. It turns out that the personal benefits of the client members influence the score of the pre-agreement factors negatively. So the

higher the personal benefits of the client project members during a project, the less the score on the pre-agreement factors. The skills of the consultant(s) during a consulting project also influence the score of the pre-agreement factors significantly. But now, the effect is positive. The better the skills of the consultant(s), the higher the scores on the pre-agreement factors of a consulting project. The quality reduction of the outcome during a consulting project also influences the score of the pre-agreement factors significantly. The interpretation of this effect must be done carefully because the independent variable is based on one item, which is also mirrored. The effect must be interpreted as: the higher the score on quality reduction (i.e. the less the quality of the outcome is reduced), the higher the score on the pre-agreement factors. The last effect in this model is the positive influence of the client mandate on the pre-agreement factors. It suggests that the stronger the mandate that client project members possess in order to execute the consulting project, the better the scores on the pre-agreement factors. The intercept value suggests that after the introduction of the variables into the null-model, there is no significant variability to be explained between consulting projects. The reduction in variance observed at level-2 between M0 and M1 can be used to calculate the amount of variance accounted for at Level-2. Since the intercept is not redundant, the method of Snijders & Bosker (2011) and Hox (2010) can be applied. The proportion of explained variances of group residuals is $0.3968 (1 - ((0.27/2.8) + 0.01) / ((0.27/2.8) + 0.08))$. This means that the variables explain about 40% of the level-2 variance in the pre-agreements factors. In other words, the variables used in M1 reduce the variance component at the project level substantially. When the model fit part is examined, it shows that the -2LL is reduced substantially as well. The difference in -2LL between M0 and M1 is 81.524 (688.252 – 606.728). With a difference of 17 parameters, the corresponding χ^2 -value is 27.59 ($p = 0.05$). Since the difference in -2LL is larger than 27.59, it can be said that M1 fits the data better than M0. In other words: the variables, and in particular the variables that influence the pre-agreement factors, significantly contribute to the explanation of variance in the pre-agreement factors.

M2 is a model where only the direct effects of M1 are taken into account in order to examine whether or not the effects preserve. With a reduced number of parameters, the rules of thumb regarding the power of the sample size are now met on level-2. M2 shows that the four variables do not maintain their significance by their own when all the redundant variables are removed from M1. The personal benefits variable has lost its significant effect on the pre-agreement factors. The other effects become stronger in M2. Compared to M1, the intercept value is increased to .03. The proportion of explained variances of group residuals is 0.3036. This means that the four variables explain about 30% of the level-2 variance in the pre-agreement factors, which is less than the M1. The model fit part shows a difference in -2LL of 12.987 (619.715 – 606.728) between M1 and M2. With a difference of 13 parameters, the corresponding χ^2 -value is 22.36 ($p = 0.05$). Since the difference in -2LL is lower than 22.362, it can be said that the additional variables in M1 do not contribute to the explanation of variance in the pre-agreements variable compared to M2.

M3 is a model where only the direct effects of M2 are taken into account in order to examine whether or not the personal benefits of client team members have an added value. M3 shows that the ICC is higher than the ICC of M2. The model fit part shows a difference in -2LL of 2.643 (622.358 – 619.715) between M3 and M2. With a difference of 1 parameter, the corresponding χ^2 -value is 3.84 ($p = 0.05$). Since the difference in -2LL is lower than 3.84, it can be said that the personal benefits of client team members do not affect the pre-agreements variable. To be on the safe side regarding the power of the sample size, the output of M3 is used to visualize the found effects in figure 22.

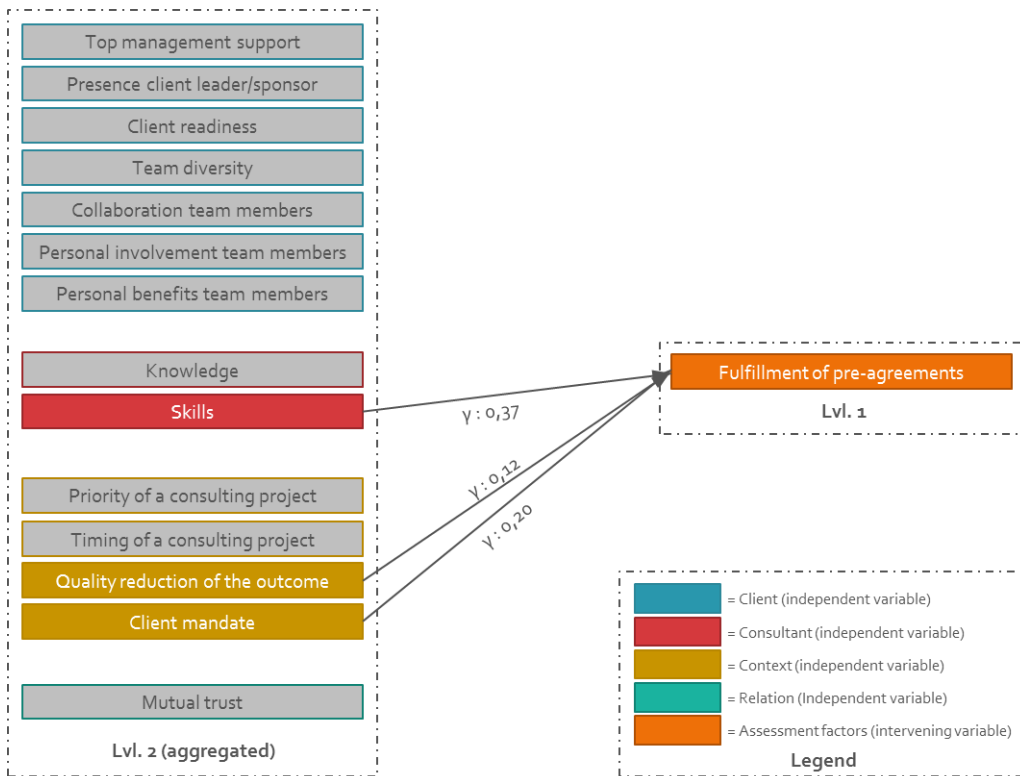


Figure 22: A visualization of the found effects between the predictors and the pre-agreement variable

The output of the regression analysis for this model is presented in appendix F4. The output shows a significant model, which explains about 42% of the variance in the pre-agreements variable at level-2. The analysis shows no presence of multicollinearity, with boundaries in tolerance values of less than .10 or VIF values of above 10 (Pallant, 2011), and no violation of the assumptions of outliers and normality. The regression also shows significant effects of the client mandate, the quality reduction of the outcome, and the skills of the consultant. It can be stated that the multilevel analysis is carried out in the proper manner since the output of the regression analysis and the output of the multilevel analysis show many similarities.

6.7 The effects of the independent variables on the approach factors

The next model concerns the effects of the independent variables on the approach factors. Table 27 shows the output of the multilevel analyses that are carried out to test the model.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept	3.11 (.07)*	4.53 (1.05)*	3.68 (.21)*
Type of project		Not significant	
Top management support		0.10 (.14)	
Presence client leader/sponsor		-0.19 (.21)	
Client Readiness		0.01 (.18)	
Team diversity		0.03 (.12)	
Collaboration client members		0.17 (.15)	
Personal involvement team members		-0.21 (.13)	
Personal benefits team members		-0.17 (.13)	
Knowledge		-0.27 (.20)	
Skills		0.04 (.33)	
Priority of a consulting project		-0.05 (.11)	
Timing of a consulting project		-0.21 (.07)*	-0.20 (.07)*
Quality reduction of the outcome		0.09 (.10)	
Client mandate		0.06 (.14)	
Mutual trust		0.12 (.25)	
Random part			
Residual (σ^2 : within)	0.47 (.04)*	0.47 (.04)*	0.47 (.04)*
Intercept (τ^2 : between)	0.40 (.07)*	0.30 (.06)*	0.36 (.07)*
ICC (ρ)	0.4595	0.3890	0.4389
Model fit			
-2LL	965.183	934.329	953.324
AIC	969.183	974.329	961.324
BIC	977.084	1053.342	977.137
# of parameters	3	20	4

Dependent variable: Approach (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

Table 27: The output of the multilevel analyses with 'approach' as a dependent variable

M0 shows that the ICC is 0.4595, which suggests that conducting a multilevel analysis is justified. M1 shows that the controlling variable is not significant. When the fixed part is examined, it shows that there is only one effect present in the model. It turns out that the timing of the consulting project influences the score of the approach negatively. The timing of a consulting project is a variable that consists of 1 item, which is also mirrored. So when a consulting project should not have started sooner, it negatively affects the score on the approach. The reduction in variance observed at level-2 between M0 and M1 can be used to calculate the amount of variance accounted for at Level-2. Since the intercept value is not redundant, the method Snijders & Bosker (2011) and Hox (2010) can be applied here as well. The proportion of explained variances of group residuals is 0.1761. This means that the variables explain about 18% of the level-2 variance in approach factors. In other words, the variables used in M1 reduce the variance component at the project level substantially. When the model fit part is examined, it shows that the -2LL is reduced substantially as well. To check whether or not the model fits the data better, compared to the null-model, a deviance test can be applied. The difference in -2LL between M0 and M1 is 30.854 (965.183 – 934.329). With a difference of 17 parameters, the corresponding χ^2 -value is 27.59 ($p = 0.05$). Since the difference in -2LL is larger than 27.59, it can be said that M1 fits the data better than M0. In other words: the variables, and in particular the variables that influence the approach, significantly contribute to the explanation of variance in the approach factors.

M2 is a model where only the direct effects of M1 are taken into account in order to examine whether or not the effect preserves. With a reduced number of parameters, the rules of thumb regarding the power of the sample size are now

met on level-2. M2 shows that the variable maintains the significance by its own when all the redundant variables are removed from M1. Compared to M1, the intercept value is increased to .36. The variable accounts for about 7% of the level-2 variance in the approach variable. This is less than the 18% in M1 and therefore a reason to use M1 as input for further interpretations. The model fit part shows a difference in -2LL of 18.995 (953.324 – 934.329) between M1 and M2. With a difference of 16 parameters, the corresponding χ^2 -value is 26.30 ($p = 0.05$). Since the difference in -2LL is lower than 26.30, it can be said that the additional variables in M1 do not contribute to the explanation of variance in the approach compared to M2. Notice that the BIC- and the AIC-scores are lower in M2. This indicates that the model is less complex than M1 and easier to interpret. This is not surprising since the number of parameters is reduced substantially. The output of both models can be used to visualize the found effects. In this case, the output of M1 is used in figure 23 because the ICC and the -2LL are the lowest in this model. Aside from the comparison of M1 and M2, there is no doubt that M2 fits the data better than M0.

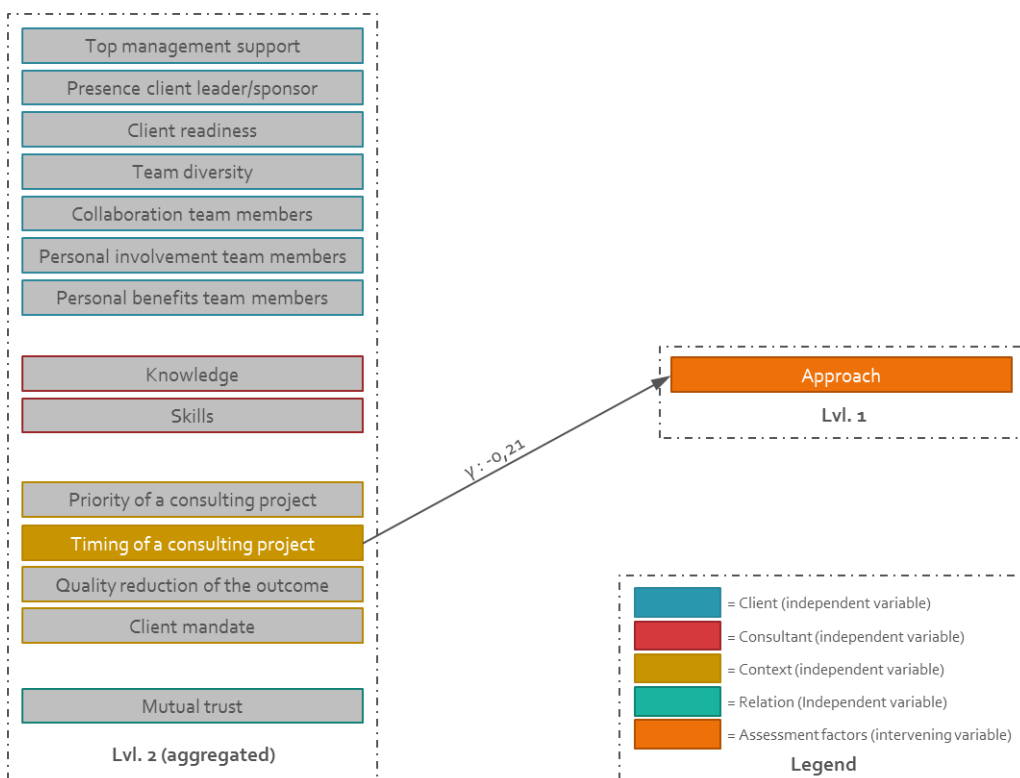


Figure 23: A visualization of the found effects between the predictors and approach

The output of the regression analysis for this model is presented in appendix F5. The output shows a non-significant model, which explains about 14% of the variance in success at level-2. The analysis shows no presence of multicollinearity, with boundaries in tolerance values of less than .10 or VIF values of above 10 (Pallant, 2011), and no violation of the assumptions of outliers and normality. Although the model is not significant, the regression shows a significant effect of the timing of a consulting project on the approach as well. It can be stated that the multilevel analysis is carried out in the proper manner since the output of the regression analysis and the output of the multilevel analysis show many similarities.

6.8 The effects of the independent variables on the equal contribution factors

The following model tested, concerns the effects of the independent variables on the equal contribution factors. Table 28 shows the output of the multilevel analyses that are carried out to test the model. In the table, two models are shown which are the null-model (M0) and the complete model, including all variables and the controlling variable (M1).

Model	M0: Intercept only	M1: with predictors
	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part		
Intercept	3.37 (.05)*	0.81 (.91)
Type of project		Not significant
Top management support		-0.16 (.12)
Presence client leader/sponsor		-0.04 (.18)
Client Readiness		0.22 (.16)
Team diversity		0.11 (.11)
Collaboration client members		0.13 (.13)
Personal involvement team members		0.02 (.11)
Personal benefits team members		0.01 (.11)
Knowledge		0.24 (.18)
Skills		-0.32 (.30)
Priority of a consulting project		0.07 (.10)
Timing of a consulting project		0.10 (.06)
Quality reduction of the outcome		-0.09 (.09)
Client mandate		-0.01 (.13)
Mutual trust		0.34 (.21)
Random part		
Residual (σ^2 : within)	0.96 (.08)*	0.91 (.07)*
Intercept (τ^2 : between)	0.03 (.05)	Redundant
ICC (ρ)	0.0295	
Model fit		
-2LL	1070.058	1030.344
AIC	1074.058	1070.344
BIC	1081.917	1148.883
# of parameters	3	20

Dependent variable: Equal contribution (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

Table 28: The output of the multilevel analyses with 'equal contribution' as a dependent variable

The variances of the intercept and the residual are estimated at 0.03 and 0.96 respectively. The ICC is 0.0295, which means that 2.95% of the total variability in equal contribution lies between consulting projects. In other words, 3% of all variance can be attributed to differences between groups. As mentioned earlier, 5% is used as a rough cut-off point to continue with a multilevel analysis. Therefore, 2.95% is considered too low to do a multilevel analysis.

This is also evident from the fact that M1 shows no effects present in the model. Although the residual is reduced and the model fits the data better, it does not result in any present effects. As a result, the model can be visualized as shown in figure 24.

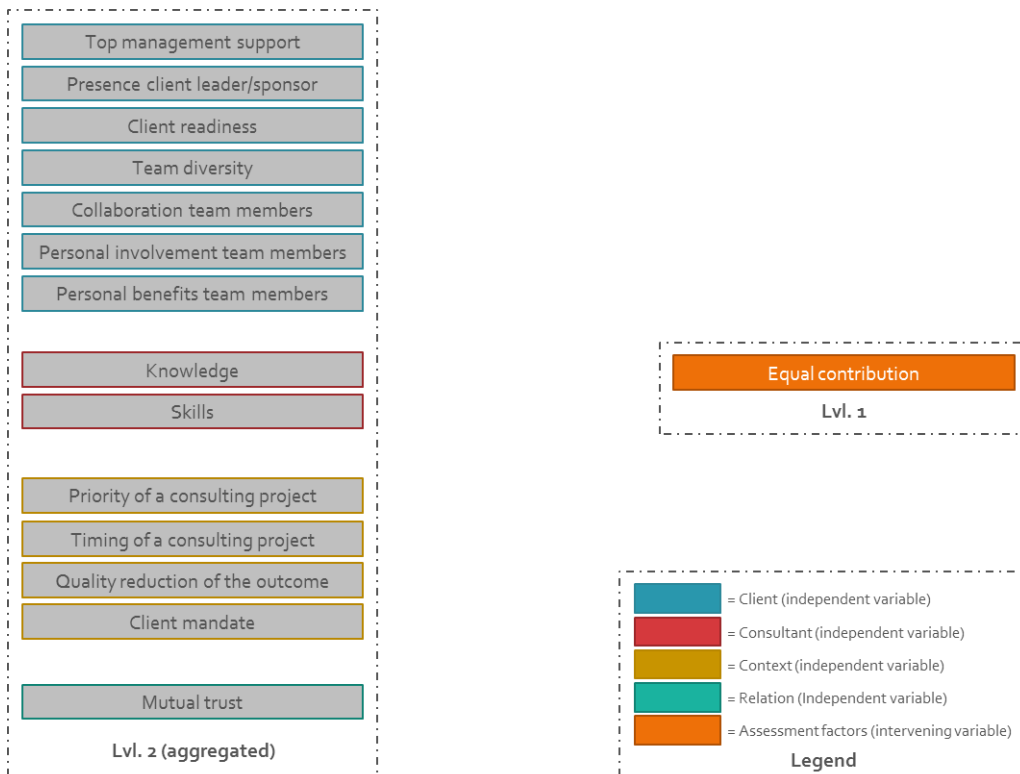


Figure 24: A visualization of the found effects between the predictors and equal contribution

Since a multilevel analysis is not warranted and there are no effects present between the independent variables and the equal contribution variable, no regression analysis is executed.

Up to this point, the whole conceptual model has been analyzed. As a result, the next section presents the results found thus far. Section 6.9 is also a summary of the results of the phase where the conceptual model of this study is analyzed.

6.9 Putting all the found effects so far into a basic model

Now that the whole conceptual model is analyzed, an overview of all the found effects will be presented. In figure 25, all the effects found in the previous sections are drawn into the conceptual model.

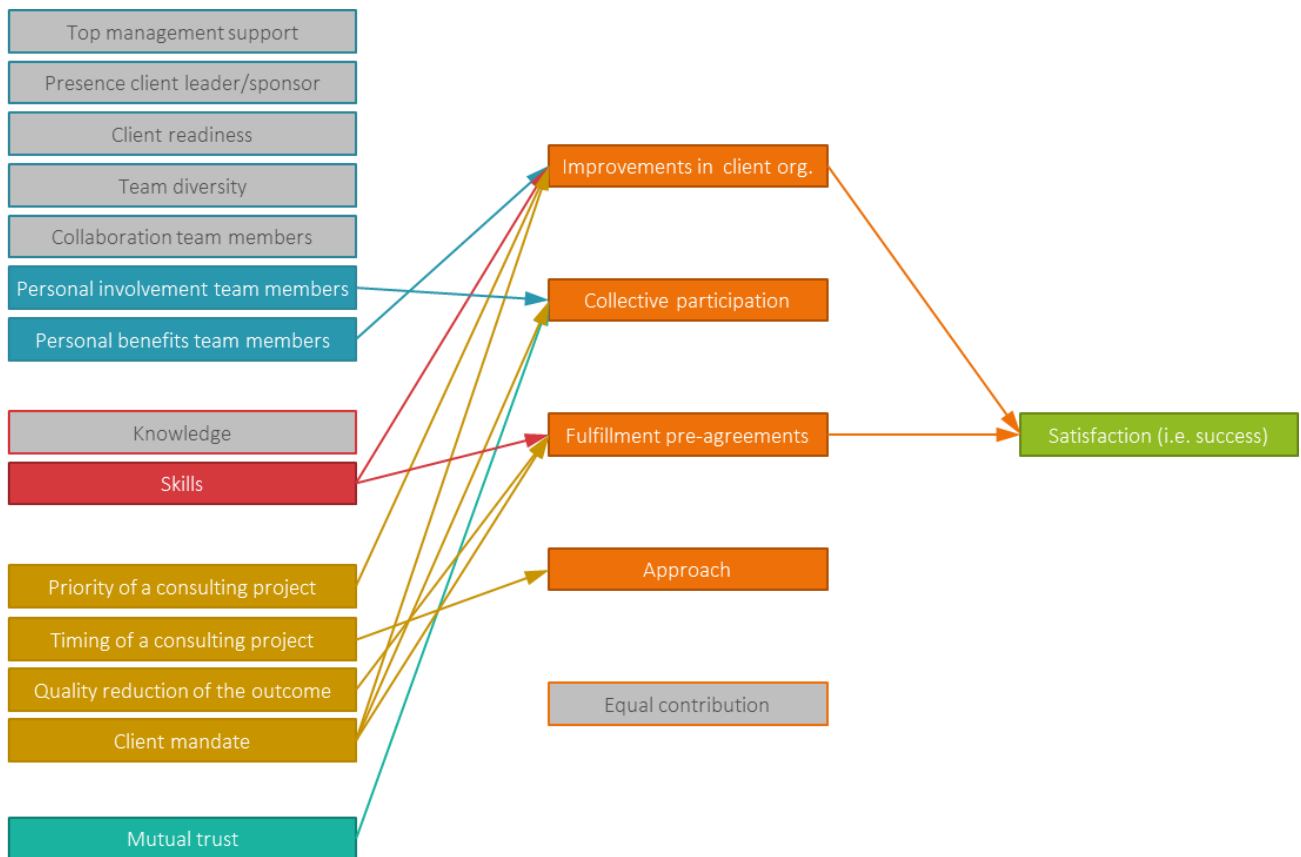


Figure 25: A visualization of the found effects between the independent, intervening, and dependent variables

The purpose of showing this visualization is that it becomes clear which variables matter. The variables that are shaded grey, are the variables that do not affect other variables as proposed in the conceptual model. So the variables top management support, the presence of a client leader/sponsor, client readiness, team diversity, collaboration of client members, knowledge of the consultant, and equal contribution do not have a significant role as far as they affect other variables. When those variables are taken out of the conceptual model, a more interpretable model can be drawn as shown in figure 26.

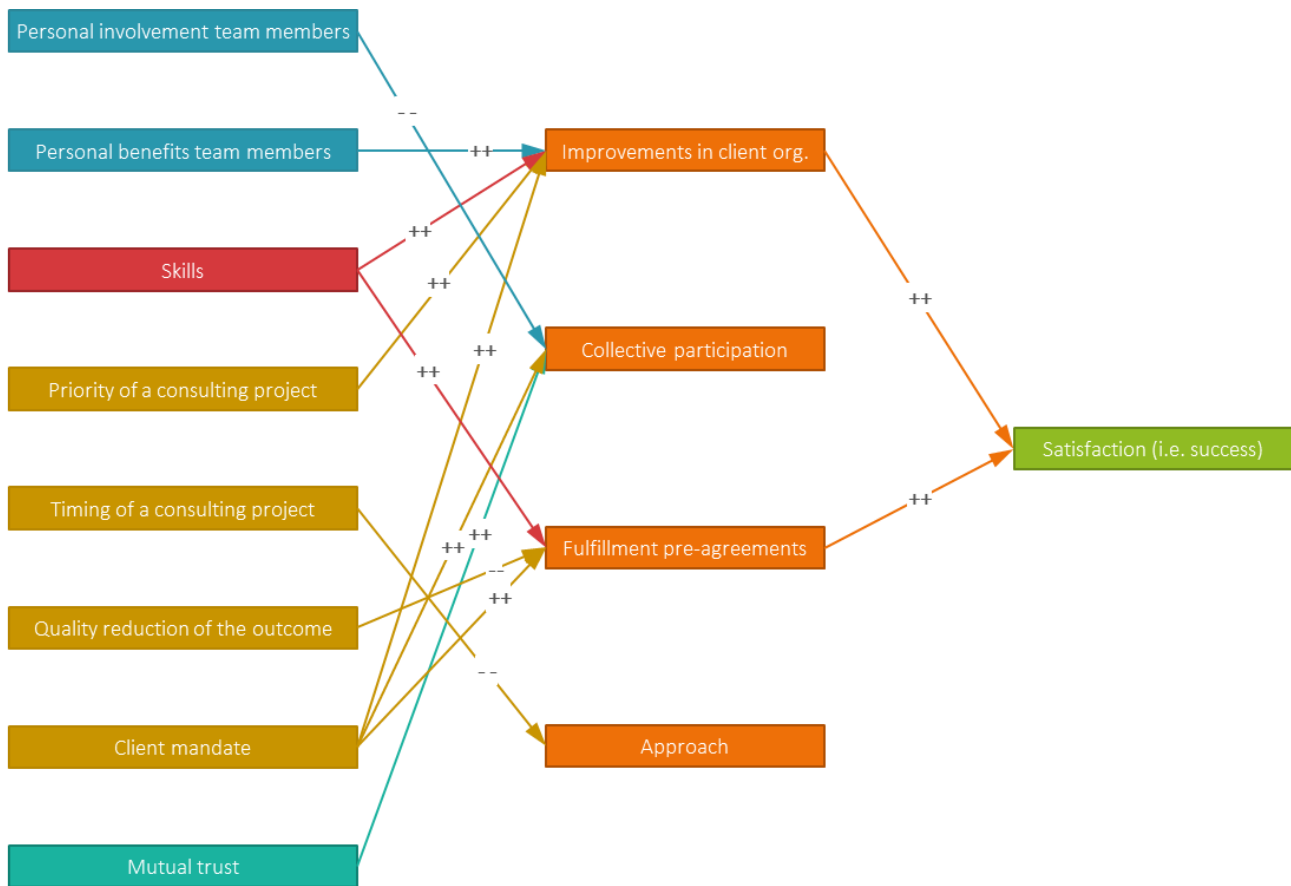


Figure 26: A visualization of the found effects only in the conceptual model

The figure above shows all the variables that do influence other variables as proposed in the conceptual model. It also shows the direction (that is positive/negative) of the effects found in the previous sections. The figure also shows that not all effects reach the dependent variable. As an example, the personal involvement of the client team members, the client mandate, and the mutual trust between the client and the consultant affect the collective participation. But the collective participation does not affect the success of consulting projects. The same goes for the timing of a consulting project, which affects the approach. But the approach does not affect the success of a consulting project. When the variables that do not affect success directly or indirectly are removed from the conceptual model, the following conceptual model can be constructed.

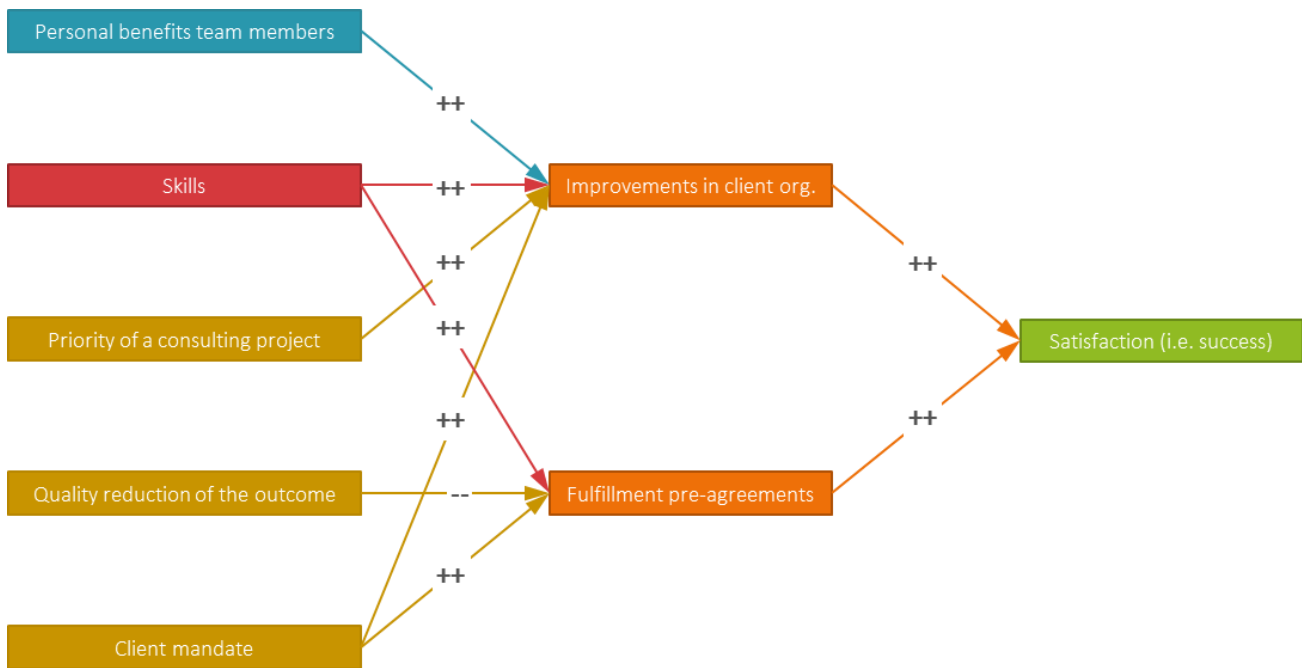


Figure 27: A visualization of the found effects that influence success directly and indirectly

This model is more interpretable than the previous model. This model shows all the variables that affect the success of a consulting project directly and indirectly. The analyses showed that two assessment variables affect success, which are the improvements variable and the pre-agreements variable. These variables are affected by the extent of personal benefits that client team members acquire in a consulting project, the skills of the consultant(s) during a project, the priority of a consulting project, the extent in which the quality of the outcome is reduced during a consulting project, and the client mandate. Notice that the effect of the quality reduction on the fulfillment of the pre-agreements is presented as a negative effect, although the analyses showed that it was a positive effect. This is done to ease the interpretation of the effect. Since the item in that variable is mirrored and the variable is negatively labeled, the effect is mirrored as well. The basic interpretation remains the same, namely the more the quality is reduced during consulting projects, the less likely that the pre-agreements will be fulfilled at the end of a consulting project.

Although the adjusted conceptual model includes all the significant effects directly and indirectly, this does not mean that the excluded variables do not play a role anymore. The research question and hypotheses could be considered, answered, and tested now, but it is not satisfying to jump to conclusions without looking at the role of the other theoretically well-grounded variables. Therefore, the next sections will continue with the conceptual model and analyze how the other variables are related to the conceptual model. This is called the exploratory phase of the quantitative analyses.

6.10 Wait.. there are more effects: the exploratory analyses!

It is interesting to analyze how the variables that are not included in the model in figure 26, are related to this model. What is the role of the independent variables when they do not explain the intervening variables? Might it be that certain independent variables are predictors for other independent variables? The same holds for the intervening variables that do not directly affect success. They might play a role in explaining or realizing the other intervening variables. The purpose of the exploratory phase is to find answers to these questions.

All excluded variables are checked whether or not they affect the variables that are included in figure 27. Thus, the categories of variables (e.g. client variables, consultant variables, context variables, relationship variables, and assessment variables) are further examined. For instance, the assessment variables that are excluded are checked whether or not they affect the pre-agreements variable and the improvements variable. The same goes for the excluded client, consultant, context, and relationship variables. Thus, the exploratory phase is about finding indirect-indirect effects. A small remark is that the assessment variables that influence the improvements variable or the pre-agreements

variable, indirectly affect success, just as the independent variables in figure 27. So the exploratory analyses also focus a bit on the indirect effects. Figure 28 is schematic of this thought. The previous sections focused on the primary analyses to find direct, indirect, and intervening effects. The following sections are about the indirect-indirect effects and a little bit about the (remaining) indirect effects.

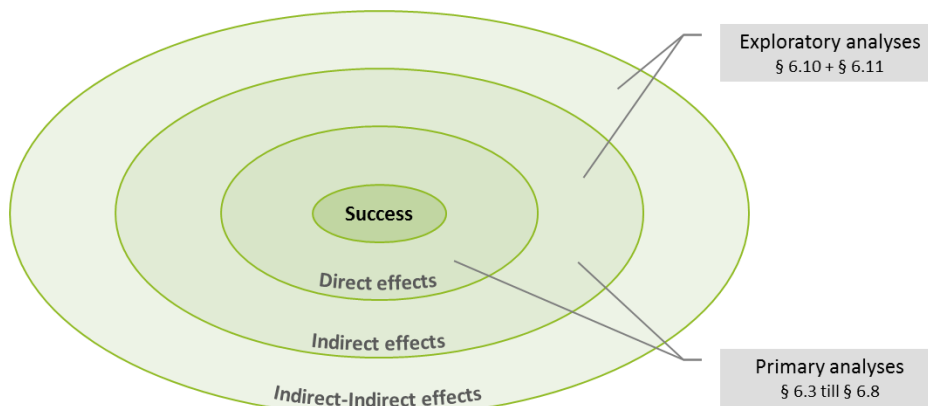


Figure 28. The focus areas of the primary analyses and the exploratory analyses

Multilevel and regression analyses are used to find the effects between the excluded variables and the included variables. Since the steps that follow are identical to the steps that were executed in the previous sections, the extended description of the followed procedures is presented in appendix G. The following sections are only focused on the results of the analyses that were carried out in the exploratory phases. The headers of each section indicate what group of variables is closely examined. A remark has to be made regarding the exploratory analysis. The results will show all kind of effects between the groups of variables and within the groups of variables. The results might suggest that extensive path analyses are executed in order to reveal the extent in which some variables mediate. Except, due to the focus area of this study and the purpose of the exploratory analyses, these analyses are not executed. This is therefore an interesting topic to examine in a future research. However, the qualitative analyses adds the nuance to the results found in the following sections.

6.10.1 The assessment variables closely examined

Let's start with the assessment variables. The results thus far show that the collective participation, the approach, and the equal contribution are excluded. The exploratory analyses show that the realized improvements within the client organization due to a consulting project are positively influenced by the collective participation and negatively influenced by the approach. The more the client and the consultant collectively participated during a consulting project, the more likely that the improvements are realized within the client organization. The more strict a method or procedure is applied and determined upfront, the less likely that improvements within the client organization are realized. The fulfillment of the pre-agreements is positively affected by the collective participation. So the more the client and the consultant participate during a consulting project, the more likely that the pre-agreements are fulfilled. The approach is negatively affected by the equal contribution. The more equal the client and the consultant are during a project, the more likely that the approach is developed along the way and the less likely that a certain method has been applied. Figure 29 is constructed in which the results of the analyses are presented. The figure is similar to a so-called path model where all assessment variables are related towards each other. Although some variables do not influence success directly, they do matter in successful consulting projects.

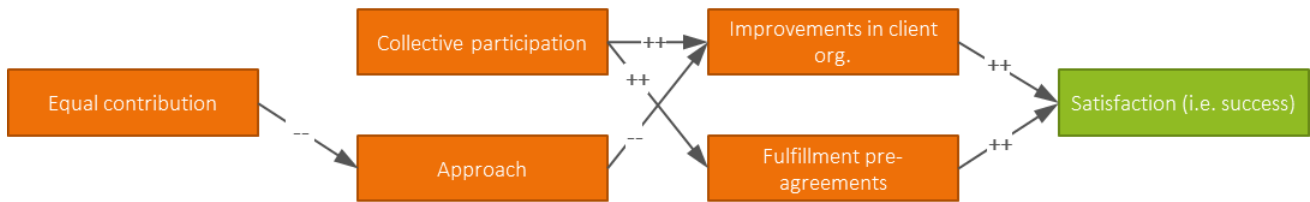


Figure 29: A visualization of the found effects between the assessment variables

6.10.2 The client variables closely examined

The client variables form the second group of variables that are closely examined. Looking at the results of the primary analyses, it shows that only the personal benefits variable is included. The variables top management support, the presence of a client leader/sponsor, the client readiness, the team diversity, the personal involvement, and the client collaboration are excluded. Do client variables have such a limited influence on success? Or are the interactions more indirect? Since the personal involvement of client team members affect collective participation directly, this variable is used as a dependent variable. The same applies for the personal benefits variable, because it directly affects the improvements variable.

The exploratory analyses show that all client variables are indirectly related to the assessment variables. As a consequence, all client variables indirectly(-indirectly) influence the success of a consulting project. Some variables contribute to success more indirectly than other variables. The following figure shows the effects and relations of all the client variables.

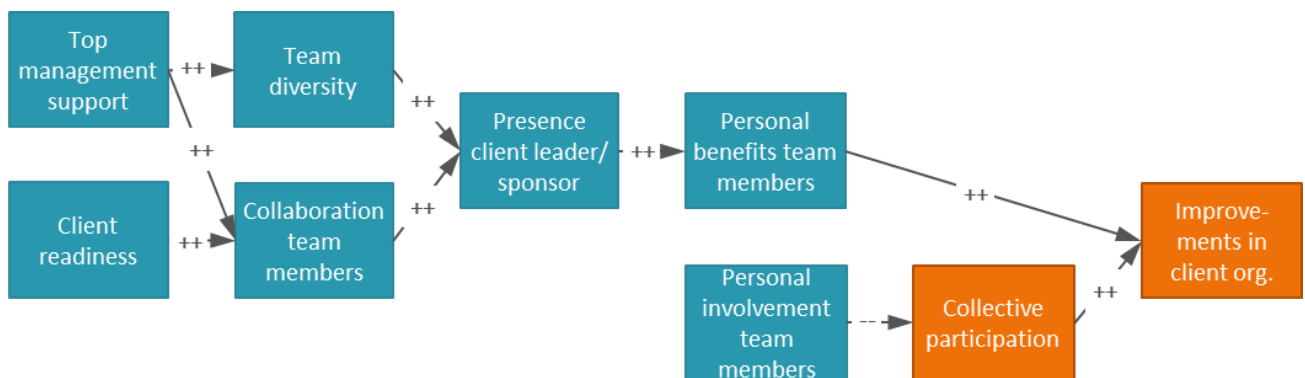


Figure 30: A full visualization of the found effects between the client variables

Remember that the personal benefits have already been discussed in the primary analyses. The exploratory analyses show that the personal involvement is negatively affecting the collective participation. The more client members are personally involved in consulting projects, the less likely that the client and the consultant will participate collectively. What is found as well is that the presence of a client leader/sponsor positively influences the personal benefits of the team members. It turns out that team diversity and the collaboration of client members positively influence the score on the presence of a client leader/sponsor. In addition, it turns out that top management support positively influences the team diversity and the collaboration of client team members. It also turns out that client readiness affects the collaboration of client team members positively.

6.10.3 The consultant variables closely examined

The third group of variables that is examined is the group of consultant variables. This is the last group of variables that contains a variable that is excluded from the primary analyses. The context variables all have an influence on the assessment variables. The same goes for the relation variable. The knowledge variable of the consultant is the only variable that has not got its 'place' in the whole spectrum of variables and effects. The skills of the consultant influence the improvements variable and the pre-agreements variable. To illustrate the results of the consultant variables, the following figure is drawn.



Figure 31: A visualization of the found effects between the consultant variables

The exploratory analyses show that the knowledge of the consultant positively affects the skills of the consultant. So the more knowledge a consultant possesses regarding the industry of the client organization, the client organization itself, the functional knowledge domain, and the consultancy processes, the more likely that the skills of the consultant are more developed as well. This might be due to the fact that the consultant can focus him- or herself on the possessed skills, since the knowledge is already present.

6.10.4 A in between overview so far

So far, in addition to the primary analyses, different models within each group of variables (i.e. client group, consultant group, context group, relation group, and assessment group) have been analyzed. All the variables within a group of variables were positioned into the model. In figure 32, a conceptual overview is presented that shows all the intra-group effects between the variables so far. It shows that there are no variables excluded or irrelevant. All variables seem to influence success directly, indirectly, or indirectly-indirectly. The colored shaded variables are the variables that stem from the primary analyses. Notice that there is a dotted line between the timing of a consulting project and the quality reduction variable and priority variable. Although the timing variable was already related to a assessment variable, it turns out that the sooner a consulting project needs to be executed, the more likely that it will have a higher priority within the client organization and that more concessions will be made during a consulting project.

Although all variables are analyzed, there is one aspect that is not unraveled. That aspect concerns the inter-group effects of the independent variables. The next section discusses the effects between the client group variables, the consultant group variables, the context group variables, and the relationship group variables.

6.11 The inter-group effects of the independent variables closely examined

The previous section showed the intra-group effects of the variables. Although the relations or effects between the independent, intervening, and dependent variables are analyzed, it is interesting to analyze the possible relations between the groups of independent variables. It is very plausible to assume for instance that the skills of the consultant might influence the relationship between the client and the consultant, or that the top management support influences the priority of the consulting project. Therefore, this section shows the so-called inter-group effects by taking every group of independent variables separately and analyzing what other group of variables they might influence.

6.11.1 The client group versus the consultant group

Let's start with client variables versus the consultant variables. All effects between the client variables and the consultant variables have been analyzed. In figure 33, an overview is constructed of the found effects. All inter-group effects are positive. Because of the many uncovered (inter-group) effects, the results will be discussed on a more abstract level.

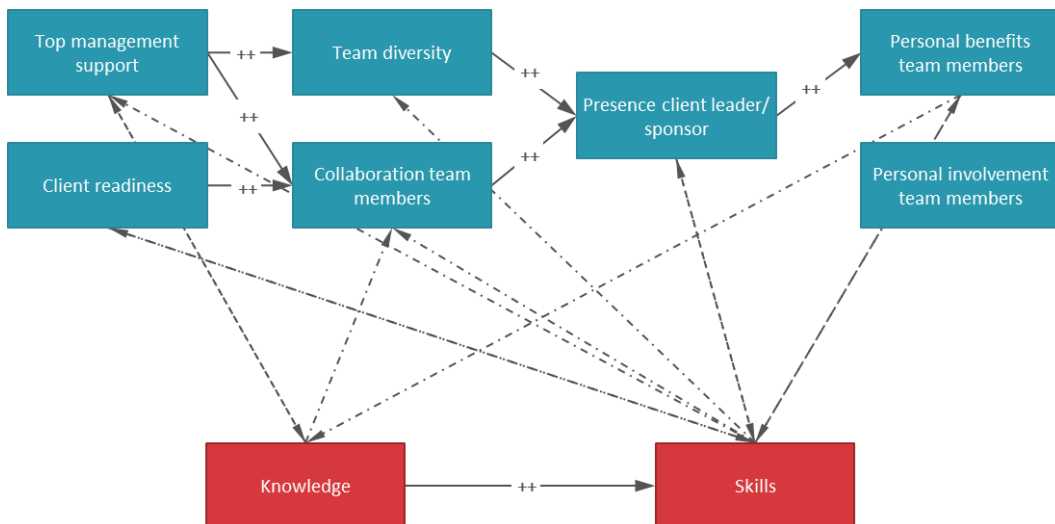


Figure 33: An overview of the found effects between the client variables and the consultant variables

What becomes clear is that the skills of the consultant influence every client variable except the personal involvement of client members. The knowledge of the consultant influences only two client variables. It is interesting to see that some effects are a 'two way street' and some effects are just a 'one way street'. For instance, it seems that the skills of the consultant, positively influences the support of the top management. However, top management support does not influence the skills of the consultant. This is quite plausible because it might be that the skills of the consultant give the top management a confident feeling that the consulting project is in 'good hands' and are therefore willing to support the project actively.

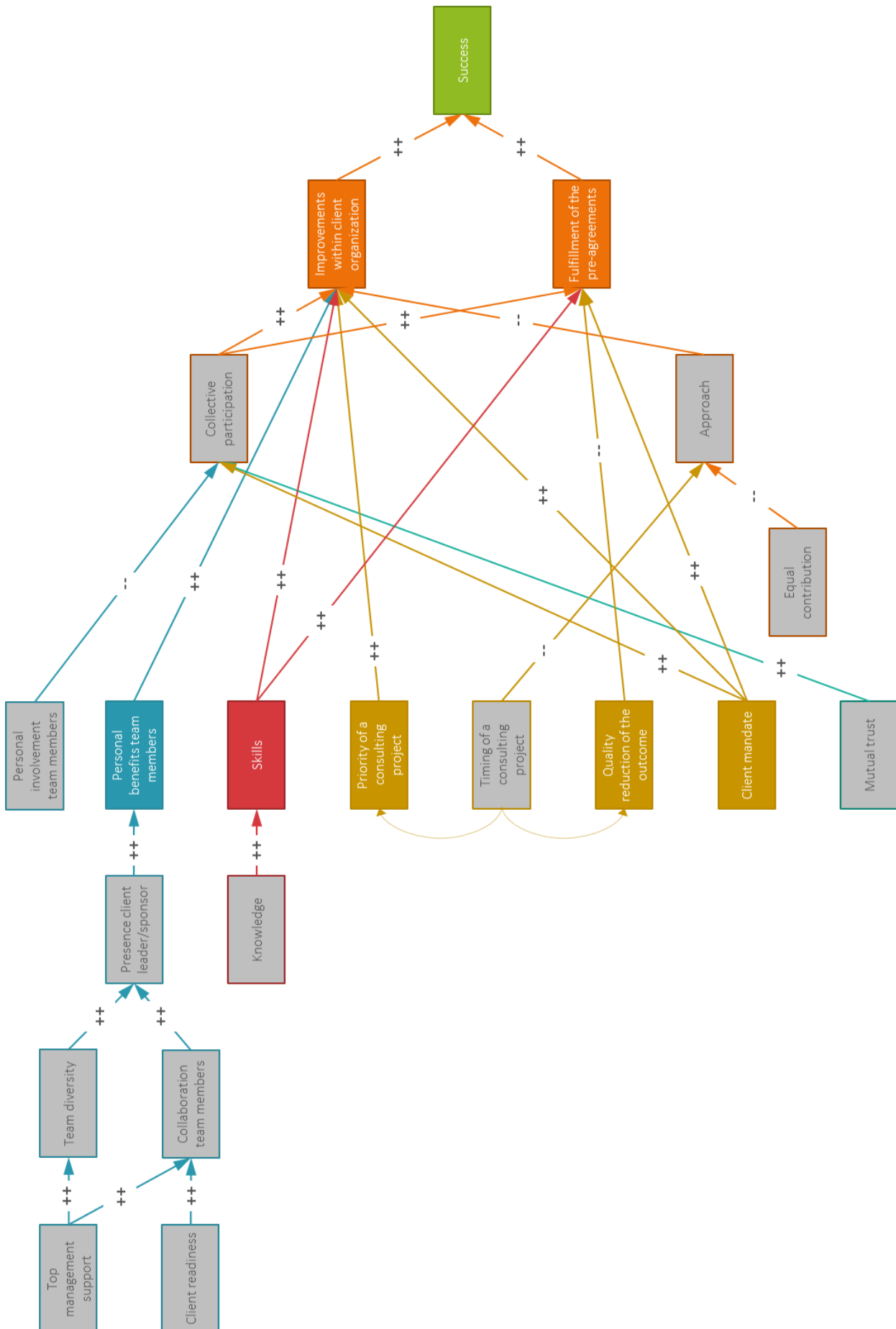


Figure 32: An overview of the found results including the intra-group effects

6.11.2 The client group versus the context group

The second groups of variables that have been analyzed are the client variables versus the context variables. In figure 34, an overview is constructed of the found effects. Remember that all inter-group effects are positive.

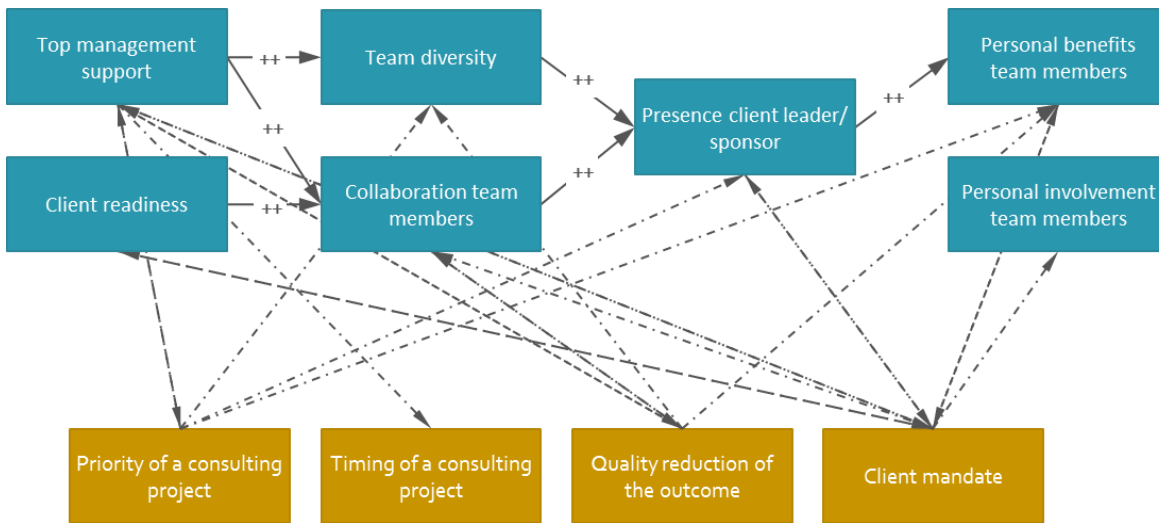


Figure 34: An overview of the found effects between the client variables and the context variables

It is interesting to see that context variables that were included in the primary analyses (e.g. priority of a consulting project, quality reduction of the outcome, and client mandate) influence many client variables. In addition, some effects are a ‘two way street’ and some effects are just a ‘one way street’. It is also interesting that top management support has a prominent role in the figure because it affects all context variables. The same goes for the client mandate. This emphasizes the importance of these two variables.

6.11.3 The client group versus the mutual trust variable

The following results concern the effects between the client variables and the mutual trust variable. All effects between the client variables and the relationship variable are analyzed. In figure 35, an overview is constructed of the found effects. Again, all inter-group effects are positive.

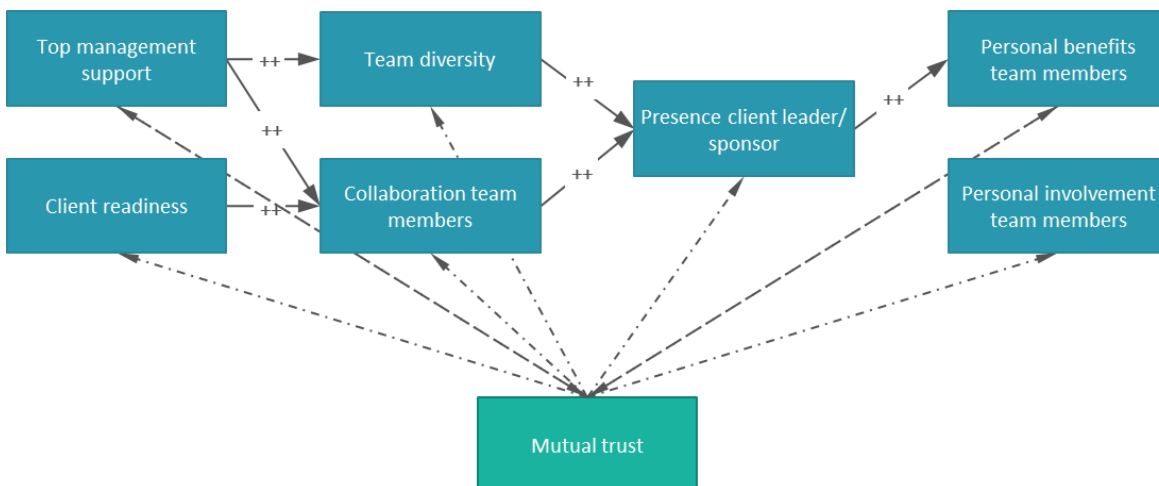


Figure 35: An overview of the found effects between the client variables and the relationship variable

It is interesting to see that mutual trust influences all client variables. The found effects show how crucial mutual trust is and how it positively affects the rest. It also shows that the effects on top management support and the personal benefits of the team members is a ‘two way street’. For instance, it is plausible to think that when the benefits for client members are great, client members trust the consultant more quickly. Vice versa, it is also plausible to think that when there is mutual trust, a consulting project can be more beneficial because the client or the consultant is given ‘the space’ to create

beneficial opportunities. Therefore, it is unfortunately not possible to conclude with remarks regarding the causality, due to the exploratory analyses.

6.11.4 The consultant group versus the context group

The following results concern the effects between the consultant variables and the context variables. All effects between the consultant variables and the context variables are analyzed. In figure 36, an overview is constructed of the found effects. All inter-group effects are positive.

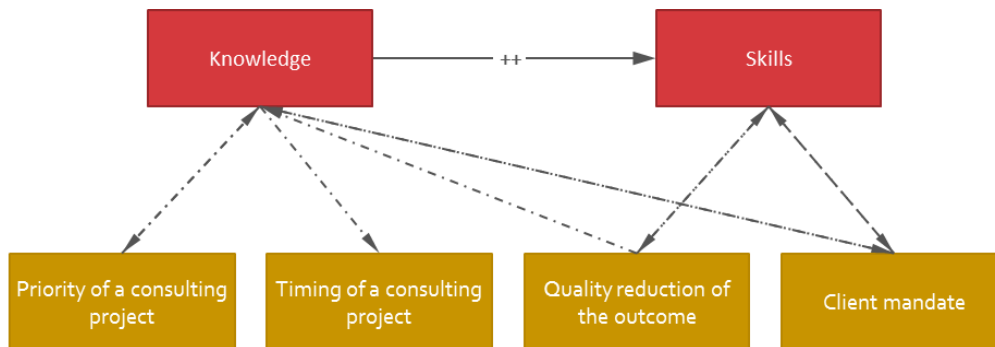


Figure 36: An overview of the found effects between the consultant variables and the context variables

It is interesting to see that the knowledge of a consultant is related to all context variables, while the variable is not direct related to the assessment variables. It emphasizes the importance of the knowledge of a consultant. It is also interesting to see that the skills of the consultant are only related to the quality reduction and the client mandate. The latter two context variables are related to both consultant variables. It is interesting to see that the effect between the quality reduction variable and the knowledge variable has only one direction. It seems that the less the quality of the outcome is reduced during a project, the more likely that the consultant possesses and applies the proper knowledge and the better the skills of the consultant are developed.

6.11.5 The consultant group versus the mutual trust variable

The following results concern the effects between the consultant variables and the relationship variable. In figure 37, an overview is constructed of the found effects. The effects between the groups of variables are all positive.

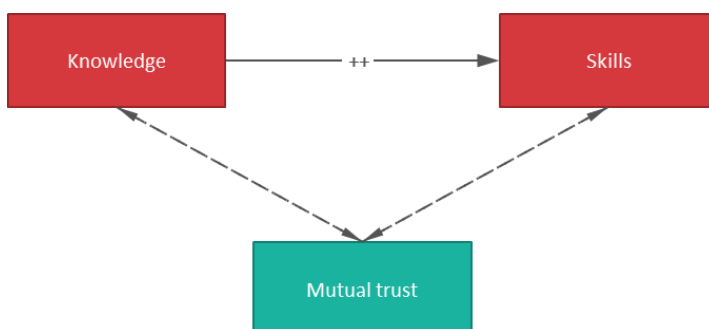


Figure 37: An overview of the found effects between the consultant variables and the relationship variable

The figure shows that all variables are positive related to each other. The knowledge and the skills of the consultant, positively influence the trust between the client and the consultant. The same applies vice versa.

6.11.6 The context group versus the mutual trust variable

The following results concern the effects between the context variables and the relationship variable. In figure 38, an overview is constructed of the found effects. Again, all inter-group effects are positive.

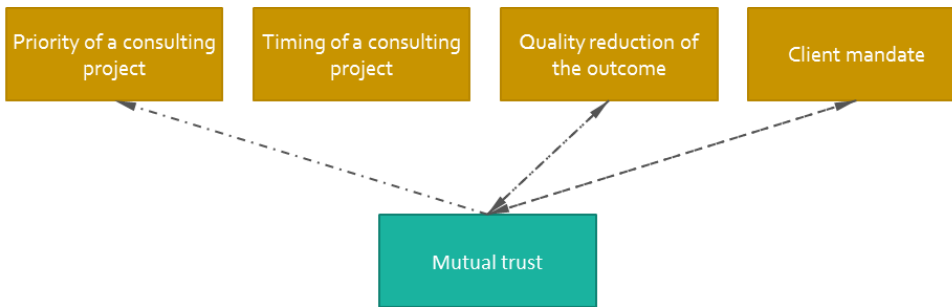


Figure 38: An overview of the found effects between the context variables and the relationship variable

The figure shows that the client mandate and the quality reduction of the outcome are primarily related to mutual trust because the effects are mutual. It is interesting to see that the more trust there is between a client and a consultant, the higher the priority of a consulting project. Where the other effects are a ‘two way street’, the effect between trust and priority is just a ‘one way street’. Another remark is that there is no effect present between the timing variable and the mutual trust variable.

6.12 A summary of the quantitative analyses

The analysis of the conceptual model was carried out in two phases. The first phase included the primary analyses to examine the direct, intervening and indirect effects between the variables of the conceptual model as hypothesized in chapter 3. This phase showed that only two assessment variables positively affect the success of consulting projects, namely the extent in which improvements within the client organization have been realized due to a consulting project and the extent in which the pre-agreements of a consulting project have been fulfilled at the end. These variables in turn, are positively influenced by five independent variables, namely: (1) the personal benefits of the client members; (2) the skills of the consultant; (3) the priority of a consulting project; (4) the quality reduction of the outcome; (5) and the client mandate. The figure below shows the visualization of the results of the primary analyses.

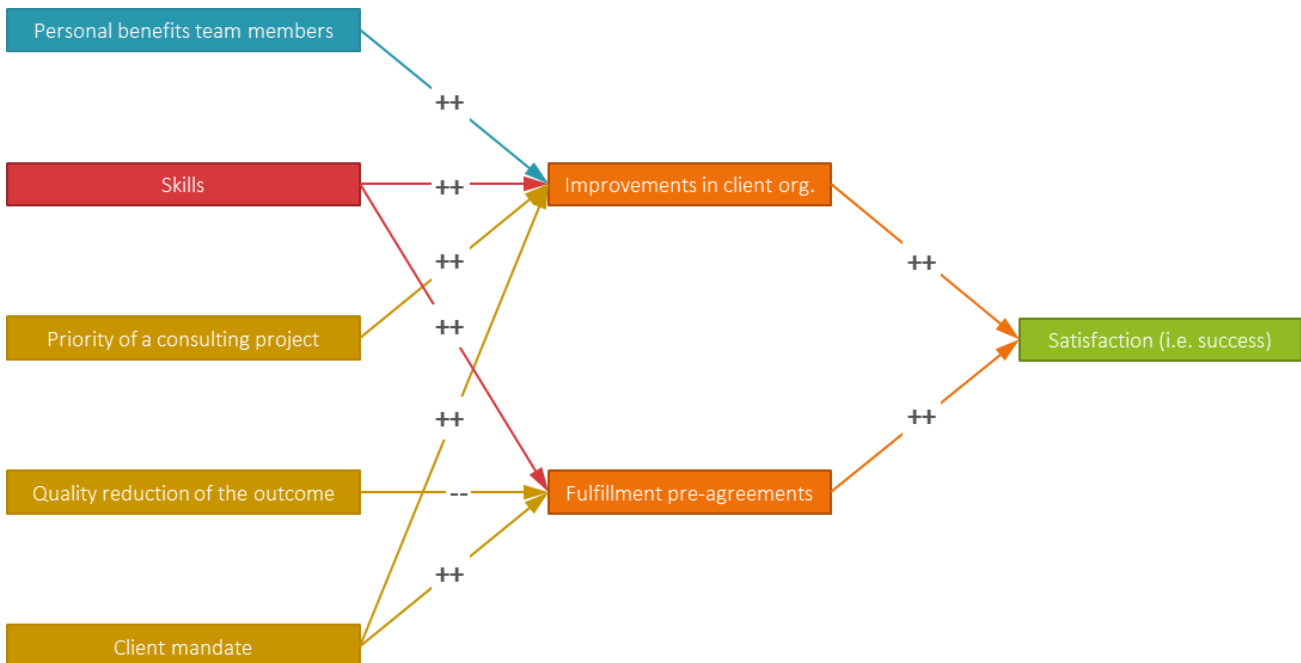


Figure 39: A visualization of the found effects that influence success directly and indirectly

The exact effects are:

- The *more* client team members personally benefit from a consulting project, the *more* likely that the improvements are realized within the client organization due to the consulting project.
- The *better* the skills of the consultant are developed, the *more* likely that the improvements are realized within the client organization due to the consulting project.

- The *better* the skills of the consultant are developed, the *more* likely that the pre-agreements are fulfilled at the end of a consulting project.
- The *higher* the priority of the project within the client organization, the *more* likely that the improvements are realized within the client organization due to the consulting project.
- The *more* the quality of the outcome has been reduced during a consulting project, the *less* likely that the pre-agreements are fulfilled at the end of a consulting project.
- The *stronger* the mandate of the involved client members, the *more* likely that the improvements are realized within the client organization due to the consulting project.
- The *stronger* the mandate of the involved client members, the *more* likely that the pre-agreements are fulfilled at the end of a consulting project.

The exploratory analyses showed that the initial variables that are excluded from the primary analyses, relate to the variables that are included in the primary analyses. The uncovered effects are visualized below. So, all variables influence success directly and indirectly. Some variables influence success more indirectly than others. This means that some variables influence success via multiple other variables. The effects are called ‘indirect-indirect-effects’ and the variables are called indirect-indirect-variables’ in this study. The terms are used to label the variables and the effects found in the exploratory analyses. The extent to which the indirect-indirect variables explain the variance in success, is not examined in this study. This is an interesting research question in a follow-up study.

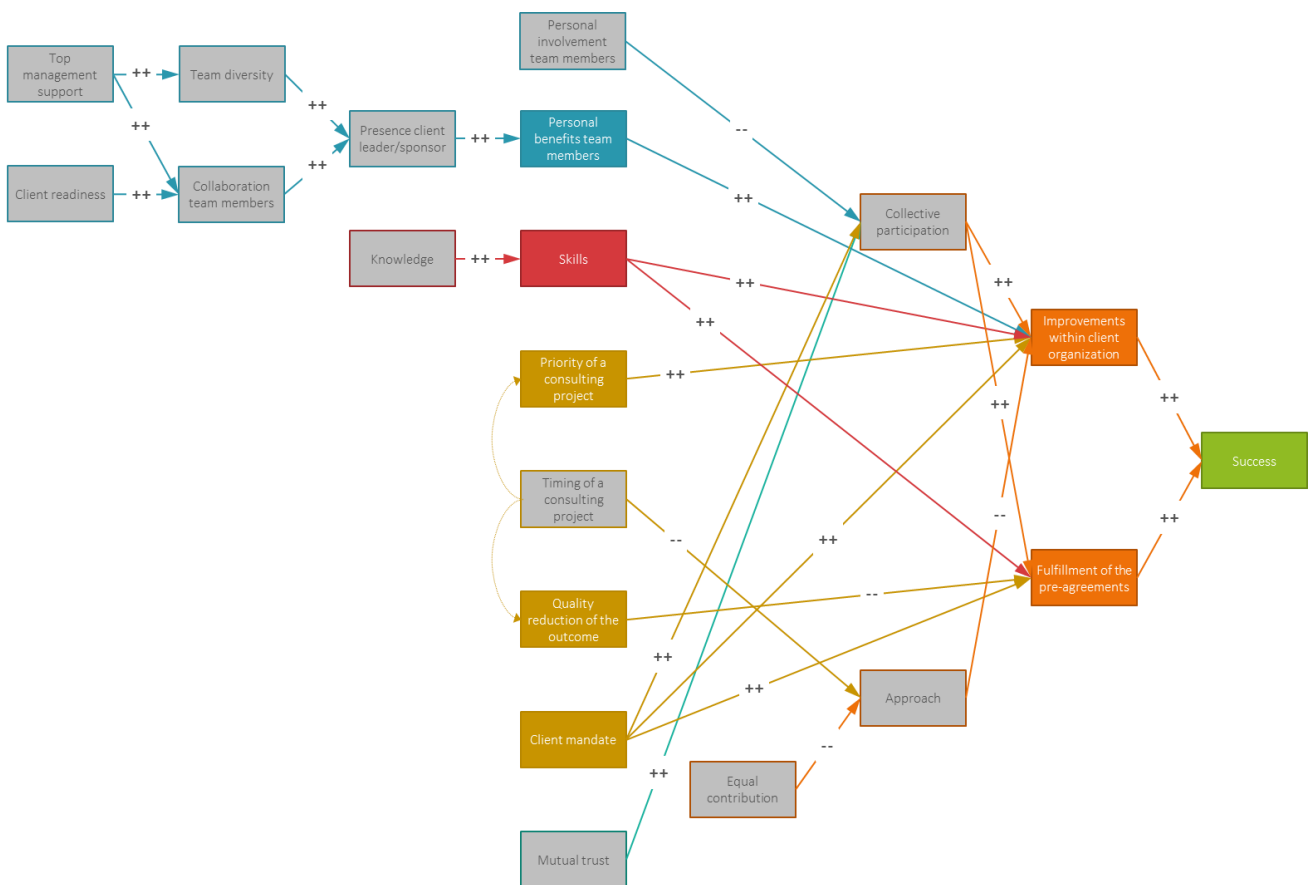


Figure 40: An overview of the found results including the intra-group effects

The negative effects are a bit harder to interpret. Therefore, the negative effects are:

- The *more* the client team members are personally involved in a consulting project, the *less* likely the client members and the consultant(s) participate collectively during the project.
- The *sooner* a consulting project had to be executed within a client organization, the *less* likely that the approach of a project is developed along the way. In other words: the *sooner* a consulting project had to be executed within a client organization, the *more* likely that a pre-determined approach is strictly applied.

- The *more* the quality of the outcome is reduced during a consulting project, the *less* likely that the pre-agreements are fulfilled at the end of a consulting project.
- The *more* equal the client and the consultant contribute to a consulting project, the *less* likely that a pre-determined approach is strictly applied. In other words: the *more* equal the client and the consultant contribute to a consulting project, the *more* likely that the approach of a project is developed and applied along the way.
- The *more* strict a pre-determined approach (or method) is applied during consulting projects, the *less* likely that the improvements are realized within the client organization due to a consulting project.

In addition, the exploratory analyses also showed that there are inter-group effects present. It turns out that the trust variable, the knowledge of the consultant variable, and the top management support variable are affected by and affect many other variables. For instance, the trust variable is related to every independent variable of the conceptual model, except the timing variable. This is quite logic because no causal link between the two variables can be thought of. Top management support is also related to all other group variables of the conceptual model. Although it only relates to team diversity and the collaboration of client team members when it comes to the client variables, top management support relates to the rest of the independent variables. The knowledge of the consultant variable relates to all the context variables, the relationship variable, and to three of the six client variables such as top management support, collaboration of client members, and the personal benefits of client members.

Although all these variables are not included in the primary analyses, the many inter-group effects imply that they seem important facilitators towards realizing the intended process and the intended outcome of consulting projects. Yet, it is not examined which mechanisms play a role in consulting projects that explain why these variables seem to play an important role during consulting projects.

Now that all the analyses have been executed, it is interesting to examine the mechanisms behind the effects of the primary analyses. Why do personal benefits influence the realization of the improvements within the client organization? Why do the skills of a consultant influence the fulfillment of the pre-agreements? Such questions are asked to respondents during interview sessions. Interviews were a part of the qualitative examination of the found effects. The results of the qualitative examination are presented in the next chapter.

7. A qualitative examination of the found effects

This chapter describes the results of the qualitative analyses that are carried out to understand the specific effects that are apparent in consulting projects. First, the answers of the open questions from the questionnaires will be discussed. What do respondents stress as being important to the success or failure of a consulting project? Next, the face-to-face interviews are discussed per case. The answers of the client and the consultant give an insight in how the analyzed variables contributed to the success of the consulting project. It also shows the similarities or the differences between the opinions or perspectives of the client and the consultant about the variables.

7.1 Results of the open questions from the questionnaires

As mentioned in chapter 5, 392 respondents filled in a questionnaire about a specific consulting project. Each questionnaire ended with the questions:

1. What were, in your own words, the most important factors that positively contributed to the results of the consulting project?
2. What were, in your own words, the greatest threats that negatively contributed to the results of the consulting project?

These questions were asked to give the respondents the possibility to vent their personal view on what the success or fail factors were of the project they participated in. This resulted in 718 factors that positively contributed to the results of a consulting project and 510 factors that negatively contributed to the results of a consulting project. The mentioned factors are rather unique as the factors of all respondents are drafted from a personal point of view. Nevertheless, they mostly relate to a specific variable of the conceptual model. Therefore, all factors were related to the variables one by one using a large spreadsheet. Given the number of factors, it would be excessive to treat all factors here or to show how all the mentioned factors are divided into the variables. Instead, the results of the categorization exercise are presented.

7.1.1 Positive factors from the questionnaires

Regarding the positive factors, the result of the classification is shown in figure 41. What becomes apparent, regarding the positive factors, is that some variables are more reflected in the open answers than other variables.

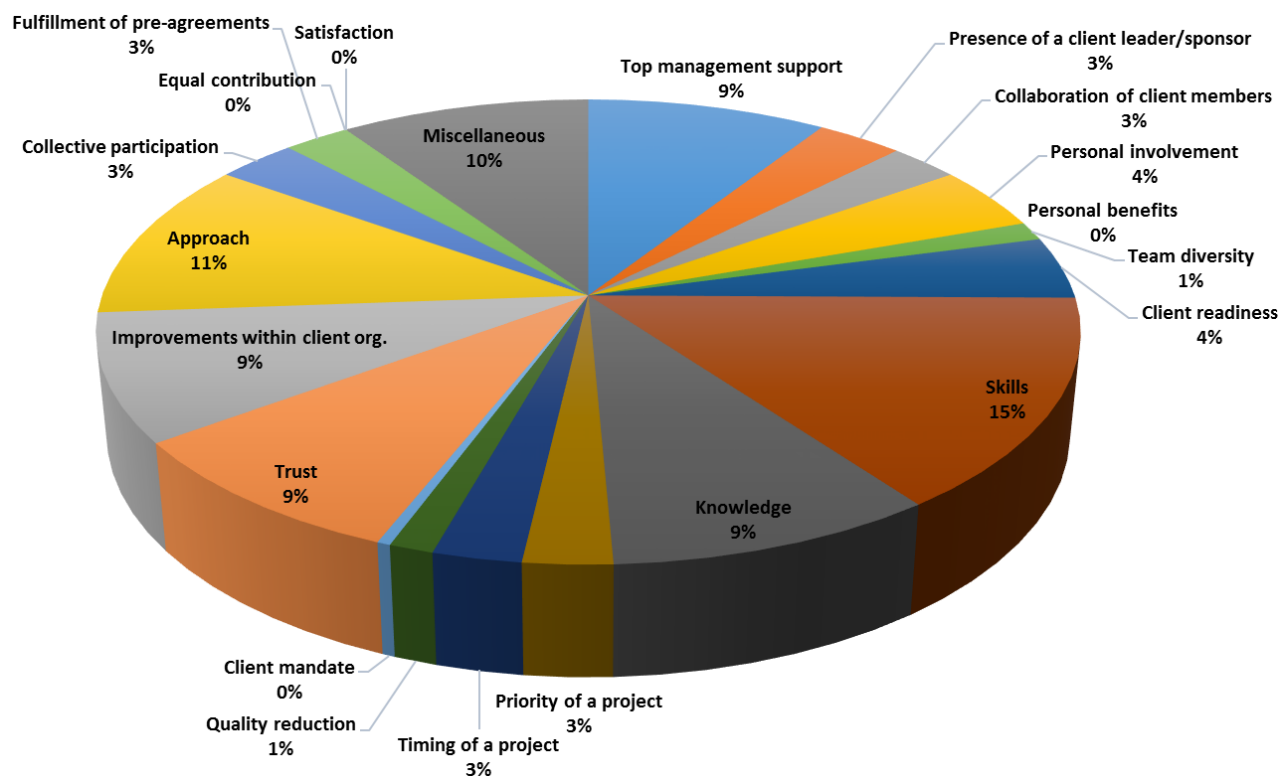


Figure 41: A pie chart of the classification of the positive open answers.

The pie chart shows that there are basically three categories variables present: (1) most mentioned variables, (2) average mentioned variables, and (3) least mentioned variables. Table 29 shows the classification of the variables. Note that the miscellaneous part is not taken into account. The miscellaneous category includes answers from respondents that are divers and unrelated. As a result, the answers in this category could not be related to any of the existing variables.

Most mentioned variables (>12%)	Average mentioned variables (8 – 12%)	Least mentioned variables (<8%)
1. Skills consultant	2. Approach 3. Knowledge consultant 4. Top management support 5. Improvements within client organization 6. Trust	7. Client readiness 8. Personal involvement 9. Fulfillment of pre-agreements 10. Collective participation 11. Presence of a client leader/sponsor 12. Collaboration of client members 13. Priority of a project 14. Timing of a project 15. Team diversity 16. Quality reduction 17. Equal contribution 18. Satisfaction 19. Client mandate 20. Personal benefits

Table 29: Three categories of mentioned variables positively.

The variables that are mentioned most, are examined in relation with the results of the quantitative analyses:

- Skills of the consultant:** although both consultant variables (thus knowledge and skills) are often referred to as being a success factor in consulting projects, the skills of a consultant are mentioned most. Respondents gave answers such as ‘the guiding role and the positivity of the consultant’, ‘the perseverance of the consultant’, ‘the flexibility of the consultants’, ‘the independence and intractability of the consultants’, and ‘the advisor who could stand above the involved parties and was able to bring the various opinions of the project members together’. Many respondents simply gave ‘the skills of the consultant’ as an answer or ‘the skills and expertise of the consultant’. The latter indicates that both skills and knowledge are relevant to possess as a consultant. Figure 42 shows why the skills of a consultant play an important role in consulting projects. The figure is constructed from the results of the quantitative analyses. As the quantitative analyses show, the skills of the consultant positively influence the improvements variable and pre-agreements variable directly. These assessment variables are essential variables because they influence success directly. But the skills of a consultant also influence many other variables as shown in the figure below. So, the indirect influences of the skills of a consultant also play a significant role in consulting projects. That could explain why the skills of the consultant are mentioned that often. It is interesting that there are variables that influence the skills of a consultant. Some may argue that the skills of a consultant are ‘fixed’ at the start and during a consulting project. However, it is likely that a consultant learns during a consulting project and that this variable is rather dynamic than static. For instance, the presence of a client leader/sponsor positively influences the skills of a consultant. When a strong and dominant individual from the client organization is the central foreman in a project, a consultant is likely to possess the skills or has to develop his/her skills to restore the status quo between him/her and the client. Alternatively, a consultant could also learn from a strong client leader/sponsor in which he/she develops his or her skills.

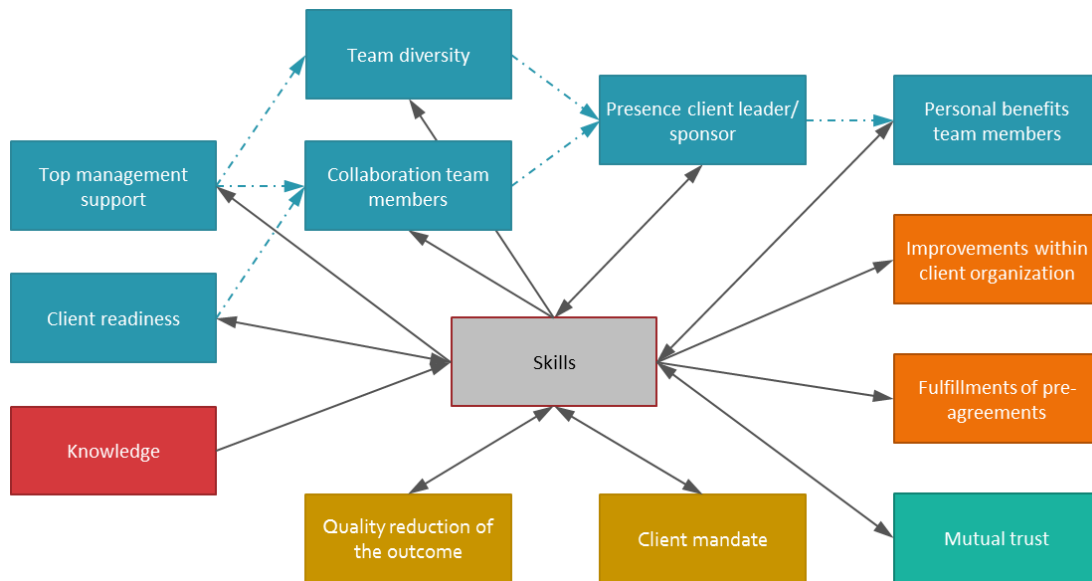


Figure 42: The skills of a consultant and its direct relations with other variables.

- Approach:** the approach variable was mentioned very often as well in the questionnaires. Respondents gave answers such as ‘the focus on the end result/assignment’, ‘tight schedule’, ‘the timetable followed’, ‘structure of the project approach’, or shortly ‘the approach’. The latter is mentioned very often. It is interesting to see that the approach are mentioned that often because it is not a variable that is included in the primary analyses. Figure 43 shows the effects to and from the approach variable, as found in the quantitative analyses. The figure tells us that the sooner the project had to be carried within the client organization, the more strict a pre-determined approach is applied in a consulting project. Note that the item within the timing variable was mirrored. For the interpretability of the effect, this formulation is chosen. The figure also tells us that the more equal the client and the consultant contributed to the project, the less a strict approach is used or applied in a consulting project. And the more strict an approach is used during a consulting project, the less the client organization will be improved due to the consulting project. But the fact that many respondents mentioned the approach as an important success factor, might suggest that the use of a good approach is useful. However, the approach must not be followed too strictly. There must be some flexibility to deviate from the approach.

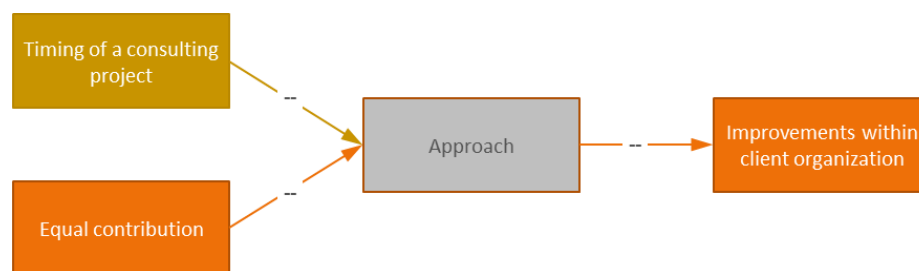


Figure 43: The skills of a consultant and its direct relations with other variables.

- Knowledge of the consultant:** the knowledge of a consultant is the third most often mentioned variable in the questionnaires. Respondents gave answers such as ‘knowledge about (culture) changes (transition)’, ‘expertise of the external advisors’, ‘the consultant had the knowledge of the organization and the environment (consultant was familiar with the Organization)’, or ‘the fact that the consultant had no knowledge of the domain’. Many respondents simply gave ‘the knowledge of the consultant’ as an answer. Respondents also gave answers such as ‘the seniority of the consultant’ or ‘the experience of the consultant’ as success factors. The assumption is made that such answers relate to both the knowledge and the skills of consultants. That is why such statements are divided equally over both variables. Figure 44 shows why the knowledge of a consultant might be mentioned that often in the questionnaires. The figure is constructed from the results of the quantitative analyses. Interesting is that the knowledge of a consultant might be a great facilitator in consulting projects, as described in section 6.12. For instance, when consultants possess a lot of knowledge about a certain knowledge domain such as process optimization (in different

organizations), they can focus their attention to other relevant elements such as the behavior of the client, what type of interventions must be applied, which skills are needed and so on. They do not need to worry about possessing the specific knowledge first.

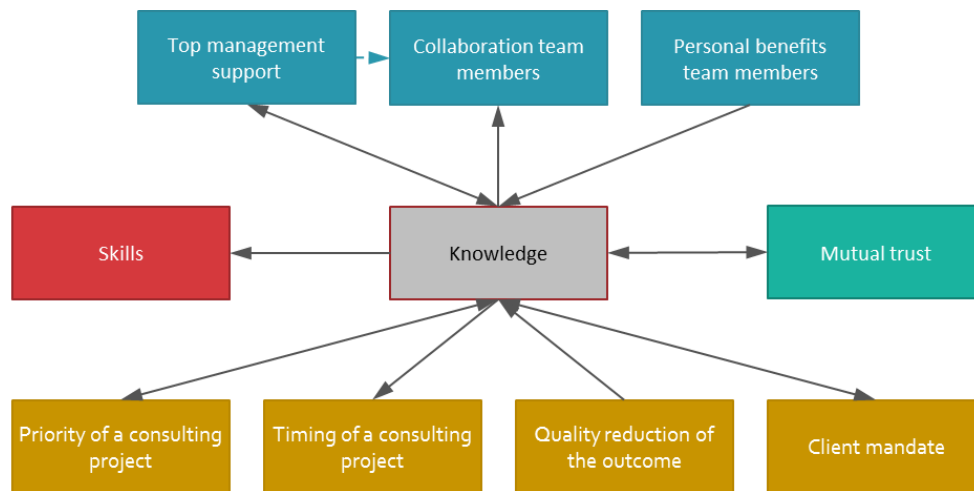


Figure 44: The knowledge of a consultant and its direct relations with other variables.

It is interesting to see that the answers, which were categorized in the miscellaneous category, showed that the required skills and knowledge within the client organization might be just as relevant as the skills and knowledge of the consultant. Examples of such answers are ‘the learning skills of the project leader’, ‘lack of knowledge within the client organization’, and ‘decision-making ability’. Some examples are of a different order and they concern different skills and knowledge domains compared with the consultant. Nonetheless, they seem relevant to take into account in a next study, since this research did not include these aspects.

- *Top management support (TMS)*: TMS is the most often mentioned client variable as being beneficial for success. Respondents gave answers such as ‘the Executive Board was visibly involved in the project’, ‘commitment top management’, ‘sponsorship executive board (providing many resources’, ‘the communicated importance and urgency from the CIO’, or ‘exemplary behavior and participation of the director in the project’. It is not surprising that TMS is mentioned very often as being beneficial, because it relates to many other variables as analyzed in the previous chapter. Figure 45 shows the relations of TMS with other variables. These relations are all positive. As described in section 6.12, TMS seems to play an important role for other variables to become a relevant variable. Just like the knowledge of the consultant, TMS might be a great facilitator to realize the intended process and intended outcome.

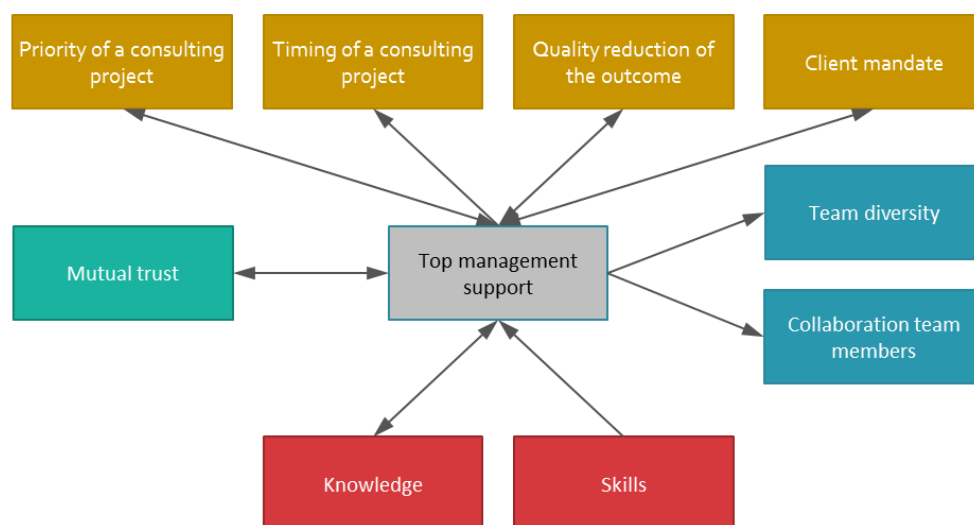


Figure 45: TMS and its direct relations with other variables.

- *Improvements realized within the client organization:* As shown in the quantitative analyses, the improvements variable are one of the two assessment variables that influences success directly. Figure 46 shows a schematic overview of all the effects found in the quantitative analyses that influence the improvements variable as well as the effect of the improvements variable on success. This might explain why the improvements variable is often mentioned by the respondents in the questionnaires. It seems that respondents see certain improvements as factors that determine the level of success. Answers were given such as ‘there is more clarity within the client organization about how the vision should look like according to different disciplines’, ‘the learning experience (that this is not the way how it should be done)’, ‘the energy and togetherness that was formed at the target groups’, ‘a good strategy that is shared with and supported by all employees’, or ‘all the pain was discussed with respect. This created an atmosphere where a discussion could be started in which all involved individuals felt appreciated’.

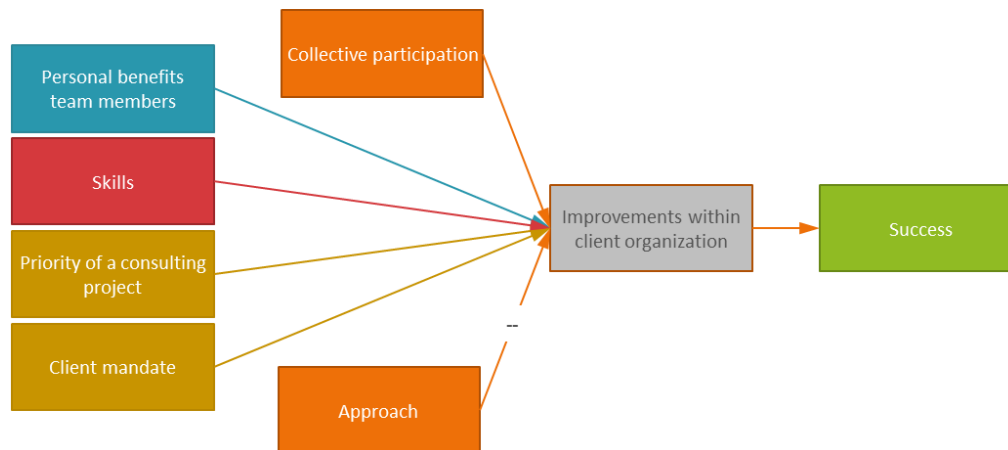


Figure 46: The improvements variable and its direct relations with other variables.

- *Mutual trust:* Many practitioners often see trust as a crucial aspect within consulting projects. Indeed, many respondents mentioned trust as a success factor in their project. Answers were given such as ‘the mutual trust between the consultant and the client’, ‘No interference of the management because of the trust. Individuals were open, free of thought, and dared to express themselves’, ‘Individual click between the project group – Advisor’, ‘Good relationship with client and team’, ‘the personal relationships’, ‘the enormous mandate that was given to the consultant’, or ‘the openness between the client and the consultant’. What is true for TMS and the knowledge of a consultant, also applies to trust. Trust is positively related to all independent variables except the timing of a consulting project. To construct a figure for trust, which stems from the quantitative analyses, would become a tangle of lines and blocks. Nonetheless, trust can also be labeled as an important factor that facilitates a consulting project.
- *Miscellaneous:* although this category is a collection of answers that could not be related to any of the variables, it is interesting to see what other factors might be relevant to the success of a consulting project. Respondents gave answers such as ‘creativity’, ‘ownership’, ‘the culture of the organization’, ‘the skills and knowledge of the client members’, ‘hard work’, ‘transparency’, or ‘no fooling around’. Many answers are not related to certain variables because it is not clear about whom or on what the answer refers to. Respondents often use key words where no further explanation is provided. In addition, there are no factors that were mentioned more often than other factors within this category.

7.1.2 Negative factors from the questionnaires

Regarding the negative factors, the result of the classification is shown in figure 47. What is true for the positive factors, also applies to the negative factors. What becomes apparent is that there are basically 3 categories of the variables present. The pie chart shows that there are three distinct groups of variables: most mentioned variables, average mentioned variables, and least mentioned variables.

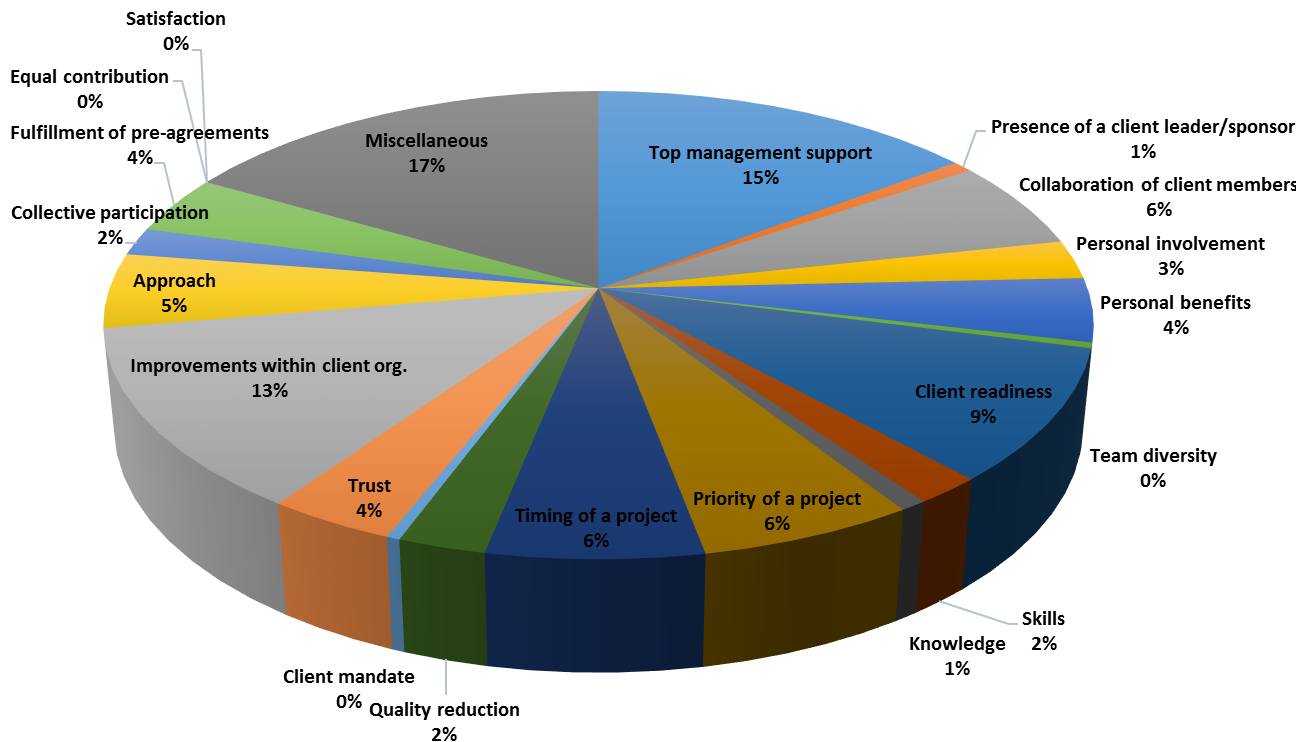


Figure 47: A pie chart of the classification of the negative open answers.

Table 30 shows the classification of the variables. Note that the miscellaneous part is again not taken into account in the table. The answers in this category could not be related to any of the existing variables.

Most mentioned variables (>12%)	Average mentioned variables (8-12%)	Least mentioned variables (<8%)
<ol style="list-style-type: none"> 1. Top management support 2. Improvements within client organization 	<ol style="list-style-type: none"> 3. Client readiness 	<ol style="list-style-type: none"> 4. Timing of a project Priority of a project Collaboration of client members 5. Approach 6. Trust 7. Fulfillment of pre-agreements Personal benefits 8. Personal involvement 9. Skills of a consultant Quality reduction Collective participation 10. Presence of a client leader/sponsor Knowledge of a consultant 11. Team diversity Equal contribution Satisfaction Client mandate

Table 30: Three categories of negatively mentioned variables.

The variables that are mentioned most as potentially negative factors, are again examined in relation with the results of the quantitative analyses:

- *Top management support (TMS)*: it is interesting to see that TMS is also one of the most cited variable in the negative context. Respondents gave answers such as ‘No commitment from the senior management’, ‘no support from the top’, ‘providing zero capacity’, ‘the wait-and-see attitude of the MT-members, including the Director’, ‘the role of the board’, ‘the top stepped out’, or ‘no attention from the MT’. The fact that TMS is often mentioned as a positive factor and as a negative factor, confirms that TMS plays an important role in consulting projects. Although it is not a variable that is included in the primary analyses, TMS can be seen as an element in consulting projects that could be beneficial if present. Apparently, TMS can strengthen or weaken the other effects in such a manner, that it can ‘boost’ or ‘hinder’ a consulting project enormously.
- *Improvements realized within the client organization*: similar to TMS, the improvements variable is also often mentioned in the negative context. Respondents gave answers such as ‘fall back into old habits at crucial moments (no learning)’, ‘the advice was not concrete enough’, ‘there was no support at the end’, ‘the chance was present that the customer did not recognize the results’, ‘too much details’, ‘that it remained an exercise on paper’, or ‘the organization remained ‘rusted’’. Although it might be a pretty straightforward explanation, it seems as if respondents rely on the improvements within the client organization in which they judge about the success or failure of a consulting project. In other words, the improvements are an important variable that largely determines the level of satisfaction.
- *Client readiness*: client readiness is often referred to as being a factor that negatively contributed to the success of consulting projects. Respondents gave answers such as ‘the lack of dedication of the project team members’, ‘the resistance within the organization and the project team’, ‘the unwillingness to work within the consulting project’, ‘no acceptance by the client members’, ‘passive attitude of the project team’, or ‘unmotivated client members’. The words ‘resistance’ and ‘unwilling’ or ‘not willing’ are often used in this context. Figure 48 shows why client readiness might play an important role in consulting projects. The figure is constructed from the results of the quantitative analyses. The figure suggests that when there is trust between the client members and the consultants, the client members are more willing to cooperate within the project. As a result client team members are more likely to work together. The client readiness is likely to increase when the skills of the consultants are well developed and the client members have the mandate to execute the project. The former might suggest that client members have a better belief in the consultant when his or her skills are well developed, so that they are more willing to work with him or her. The latter might suggest that client members feel the urge to perform or to cooperate within the consulting project when they have the responsibility (i.e. mandate) to execute the project.

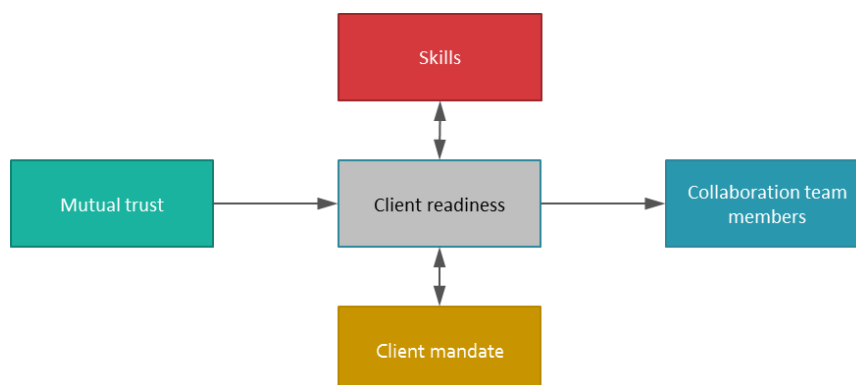


Figure 48: the improvements variable and its direct relations with other variables.

- *Miscellaneous*: although this category is a collection of answers that could not be related to any of the variables, it is interesting to see what other factors might be relevant. Respondents gave answers such as ‘an immature organization’, ‘the culture of the organization’, ‘fear’, ‘politics’, ‘influences from the outside’, ‘no experience within the client organization with the type of changes/projects’, ‘no knowledge and skills present within the client organization’, or ‘too much dynamic within the organization’. Many answers are not related to certain variables

because it is not clear about whom or on what the answer refers to. Respondents often use key words where no further explanation is provided. However, the factors ‘immature organization’, ‘the culture of the organization’ and ‘no experience present’ were mentioned more often than other factors within this category.

This section showed what mechanisms might explain the effects present within the conceptual model. The next section discusses the face-to-face interviews that were carried out with client representatives and consultants. The interviews illustrate the mechanisms behind the effects from a practical point of view.

7.2 The results of the face-to-face interviews regarding the primary analyses

As indicated in section 4.7, face-to-face interviews were held with both the consultant and a client representative of five cases. Based on the primary analyses, five cases were selected that primarily confirm the basic model, but include disconfirming elements as well. In table 31, the selected cases are shown. The table also shows on which variables the cases deviate.

Type of variable -->	Independent variables					Intervening variables		Dependent variable
Related to -->	Client	Consultant	Context			Assessment factors		Success
Variable -->	Personal benefits	Skills	Priority of a consulting project	The quality reduction of the outcome	Client mandate	Improvements within client organization	Fulfillment of pre-agreements	Satisfaction
Overall mean -->	3,77	4,21	4,02	3,26	3,99	3,89	4,04	4,01
Case 41	5,00	4,86	4,50	3,00	5,00	4,71	5,00	5,00
Case 50	3,00	3,61	4,50	4,00	4,75	3,77	3,88	4,00
Case 60	4,00	4,19	4,50	4,00	3,00	4,43	3,63	4,47
Case 96	2,67	3,97	4,20	3,20	3,50	3,40	4,10	3,78
Case 99	4,00	4,43	3,50	4,50	4,50	4,43	4,33	4,47

Table 31: Five selected consulting projects and the scores on the variables.

By discussing these deviations during the interviews, it was explored why these deviations exist and how these deviations affected the success. In the following sections, the cases will be discussed one by one. Per case, a short explanation is given what the case is about. Afterwards, quotes from the client and the consultant are used to illustrate the mechanisms behind the effects. Then, the deviations will be discussed in more detail. At the end of this chapter, a summary will be given where the conclusions of the cases are also mentioned.

7.2.1 Case 41: establishing a central business unit to direct expertise’s throughout the entire organization

Case 41 is about a healthcare organization that created a central business unit in order to improve the specific care it provides to clients that need specific health care. Due to certain market conditions, the organization saw opportunities to increase its competitive advantage by improving their primary processes, which is providing health care. The client organization hired two consultants to guide this program. It concerned a large organizational change program in which many employees were involved. The project lasted 1,5 years and is considered very successful by both the client and the consultants.

The score on personal benefits of the client members within this case is maximal. That is underlined during the interviews. The researcher asked the client ‘to what extent do personal benefits contributed to the success of the project?’. The client responded with:

Client: The most important thing for me is that the people, who were involved, had an enormous resistance against the change in the beginning. They had the feeling like 'soon we have no saying anymore and we are managed from a central office or something', or 'soon we have to administer all our minutes and hours and are we not seen as professionals' {...} that you can turn a club of 250 professionals around and that they think 'hey, this is for us and we can do this quite well' or 'hey, I can do my job better like this', 'hey, the planning is solid, I don't have to worry about that anymore' {...} And step by step, by doing things systematically and explaining how it benefits the professionals and put the employees central like 'what does this mean for you? How are you going

to do your job and what do you need for that?', that more and more people get enthusiastic. That works as a kind of an oil stain towards others {...} rather than that there was a project leader who delegates people and told them what to do.

Notice that more variables can be related to this quote, such as client readiness or the approach variable, but the essence is that the personal benefits for the professionals are made explicit. This is verified in the following quote:

***Interviewer:** Can I say that you put the personal benefits of the people upfront?*

***Client:** It are indeed the personal benefits but especially the professional benefits. A doctor who says 'I do not know what those other experts have done for two years for certain clients, because I cannot find it anywhere' but now say 'hey, now I can see it. I can see in the reports what other experts did and I can add my piece to it where others can build upon. I do not need to ask others or call again what is done or who carried out the treatment. Now I know it. I know who is doing what, what the medications are' {...} So first, there's resistance. But people are more willing to try it and find out that it works very well. You can imagine, it saves almost half of the time they spilled with travelling or waiting. And if you really are a professional and you see that your routine is insufficient towards clients because you can put too little effort in. Yes, that moves people. I think that that is the core of the success. Aside from appointments, aside from the right people on the right place. Just say 'no, this is about you. And within the boundaries of the organization, you must say what you need ' The whole story has always been: it's not about me, it's not about the entire organization, it is about how they can do their job well and why they should be able to do their work well because the life of the client is dependent upon it.*

These quotes show that when the personal benefits are made explicit, people are more willing to work in accordance with the consulting project. It contributes to the fact that real improvements can be realized in the client organization as shown in the quotes. The fact that the client explicitly mentioned that the personal benefits are perhaps the most important variable, confirms the central role of the variable in the conceptual model.

The skills of the consultant score very high as well within this case. That is underlined during the interviews. The consultant and the client gave arguments that relate to the skills of the consultant:

***Consultant:** We are not blueprint thinkers. Of course, you need to make a planning, that is pretty blue. But the professionals there, they had the idea of 'oh, there are two of those consultants in their suits again, that are going to tell us what we need to do and how '. But when we talked to them, we said 'what bothers you the most? What must be the result? Where are you proud of and what may not be lost?'. We really talked with them, from human to human, where there was no inequality. Professionals often think that they are in an unequal position compared to consultants. So we had to be very, very careful. We had to level with them. So we started with that and that immediately cleared the air between the professionals and us. Professionals went like 'well, oh. So you guys have no blueprint?', 'No, we do have a number of tools that we use, but we use them to facilitate you to make something out of it'. What we did as well is saying 'it is your organization, you need to be there and we facilitate the way it is. We do not say how to do it, but we can help you to do the right things right' {...} So, good listening is a success factor {...} and making sure that you talk to people on an equivalent way .*

***Client:** The added value of {the consultants} in this project was that they very clearly had a helicopter view. They knew what I wanted, what my intentions were, and were able to translate it into concrete steps and actions and were also able to tell my story and use it towards the people to get them where they wanted them. But also to mention or notice all kinds of inconsistencies in*

the story {...} they helped me because I was under tremendous pressure {...} that added value is the helicopter view and their independence.

The quotes show that the skills of the consultants are much appreciated by the client and that the skills of the consultants helped to finish the project as it did. It is interesting to see that the knowledge of the consultants is not mentioned in the interviews as being a success factor. This strengthens the results of the quantitative analyses that it are indeed the skills of the consultant that contribute to the success of a consulting project.

The priority of the consulting project scored high as well. This is also discussed during the interviews. The explanation of this case, at the beginning of this section, already stressed the importance of the project. The researcher asked the client 'to what extent did the priority of the project contributed to the success of it?'

***Client:** The priority within the organization was high, due to external circumstances {...} but that was quickly exchanged by another priority. A lot happened at once within the organization. So it is very important that a consulting project has priority. But when it is not brought under the attention of a board member on a daily basis, it will quickly be exchanged by something else that has a high priority. So I think you need to make certain agreements with each other. I could call the chairman whenever I wanted to discuss certain matters with him. That was possible because we agreed with each other that I could call him whenever I needed his confirmation, vision etc. {...} otherwise the attention will be reduced because of the regular issues {...} So prioritization, I think, is important, but you have to make agreements as well because otherwise, it disappears very quickly from someone's radar and nobody puts their effort into it.*

The quote shows that the priority of consulting project can be beneficial because people put their effort into it when the priority is high. However, the quote also states that a project has to maintain its priority along the way because a project can easily lose its priority because of other, 'more important', projects, issues etcetera.

The quality reduction scores below average within this case. It is also the deviating score compared to the other cases. This score refers to the fact that concessions to the quality of the outcome have been made during the consulting project. This variable should score high according to the found effects in the primary analyses, since the success of the consulting project has a maximum score. The researcher asked the client and the consultant what concessions were made during the project. Several examples were given such as 'we wanted to put the revised portfolio, with its target groups and product range, on the web with an intelligent search functionality. So that customers or potential customers could search through the product range very easily', 'we wanted to involve the regions a bit more. We wanted to translate the plans to the regions as well', or 'we were not able to purify the funding in time and get an approval from the board for the funding'. But the following quotes put these concessions in perspective:

***Client:** We could purify the funding without taking some circumstances into account. But ultimately, the organization makes choices and moves the money. When you see what had to be moved at the moment, I can imagine that the board said 'wait a minute, we want to put everything together because we keep moving the money'. So it is a concession, but at the same time I think it was reasonable because the time wasn't right. The whole funding was under discussion. But we delivered what we wanted to deliver and as intended, particularly on the operational level.*

***Consultant:** The main objective was met. Namely that the new business unit was up and running as planned. And what we saw is that, also with that project, a culture change was realized and those professionals functioned much better in the new organization. So they were less frustrated, what made them of course much more effective. So the concessions were not life-threatening or in critical processes. Those concessions involved secondary business processes. {...} If you are a perfectionist, everything must be finished like you wanted. So these secondary concessions are considered relevant concessions that you made.*

The quotes show that the concessions were not essential due to the circumstances that put those concessions into perspective. Since the concessions were not essential, they did not affect the success of the consulting project. Since the score on quality reduction deviated, while there was little reason to, it shows that the interviewees are critical towards themselves.

The client as well as the consultant gave a maximum score on the client mandate within the case. During the interviews, this was discussed. The following quotes illustrate how the client mandate can be beneficial:

Consultant: *{client} was the director of {the business unit (BU)} and was asked by the board if he and his buddy {colleague director} could establish the new {BU} within {the client organization}. {...} The board was like 'if there are two people within this organization whom we can trust this to, to set this up in a proper way, then it are these two men'. So that made sure that {the client and his colleague} could make decisions quickly and could maintain the pace and progression.*

Client: *Because I had a certain vision on this matter, I got the full mandate pretty quickly. In addition, I was kindly requested to translate my vision into a really clear and sharp story. I had a more visionary story and I translated it into a detailed story with answers to questions such as 'How do we going to achieve it? What does that mean?'. I submitted the story to the board of directors and the management team. A received a 'go' and then it started. {...} The first process what we have gone through together was to sharpen the project plan, the assignment. With the result, I went back to the board in order to get more commitment and support. This was just a formal procedure because I already got the space to get the job done with a specific budget. Adjustments are better possible then. But I thought it was important to explain the details to a broader audience because the assignment affected the whole organization.*

The quotes show how the mandate was received and how it may contribute to the success of the project. Since the client members got the full mandate, they were able to make decisions quickly and maintain the progression. It also implies that the client members were not hindered by other influential stakeholders who could disturb the process. This could delay the project or change its goals. The mandate gave the client members the necessary 'power' to keep the pace and to hold on to its objectives.

Since success has the highest score possible, it is interesting to see what determines the success. During the interviews, the question was asked why the project was such a success. Without further suggestive indications, the client and the consultant gave the following responses:

Client: *The most important thing is that people got into a different mode and have been thinking about how they could spend their precious time in the most effective way. {...} This has led to the improvements that have been realized within the organization.*

Consultant: *What always plays a role for me is, in the beginning, the atmosphere was so tense that people wanted to throw rotten tomatoes at us. But in the end, there was mutual respect and the people came to us to thank us for the work we have done for them. That determines a high level of satisfaction for me. That makes me think 'ok, I've contributed something that matters'. Otherwise, they would not have thanked me. And surely these people don't. {...} But the level of satisfaction is also high because we agreed upon a certain assignment, budget, approach, and planning and that you see that we stayed within budget, that we stayed within the agreed timeframe, and that the results that we achieved together, are in line with your own professional demands and the assignment. {...} and what also determined the satisfaction is that there was a so-called 'warm transfer'. That means that a new team could adjust to the new setting and that*

we could guide them in the beginning. This resulted in the fact that the new people could fulfill our roles tremendously. So we were not giving a project to them, but that there is a new group of people who continue your work.

What becomes apparent is that the client and the consultant refer to the improvements that have been realized within the client organizations. One argument about the fulfillment of the pre-agreements is that the project was carried out within the pre-determined planning, timeframe and budget. But it is striking that both interviewees instantly refer to certain improvements that were realized within the client organization. This suggests that this is the most influential factor that determines the level of success.

7.2.2 Case 50: the launch of a new cultural institution

Case 50 is about a department of a municipality that initiated the construction and the development of a new cultural institution. Due to internal changes within the municipality, the new head of the department, who is responsible for these type of projects, received this project within his portfolio. Before he became responsible for this portfolio, and thus this project, he already received some signals about the project not going very well. On the contrary, the current board as well as the director of the new institution communicated towards the key-decision makers within the municipality that the progression was going very well, but they never showed any tangible results as evidence of the progress. When the new head of the department became responsible, he started to ask questions and exposed the 'as-is' situation. This caused much turmoil whereby the key-decision makers of the municipality decided to start an independent investigation by an external consultant to analyze the current situation. The results of the investigation had a great impact on the project and the municipality.

The personal benefits variable scored below average within this case. This would indicate that the involved stakeholders of the project, did not personally benefit from the project. This was discussed during the interviews. The following quote illustrates why the score on the personal benefits, deviates from the other cases:

Client: More and more signals became apparent and finally we convinced our own board member of the thought 'this is not good'. But the supervisory board did not want to admit it, and covered the director. {...} So it was clear that the involved parties, i.e. the supervisory board and our board, had different opinions. Eventually, after much discussion, the assignment for an independent investigation was given. 'Let's do a research to solve the gap between the different opinions'. And that was also the question that was given to the consultant. {...} Then, it still took a lot of time and effort to formulate the exact assignment. There were different interests of course. I had, of course, an interest in formulating the assignment as sharp as possible, given my responsibilities. This would result in a better outcome. The supervisory board, in my opinion, had a suspicion that they would not benefit from this assignment and did not wanted to admit it. So, of course, they had an interest in keeping the assignment as vague as possible. {...} They didn't want their reputation to be affected. {...} Ultimately, a compromise was the basis of which the consultant could start his work.

This was a project where personal prestige and positions were at stake. There could not be any winners in this project. Notice that more variables can be related to this quote, such as client readiness, but the essence is that the personal benefits were mixed. The quote shows that when a project is not beneficial for the involved parties, it may delay or redirect the project. This could affect the outcome of the project since stakeholders try to create an outcome that would benefit them.

The skills of the consultant scored below average as well within this case. This was discussed during the interviews:

Client: In my opinion, the consultant didn't act that well. No. No. Initially, he was influenced by the small talk of the director. It seemed like he had listened to the director and the supervisory board only. {...} He interviewed them and afterwards, he immediately came with partial conclusions without interviewing us and investigating our evidence. And those partial conclusions contained statements such as 'that it wasn't all that bad' and 'that there were several opportunities to

improve the current situation' etcetera. That was the first version of his report. He also was influenced by an expert, who was an old acquaintance of the director and himself. {...} Therefore, I doubted his independence. I didn't have to take hard measures because in an interview with our board, including the mayor and a new member of the board, they asked very sharp questions to {the consultant}, where he had no answer to. {...} He could not answer the questions and had to adjust his approach and view. So it's more 'despite of' than 'thanks to' {the consultant} that the improvements were realized. The outcome of the report was formed primarily due to the interview with our board. And from that moment on out, it was a continuous discussion. Yes. He continuously tried to get back to his original conclusions. And we had to correct that every time. {...} I have never understood why actually.

What becomes clear in the quote of the client, is that the outcome of the project is realized thanks to the intervention of the client. Given the scores on the realized improvements and on the fulfillment of the pre-agreements, these scores would be higher when the score of the skills of the consultant was high as well. This quote from the interview illustrates the mechanism behind it.

The priority of the consulting project scored high. The explanation of this case, at the beginning of this section, already stressed the importance of the project. The researcher asked the client 'to what extent did the priority of the project contributed to the success of it?'

Client: In the end, the priority helped a lot. Everybody went for it, even the board. And I had the space to operate freely. That was very pleasant. It didn't matter what I asked, it was okay. I could do whatever I thought that was right.

The quote shows that the priority of consulting project can be beneficial because the involved individuals received precedence whenever they needed something to be done. It makes it easier for the individuals to carry out their tasks and achieve their goals.

The quality reduction scored high within this case as well. This indicates that no concessions were made during the project. Both the respondents stated that no concessions were made, due to the delicate nature of the project. The client and the consultant could not afford themselves to make concessions.

The client mandate has the highest score of all the variables within this case. Although the previous quote could be related to the client mandate as well, the following quote explains why the client had the space to act freely:

Interviewer: when the mayor was convinced that something had to happen, did you receive the necessary mandate to act upon that?

Client: It was almost carte blanche, but not totally.

The quote shows how the client received his space to operate freely. It explains the score on client mandate and how it contributes to the results of the project. Other influential stakeholders who could disturb or delay the process did not hinder the client.

The case has an average score when it comes to success. It is interesting to see what determines the success in such a delicate case. During the interviews, the question was asked why the project was in fact a success. Without further suggestive indications, the client and the consultant gave the following responses:

Client: Well, from my perspective, my goal with the research was to make clear that we were not crazy. Yes, and that's what happened. So, how could I be dissatisfied with the results. Yes. It's that simple. {...} Actually, for me, the effect that I wanted to accomplish with the research, was already achieved. Namely that the director was suspended, the supervisory board quitted, thus we could intervene. {...} If we didn't intervene, the director would still be in charge there and we would have

major financial problems. As a consequence, the institution could not be established. The city council would pull the plug. {...} So the role that our board had, even if it was that single meeting only, that was crucial. Two meetings. Those were crucial. So that was very good. {...} Well, and our backs were covered by the town clerk and the mayor. So trust, also crucial.

Consultant: *Look, there was a situation that was out of control. Someone was trusted, the Director, and he didn't act as desired. In addition, there were insufficient checks & balances around it. What we have now is a new well-functioning board and a new director who acts as desired and delivers the necessary checks & balances. So in that sense, the situation is stable.*

Interviewer: *So you are saying that the level of success is determined by the improvements that are realized?*

Consultant: *Yes, it led to a self-reflection. The supervisory board eventually said 'we withdraw in favor of other candidates' and so, the director could only undergo the process that he would be put on hold and that he would be suspended eventually.*

Interviewer: *Would you do things differently if you had the chance to do it over?*

Consultant: *No I don't think so. I think that this has been an approach that was thought through in advance by myself. The first step was the most important step because I did a preliminary research to construct an assignment that would be supported by all the involved stakeholders. {...} And when we agreed on the wording of the contract/assignment {...} That was a very important milestone. That enabled me to do the actual research.*

What becomes apparent is that the client and the consultant refer to the improvements that have been realized within the client organizations. What is mentioned as well is that trust, top management support, and the approach also contributed. But both interviewees instantly refer to certain improvements that were realized within the client organization. This suggests that this is the most influential factor that determines the level of success, which is similar to the previous case.

7.2.3 Case 60: creating a new network organization of several municipalities.

Case 60 is about creating a new network organization within a province in which several municipalities were involved. On a national level, an agreement has been made that provinces should establish a regional execution service regarding several domains. Therefore, this project was rather mandatory. Provinces are free to decide how they organize it. It can be realized using a classic organization or a network organization for instance. Within this case, the goal was to establish such a service organization around the environmental licensing and enforcement domain. However, the process to realize the service organization reached a low point. Between the involved municipalities, there was a disagreement regarding the end-state of the service organization. Some municipalities wanted a classic organization and other municipalities wanted a network organization. Since there were some difficulties, the idea was raised to construct a plan in order to unite both perspectives. This plan described how the organization would look like. An external consultant was hired to construct such a plan. Noteworthy to say is that when the consultant started to write his plan, the client immediately created a so-called 'trial garden'. The purpose was to test whatever was made up during the assignment with the external consultant. As a result, stakeholders would immediately see how it would turn out in practice and whether it was beneficial.

This case is chosen since it deviates on the client mandate variable and the pre-agreements variable. Nonetheless, the score on success remains high. This was discussed during the project.

The personal benefits variable scored above average within this case. This indicates that the involved stakeholders of the project, benefitted from the project. The question was asked 'to what extent did this conflict of interest affected the project':

Client: *We just noticed that it was an enormous disturbing factor. When ‘one camp’ stepped out, everybody faced into the same direction and everybody was like ‘Yes ok, let’s do it’. You had one municipality, they had some doubts, hesitated, found it a bit tricky. But at some point, they said ‘let’s do it’ as well. From there, it went very fast. {...} In addition, an advantage of such a trial garden was that people immediately saw the results. So you moved the discussion away from the management. Otherwise, they only delayed the project due to their different interests. Each question towards the management is simply causing a delay in the project.*

Consultant: *The thing is that you have to convince everybody, who have different interests, sometimes opposing interests, of your thoughts. If they have the feeling, especially board members, like ‘well, I find it all a bit difficult, tricky and annoying. I have to make all kind of choices and I cannot foresee what the consequences are’. And if they get the feeling that it is prepared very well, that they are informed about our thoughts and that they say ‘Ok, I can follow it, I understand it, I put in my comments and suggestions and they are processed properly’. Then it’s a matter of time till they say ‘well, if that’s coming, fine! I have no worries anymore, it is in good hands and it will be fine’. Well, that’s what you have to achieve.*

Although more variables could be related to these quotes, such as trust and the skills of the consultant, the quotes show that the uncertainty about the personal benefits delayed the project. It took quite the effort to get an agreement on several aspects, due to the opposite interests of the involved parties. Certain choices were more beneficial for others. It shows that when parties with opposite benefits are involved in such a project, this affects the process of a consulting project. It could also affect the outcome of the project since stakeholders try to create an outcome that would benefit all.

The skills of the consultant scored average within this case. This was discussed briefly during the interviews. The following quote shows the essence of what both the client and the consultant thought about the skills:

Consultant: *The core of my work is, that I have to be trusted by the client members and I need to earn it. To do that, you have to make the right decisions, to make the right proposals {...} and it are also the little things that create trust. For instance, you always have to deliver the right documents on time, the quality of the documents must be high. Always. All that kind of things contribute to the trust that you get from the principal and all other stakeholders.*

Interviewer: *Are you saying that your skills enable trust?*

Consultant: *Yes. Yes. Yes. Absolutely. {...} If the board members have the feeling that they trust the process and confirm it, then meetings are going really fast, everything can be discussed quickly, people will not whine about all kind of dots and comma’s. It is an important indicator that people say ‘well, this is going well’. It is perhaps the most important indication. And you notice it by the atmosphere within the group. Anyway, it is important that meetings go fast. Every large decision was made quickly. That is important.*

Although only a quote from the consultant is used here, the client said the same thing about the skills of the consultant. Both interviewees stated that the skills of the consultant created trust between the stakeholders and the consultant. As a result, the collaboration went smoothly and was considered very pleasant. The quote also shows how skills contributed to the project. Noteworthy to state is that the client and the consultant were convinced of the fact that knowledge is a pre-condition for consultants, to be able to act as desired. In other words, knowledge enables the consultant to utilize his or her skills to the fullest.

The priority of the consulting project scored high. The client and the consultant were quite clear about it:

Consultant: *Well yes. You cannot say that it contributed to success explicitly. It has been a condition that I used. I used it as an argument to put pressure on certain tasks and individuals.*

Interviewer: *You create some sort of momentum to make things possible?*

Consultant: *Yes. Yes. You try to maintain the pressure on the process and use that as an argument. Anyway, the planning, gosh, they are never followed. Neither here.*

Client: Well look, if it wasn't present, the execution service would never be established. We already had orienting conversations with {municipality 1} and {municipality 2}, before the formal discussion took place, to discuss the possibilities for a collaboration between several municipalities. But if the priority hadn't been there, then those execution services were never ever established.

The quote shows how the priority of consulting project can be beneficial. Partly, this was due to its mandatory character. The consultant has an interesting point of view about the priority. He sees the priority of a project more or less as an enabler to get things done. It makes it easier for the consultant to get the assignment done.

The quality reduction scored high within this case as well. This indicates that no concessions were made during the project. This variable is discussed during the interviews, but both the respondents stated that no concessions were made. In fact, the opposite was true. The quality of the report, which was delivered by the client, was considered excellent and very usable.

The client mandate scores beneath average. This is also the score that deviates from other cases. The following quote illustrate why this is the case and how it affected the project:

Client: *Actually, we never got mandate. This has grown {...} Every time we really wanted something, such as the assignment for {the consultant}, I went to the board. In fact, all municipalities had to decide separately. Yes. So that happened every time when we wanted something, all municipalities were asked separately. So, we had zero mandate. {...} We were given the mandate whenever we stepped to the municipalities. At some point, it was formally given, but that happened a lot later when I was appointed quartermaster. {...} That was the first time I formally got the mandate. {...} I don't know if it would matter if I was given the formal mandate earlier. The advantage is more support in advance or having status. But on the other hand, I always think 'Yes, you can never make progression when you don't use it when it is given to you'. And if you have no mandate, it sometimes means that you have a little more space to operate. You can 'play the game' more so to speak.*

The quote explains why the client mandate variable scored below average. The client could not tell if it affected the outcome of the results positively or negatively. Given the scores on success within this case, it seems that it did not affect the outcome. It indicates that the benefits of having no formal mandate, contributed to the outcome of the project. The case scored above average when it comes to success. It is interesting to see what determines the success in a project where the fulfillment of the pre-agreements scored beneath average. The question was asked why the project was such a success. Without further suggestive indications, the client and the consultant gave the following responses:

Client: *What made it successful. That just depends on how you define successful. But I think of three things. The pleasant cooperation with {the consultant}, because we complement each other. So that it is in the relational atmosphere what went well. It made it more than just a clinical advice. At one point, you understand each other, which enables you to grow in the process. {...} The second thing is that the product was just well made. The quality was of such a level, we could rely on it and use it to proceed the process. So the product was good. {...} The other thing is that the plan was very detailed, which was very important. Everyone from the board was committed to it, and there was little room for deviations. And the costs, well, it was a bit more expensive than we originally thought.*

Interviewer: *But I hear you saying that the latter is more or less subordinate.*

Client: *Yes. I don't know it anymore actually. But I think that it was more expensive than originally budgeted. But we arranged one and other with each other.*

Consultant: *In fact, you can say that they came out of it pretty well and that the decision-making has been realized within the board and councils. They were behind schedule at first, but they are back on track now and the service is established. People are employed and so on. {...} The tricky part was, in terms of the planning, fine. So we realized it according plan. And I'm not referring to the details, but we were ready in time. However, it was not possible to stay within budget. That always has something to do with how you start. And of course you can say at the beginning like 'this is what we are going to do and how we are going to do it as discussed and you can check it in the quotation. These are the steps we distinguished and then we'll do this and that.' But if you go through such a process, you have to be able to see it from a certain perspective and deal with the situation as it is. You just don't know how everything is progressing up front. So at one point, we ran out of budget. I discussed it with {the client} and made certain agreements about it. That took the problem away.*

What becomes apparent is that the client and the consultant refer to the improvements that have been realized within the client organizations. The quotes also show that the fulfillment of the pre-agreements scored below average because the original budget was exceeded. However, it seems that fulfilling the pre-agreements are of less importance than realizing improvements. This is strengthened by the fact that the scores on the improvements variable and the success are high, while the score on the pre-agreements variable is below average. This suggests that realizing improvements due to a consulting project is the most influential factor that determines the level of success, which is similar to the previous cases.

7.2.4 Case 96: the integration of three organizations

Case 96 is about the integration of two smaller companies, spread over Europe, and a large multinational corporation (MNC). A few years ago, the MNC bought two smaller companies to expand their activities in Europe and to benefit from certain economies of scale. The three organizations, including the MNC itself, had to be aligned with each other. An important aspect within the alignment was to establish a single inventory system that could be used by all the organizations in order to create efficiency and transparency. The question that the MNC had was 'we all sell the same products and we all have our strengths and weaknesses. But momentarily, we operate independently and on our own. To what extent can we use each other strengths and how can we ensure that we can achieve more synergy in our business operations? Can a single ERP-system help us so that we can buy our products together for instance?' The MNC asked two external consultant to help them to find answers to these questions.

What is interesting about this case is that it confirms the importance of the personal benefits of client members and the realized improvements within the client organization as shown in the previous cases. The scores of success, personal benefits and realized improvements are relatively low and deviate from the scores of the other cases namely. This case emphasizes the relevance of these variables.

The personal benefits variable scored below average within this case. This indicates that the involved stakeholders of the project, did not benefitted from the project. The following quotes illustrate why the score on the personal benefits is low:

Consultant: *{organization 1} had an outdated ERP system. {organization 2} just implemented a new ERP-system with a lot of effort and pain. So they did not want to implement a new ERP-system. That was about the first thing I was told when I set foot in the organization, like 'Hey, we are not going to implement a new ERP-system here'. Let's see. {Organization 3} worked with an ERP-system quite a while, but relatively new. But the problem over there was that the old system was transferred literally to the new functionality. So, they had an old system that worked well, then bought a new system that was completely customized in order to look like the old system. And*

no one actually knew how the system worked any further. So that was the as-is situation a bit. {...}
You see, all three directors agreed that it would be profitable to use one central ERP system. But the problem was that they all operated independently and had difficulties to think from a group or common point of view. What do we want as a MNC and what is good for the MNC? They sat on their own island and two of the three organizations had a strong preference, what system they wanted to use. Which was their own of course. So the pain and effort it would take to implement a single ERP system was not foreseen in the beginning. {...} that immediately influenced our first workshop that we had in the process.

Interviewer: *How?*

Consultant: *Well, I remember that {organization 2}. Yes. I don't know any exact examples now but I know that that man had a really big mouth and was commenting on everything all the time. Also that they put their own system in a better spotlight than it actually was. So they were saying things like 'Yes, it's very good, and very fast, and very stable'. And when we were there, it was not stable at all and things like that.*

Client: *So basically, and now I'm am saying it very harsh, no one wanted to. But we, as the MNC, did want it of course. But the men on the floor didn't want to. And that made it very, very difficult. {...} Everybody thought that we were too pushy, that it was unnecessary, that the way they did it was the best, it was all better. {...} We only felt resistance. That's very bad. {...} It has been a big obstacle in the whole project what we've done. The consultants acknowledged this as well at the time.*

Interviewer: *So those directors of the organizations, they only saw the negative aspects of the project. I can imagine that they showed resistance in their actions.*

Client: *Yes and what you saw was, in one case, that a director could determine the opinions of the entire company. I mean, in {organization 2}, the director didn't agree with our proposal and that strengthened the other people in their thoughts. He vented his opinion very explicitly, to resist against us. If he was a bit more calm and quieter about it like 'Ok, well, let's see what it is', the people within that organization would probably be calmer and quieter as well. But strengthened with the fact that the director was obviously against our initiative, they could easily say 'yes, this is worthless'.*

What becomes clear in this case is that the solution that was preferred by the MNC, namely to establish one ERP-system, was not supported by the organizations. The quotes illustrate that stakeholders tried to manipulate the process and used this information to benefit from the project. This formed an obstacle as illustrated in the quotes. The quotes show that when a project is not beneficial for the involved parties, this affects the process. As a consequence, it could affect the outcome of the project since individual stakeholders try to create an outcome that they prefer. Notice that "personal" could refer to a smaller group within a larger whole as well. The personal benefits in this case are namely the benefits of the smaller companies.

Since the improvements score is low as well within the case, this proves that the personal benefits are an important influencer of realizing improvements.

The skills of the consultant scored average within this case. This was discussed during the interviews:

Consultant: *Yes, you need your skills to convince the people who were influenced by the change to cooperate. An objective attempt has been made to realize that and our approach showed it I think. I think that that contributed to the results.*

Interviewer: *So it comes to skills among other things when you look at your roles and contribution. How about the knowledge?*

Consultant: *Well, that is two folded again. You have the content and you have the way to apply the content into the organization. I believe that we did that quite well. I know a special moment when we had a workshop with all kind of parties. Suppliers, the directors and some other stakeholders. A group of 18 men or something like that. And everybody had different interests during that workshop. {...} But {consultant 1} pulled it off to obtain the necessary content about interfacing and expose certain opinions and so on. As a consequence, we were able to deliver a better advice. Yes, I found that pretty amazing. At first, I had my doubts about the workshop, given certain sensitivities. But I don't know if the client experienced it like this as well.*

Researcher: *But it comes to skills then?*

Consultant: *Yes. Yes. That he pulled it off to obtain that much information. Because you are also judged by your expertise, I found it extra ingenious that he received that much information, without having a certain expertise about it. He didn't vent his opinion about certain matters during the workshop, which is good by the way. So facilitating the workshop, making people talk, write it down and reflecting on it to trigger others to comment on it and so on. That went pretty well.*

Client: *For me, the most important thing is that such a guy understands what you are doing. {...} With those consultants, you just had the thought 'ok, they get it'. He got acquainted with our industry quite fast, since it was new for him. And he says no nonsense. That is also very important. {...} Otherwise you are continuously correcting and compensating and that was not necessary now.*

Interviewer: *Are you losing your credibility then?*

Client: *Yes. Yes. And {consultant 1} managed that quite well. Yes.*

Interviewer: *Is it correct to state that you are satisfied about the consultants due to their skills?*

Client: *Yes. Yes. But what the consultants did, and that's the beauty of being a consultant in such a role, and now I'm bringing them down a bit, is that, in my opinion, the only thing they do is listening, writing things down what others say, analyze it and providing an advice. They don't add something new to our business. That's the great thing when you are a project manager, you just have to think very logical and keep things clear, see what kind of differences are present and what the similarities are, and to listen very carefully what we want. That is what they did well I think, they were not influenced by other things and gave their independent and clear advice.*

The quotes illustrate that the consultants did their job quite well. However, the client illustrates why the score of the consultants is average. Although the client is positive about the consultant, he indicates that consultants should try to add (new) value towards the business in order to score high. Nonetheless, the skills of the consultants contributed to the outcome because it triggered the stakeholders to give them the necessary input. This enabled the consultants to bring the different opinions together in an objective way and come to conclusions.

The priority of the consulting project scored high. But both the client and the consultant stated that this did not contributed to the results. Although the vice-president of the MNC stressed the importance of the project, which relates to top management support, there was no formal deadline or a certain dependence with other projects. Besides, the delegated principal and the consultants could not afford themselves to rush things because there was a lot of resistance towards the idea of one ERP-system. It was a delicate project. The emphasis was more on executing the project thoroughly and objectively than executing it quickly due to the priority.

The quality reduction scored high within this case as well. This indicates that no concessions were made during the project. This variable was discussed during the interviews, but both the respondents stated that no concessions were made, due to the delicate project. The client and the consultant could not afford themselves to make concessions.

Interviewer: To what extent did you and the consultants made some concessions to the results?

Client: I wouldn't say concessions. I think it is more the sequence of activities that we adjusted. We took into account what currently played a role within the organizations. For instance, the story around {organization X} was just bad. As a consequence, we said: 'we must maintain different priorities there'. But no, it was not like 'oh, we have to act now, so we don't do that' or something like that. No, that wasn't the case.

The client mandate variable scored average:

Interviewer: So you were given the mandate to execute this project?

Client: Yes. Yes, we meet a lot and it is a small group. That enables you to communicate quickly. So of course, there were all kind of moments to synchronize between my boss and me. But since I have been given the full mandate, you have to meet certain expectations. That also applies for the consultants. If you do, the collaboration will be very pleasant. If you don't, you will need to deal with all kind of obstacles, that makes it difficult. But now, it went smoothly.

Interviewer: What if the senior vice-president didn't made clear what the importance of the project was? Was the mandate of the client large enough to come up with the same results?

Consultant: It would certainly be a lot more difficult. Look, the fact that the senior vice president came along and said that the project was important, that signal was important, yes. The client could not do that by his own. {...} He made explicit 'this is important and we are going to do it like this'. So I think that helped. {...} See, according to the hierarchy, the employees look at the senior vice president. So, the scope of {the client} is more limited. For us, as executioners, the mandate that the client had was enough for us. We could do what we wanted to do, in consultation with the client of course. But the vice-president was the man who called the shots in the end.

The quotes show why the score on the client mandate was average. Since it was a delicate project, with different interests, and the fact that it could have a large impact, the decision of what to do was not the call of the team. The only thing that they could do is deliver the results in such an objective manner that the vice-president was able to decide what the next steps should be. Shortly put, it explains the score on client mandate and how it contributes to the results of the project.

When it comes to success, the case scored relatively low. Since the score deviates from the other cases, it is interesting to see what determined 'success' in this case. During the interviews, the question was asked why the project was such a success. Without further suggestive indications, the client and the consultant gave the following responses:

Client: You need to take two things apart. On the one hand, you observe what you have pre-agreed in terms of the assignment. For that part, I am satisfied about it and what came out of it. The consultants delivered what we expected and we are satisfied about it. But with the outcome in the end, I am totally not satisfied. With all due respect, if you have to fight against that kind of idiots who are able to block things, that is sad. But I understand it though. If I was in the same position as my boss, I would do the same I guess 'Yes, I can push this through, but shit hits the fan then and if it puts the whole organization down, then it is better not to do it'. {...} But I'm not satisfied with it. And what the consultants did, was just a part of the bigger picture. They collected, analyzed and came with an opinion. Nothing more than that. {after presenting the results of the case}. Yes indeed, you need to distinguish the result of the assignment and the result within the organization.

And that are those assessment factors exactly. That are two very different things with a separate satisfaction. {Consultancy firm} has fulfilled its task and I am satisfied about it. But about the overall project, I am not satisfied. We were unable to identify the benefits and convince people of these benefits so they would be more willing to change. Change management is simply the most important element.

Consultant: *I am moderately satisfied. On the one hand, they said 'hey, we strive to one ERP system'. But there were all kinds of snags at hand and in the end, nothing has changed. {...} All stakeholders had different interests. But I also think that the project has been successful because on the other hand, a conclusion was formed that all stakeholders agreed upon. It was the right conclusion rational wise. {...} But instinctively, this was perceived differently. {...} Everyone had their own interests and thereby had something like 'hey, the outcome is right and it is objectively constructed, but I don't agree to it'. So I think that's good. However, we have not convinced them to use one ERP-system.*

What becomes apparent is that the client and the consultant refer to the improvements that should have been realized within the client organizations. Although the pre-agreements have been fulfilled during this case, the client and the consultant are more dissatisfied than satisfied because the improvements are not realized. That emphasizes that the decisive factor is the realization of the improvements within the client organization. Both interviewees instantly refer to certain improvements that were not realized within the client organization. This suggests that this is the most influential factor that determines the level of success, which is similar to the previous cases.

7.2.5 Case 99: reorganizing a reproduction department

Case 99 is about the reorganization of a reproduction department within an organization. Due to the digital technology developments, the reproduction department experienced a significant decrease in workload. The repro department was becoming less profitable. The machine capacity was not utilized to its fullest anymore and costs remained high. In addition, the organization recently introduced a 'new way of work' (e.g. flexible workplaces). The department had to rethink its organization as well in order to fit in the new organizational structure. Since the reproduction department was becoming smaller and smaller, the idea was raised to centralize the reproduction department with two other organizations, which were similar. To investigate the possibilities and set the new direction for the reproduction department, an external consultant was hired to investigate it. The involved actors had different ideas about the direction. The manager wanted to outsource the whole department, the employees within the department wanted to 'keep the shop open' and the delegated principal was stuck in the middle. So there was a continuous tension between these three stakeholders.

This case is chosen because the score on the priority of the project is relatively low and deviates from the scores of the other cases. However, the scores on the improvements variable and the pre-agreements variable remain high and thus the score on success as well. This might suggest that the priority is a 'weak' (indirect) influential factor on success. This was discussed during the interview. Due to time constraints, only the consultant could be interviewed.

Consultant: *Placing the machines was pretty easy and that went very neat. The priority and speed was relevant in that part of the project. The other part of the project had less priority. Different things came at hand that drew the attention away. So it took quite some time to finish the project. If the others experienced the priority like this? I don't know. {...} I always say that there has to be momentum to draw the attention. If there is no momentum, you can say what you want, but nobody is going to do something. So if there was no momentum regarding the construction project, what forced us to choose what kind of machines had to be in place, then there would be no pressure to bring things up to speed.*

The quote shows that the priority was focused on the simple part of the project, namely the replacement of the printers. But the metaphorical "proof of the pudding" was in the reorganization of the department. Unfortunately, that process

lost its momentum and thus its priority. As the consultant illustrated, people were not cooperating as helpful as when the momentum was present. It slowed down the project, but the consultant did not mention that it affected the results. This indicates that the priority of the project is not a strong (indirect) influencer on the success of the project.

The personal benefits variable scored slightly above average. This would indicate that the involved stakeholders of the project, benefitted from the project:

Consultant: *All people got a position due to my advice. These kind of departments are always a mishmash of employees that were redundant somewhere else. {...} And I can provide them with a new position with my advice, due to my knowledge and 'know-how'. And with a position, I mean a spot that is valued within the organization. It is possible that people get a position outside the organization as well. {...} So it is about people getting a position. That is the most important aspect. And not a position that they want, but a position where they belong and add value to the organization. Ultimately, the people within this project got a strong position that was beneficial for them, that made them cooperate with the project and strive for the good result. They proceeded with the project then.*

Interviewer: *Are you satisfied with the project and the results because people got a position within the organization what caused the organization to function better?*

Consultant: *Yes. Because when people get a position, then there is acceptance about that position. And with that acceptance, people talk with them and not about them. That is what it is all about.*

The quotes show that when a project is beneficial for the involved individuals, they are more willing to cooperate. They strive for a good result of the consulting project. This facilitates the work of the consultant and increases the chance to bring the project to a success.

The skills of the consultant scored slightly above average as well. The previous quotes show that the acceptance by the stakeholders plays an important role. During the interview, the question was asked why this project was such a success. He replied with the fact that a central stakeholder, the one who became redundant, eventually accepted the consultant as a consultant. He was a stakeholder with a huge informal power and was quite recalcitrant. Eventually, he was willing to cooperate and to do what was asked or told. Next, the interviewer asked what made this person change his mind:

Consultant: *I think my skills as well, but more due to my graphic background. The knowledge that we had of the profession that he executed. {...} That was really important for him. Although I kept saying to him 'Yes {order manager}, I think that there is no future in it anymore and that things have to change'. He accepted that from me or from my advice. He always thought that it was important that graphic people said something like that. I think it is less relevant, but it was important because I was a sparring partner, I knew what he was talking about. {...} But the more you move towards {the manager}, the process becomes more important. So I was the expert at the bottom, and at the top the process was more relevant.*

Interviewer: *So your skills are very important then?*

Consultant: *Yes. Yes. Because how are you going to tell the story? What hurdles do you need to take? What are the pitfalls? {...} I could level with the different stakeholders, I could talk with them differently about the same problem. {...} And that creates trust.*

Interviewer: *But are you saying that your skills enable trust?*

Consultant: *Yes, definitely. You need to position yourself very clearly with a clear opinion.*

Interviewer: *How is that beneficial?*

Consultant: That my expert role is never a discussion. That people think of advice like ‘well, he is probably right about it’ or ‘well, then I think we have to do it like that’.

The quotes show how the skills of the consultant contributed to the results of the project. Although the skills also created, among other things, trust, it also ensured that he and the results of the project were accepted. This relates to the improvements variable because a change in the peoples mindset was realized. As shown in the quotes, this made sure that people were striving to bring this project to a success. The quotes illustrate the mechanisms behind the effect of the skills of the consultant. Notice that due to the trust that was created within this project, the consultant benefitted from it because nobody doubted his thoughts or actions.

The quality reduction scored above average. During the interview, the consultant stated that no concessions were made. This was due to the mentality of the consultant, who did not allow himself to reduce the quality of the outcome due to certain factors. He strived for an optimal result.

The client mandate scored high as well within this case. But this was merely due to the fact that there was a clear assignment and a classic client – consultant situation as stated by the consultant. The consultant was given a specific assignment and was given the mandate to come with an advice. He needed to make sure that the involved stakeholders supported his work.

The case has a high score on success. Both the improvements variable and pre-agreements variable scored high as well. It is interesting to see what determines the success. During the interviews, the question was asked why the project was such a success. Remember that the acceptance was already mentioned by the consultant as being an improvement. Without further suggestive indications, the consultant gave the following additional responses:

Consultant: Because a colleague of mine implemented my advice. I saw that they carried through the change. Partly by themselves. So that 's important as well. But their position remained valid despite the dynamics within the organization. They got a position due to my advice.

What becomes apparent is that the consultant refers primarily to the improvements that have been realized within the client organizations. Since a colleague of the consultant could proceed where he was ended, namely with the start of the implementation, he could see that his advice was used and that the advice improved the organization to a certain degree. This suggests that the realized improvements are the dominant influencers that determine success.

7.3 A summary of the qualitative analyses

This chapter showed the results of the qualitative analyses within this study. The answers to the open questions of the questionnaires showed that some variables that were excluded in the primary analyses such as top management support, the knowledge of a consultant, client readiness to change, the approach, and mutual trust, are considered relevant during consulting projects. Respondents stated that the approach, mutual trust, the knowledge of the consultant, and top management support are important contributors to the success of a project (besides the skills of the consultant and the realized improvements). The respondents also stated that top management support, the realized improvements, and client readiness to change are important factors that could affect the success of a consulting project in a negative way as well.

The following table shows the conclusions that can be derived from the face-to-face interviews per case regarding the discussed variables and effects.

Overview conclusions cases					
	Case 41	Case 50	Case 60	Case 96	Case 99
Personal benefits	Explicitly addressing the personal benefits is the decisive factor.	When a project is not beneficial for certain stakeholders, it could affect the project and the outcomes.	When a project includes stakeholders with opposing interests and therefore not beneficial for certain stakeholders, it affects the project and the outcomes.	When a project includes stakeholders with opposing interests and therefore not beneficial for certain stakeholders or groups, it affects the project and the outcomes.	When a project is beneficial for the stakeholders, it positively contributes to the project and the outcomes and thus success.
Skills	Knowledge is subordinate in comparison with skills. The skills are causing client members to cooperate.	It is inevitable that success is negatively affected when the skills of the consultant are underdeveloped. Even when the client tries to compensate for it.	Knowledge enables the consultant to utilize his or her skills to the fullest. Skills are essential to create trust.	To excel (instead of being average), consultants should strive to add (new) business value towards the client.	Skills create a certain acceptance, which is key during a consulting project.
Priority of a consulting project	Although it is important that a project has a certain level of priority, it is also important to maintain its priority.	Priority helps to carry out the intended tasks and achieve the intended goals.	Priority of a project enables the client and consultant to get things done.	Priority is related to the importance of a project. It helps to get things done. But it is not beneficial to rush things.	The priority of a consulting project influences success relatively weak compared to other factors, but it is beneficial due to its momentum.
The quality reduction of the outcome	Only concessions that affect essential elements in a project, affect success.	Concessions are 'killing' in delicate projects.	Striving for excellence causes the deliverables to be well received, due to the quality of the deliverables/outcomes.	N/A	The goal for every consultant must be to never reduce the quality of the project or outcome.
Client mandate	Client mandate helps to remain the pace and to hold on to the objectives.	Client mandate helps to carry out the intended tasks without being disturbed or hindered by others.	Client mandate can be beneficial, but it is not essential. A project can be successful, even when there is no client mandate (which can be beneficial as well).	When a certain mandate is given, it is important to meet the expectations. Otherwise the client mandate will be reduced instantly.	When a project is not beneficial for certain stakeholders, it could affect the project and the outcomes.
Improvements within client organization	Realizing improvements within the client organization due to a consulting project is essential.	Realizing improvements within the client organization due to a consulting project is essential.	Realizing improvements within the client organization due to a consulting project is essential.	Realizing improvements within the client organization due to a consulting project is essential.	N/A
Fulfillment of pre-agreements	Fulfilling the pre-agreements such as timeframe, budget, and assignment, is essential as well.	N/A	Fulfilling the pre-agreements is subordinate in comparison with the realization of improvements.	Fulfilling the pre-agreements after a consulting project is essential.	N/A
Success (i.e. perceives satisfaction)	Respondents consider a project a success, dominantly due to the realized improvements.	Respondents consider a project a success, dominantly due to the realized improvements.	Respondents consider a project a success, dominantly due to the realized improvements.	Respondents consider a project a success, due to the realization of improvements and the fulfillment of pre-agreements.	Respondents consider a project a success, dominantly due to the realized improvements.

Table 32: The conclusions of the face-to-face interviews per case.

During the interviews, it became clear that the success of a consulting project is largely determined by the realized improvements. In other words, a consulting project is mostly considered successful when the client organization is improved due to the consulting project. The results of the interviews also suggest that the personal benefits are a dominant influencer as well. If a consulting project is beneficial for the involved stakeholders, it is likely that the project will become a success. Involved client members who benefit from a project, are likely to put effort into the project to make it a success. Thus, it is important to realize improvements on the organizational level where the organization

benefits from and it is important to realize improvements on a personal level (e.g. individual or group) where the client members or groups benefit from. Both 'types of improvements' must be realized to finish a consulting project successfully.

Now that all analyses, quantitative and qualitative, have been executed and the results have been discussed, the next chapter presents the answers of the research questions. An examination of the hypotheses will be used to answer the research questions. Note that the reflection of and the relation with the theory, as described in chapter 3, will be discussed in chapter 9.

8. Conclusions

This chapter entails the conclusions and interpretations of the results found in the previous chapters. There are some remarks that have to be addressed before continuing with this chapter:

- Remember that the analyses of the data are executed in different phases: phase 1 – testing the conceptual model with the help of the so-called primary quantitative analyses; phase 2 – revealing inter-group and intra-group effects (e.g. respectively between and within the client, consultant, context, relationship, and assessment group) with the help of the so-called exploratory quantitative analyses; phase 3 – examining the qualitative data of the conceptual model (answers of the open questions in the questionnaires and the face-to-face interviews)
- The analyses concern factors that influence success directly or indirectly. The exploratory analyses concern factors that indirectly-indirectly influence success as discussed in section 6.10. Hypotheses that include factors that influence the process and outcome of consulting projects indirectly-indirectly, are neither rejected nor accepted. Further research is required to determine the significant relevance of these factors.
- A reflection of the theory, as presented in chapter 3, will be discussed in the next chapter.

The sub research questions will be answered one by one, using the hypotheses to formulate the appropriate answers. Afterwards, the main research question will be discussed. The main research question ‘why are certain consulting projects more successful than others under the same circumstances?’ will be answered, using the answers of the sub research questions. Notice that the subsections are titled with the sub research questions as formulated in chapter 2. This chapter reflects on the found results where the use of statistical terms and technical names will be avoided as much as possible.

8.1 The hypotheses and the sub research questions under the magnifying glass

This section discusses the hypotheses as formulated in the theoretical framework and why they can be rejected or accepted. When all hypotheses are checked, an answer is given to the main research question that relates to the hypotheses.

8.1.1 What is consulting success?

As discussed in chapter 3, there is a two-sided stream of literature regarding success. One stream states that success is built upon several assessment factors of which satisfaction is one of them. The other stream states that success is all about the degree of perceived satisfaction and that satisfaction results from several assessment factors. This study proves how useful Van Aken’s approach is. The quantitative analyses show, and the correlation matrix in particular, fulfilling the pre-agreements, realizing improvements within the client organization, and success are strongly correlated. The analyses also show that fulfilling the pre-agreements and improving the client organization strongly influence success. They also explain, for the greater part, the differences in success between consulting projects (if they exist). Although the quantitative analyses could not exclude any causal options between these variables, it is assumed, based on the findings of this study, that the reasoning and empirical studies of Van Aken (1996) and Albers (2010) about success are true, namely that success is equivalent to the perceived satisfaction of the client and the consultant. Therefore, the ultimate goal within consulting projects is to maximize the satisfaction of the involved actors. In other words, when a consulting project is considered successful by the client and the consultant, it means that the client and the consultant are satisfied about the execution and the outcome.

8.1.2 Is success of a consulting project influenced by the execution and outcome of a consulting project, the client, the consultant, the context, and the client-consultant relationship?

This sub-research question is related to hypothesis 1. It is hypothesized that certain assessment factors about the execution and outcome of consulting projects, influence the success of consulting projects. The corresponding hypothesis is:

H1: The more a consulting project meets the assessment factors that measure the execution and outcomes of consulting projects, the higher the success of a consulting project.

This hypothesis is quite broad and it is plausible to assume that it is obvious and straightforward that the hypothesis is true. But this study reveals some nuances to this hypothesis. The quantitative analyses show that the level of success is determined by assessment factors such as the extent in which improvements within the client organizations (e.g. more efficiency, more energetic, more consensus, better collaboration) are realized and the extent in which the pre-agreements between the client and the consultant (e.g. stayed within budget, no delay, utilizing the required resources, executing the promised activities) are fulfilled at the end of consulting projects. The nuance is that these two assessment factors influence success only and that the other assessment factors do not influence success directly. The analyses also show that these two assessment factors absorbed the effects that clients, consultants, the context, and the relationship have on success. In other words, without the inclusion of the assessment factors in the conceptual model, it seemed that the consultant's skills, the priority of a consulting project, and the client's mandate, influence success directly. However, when the assessment factors were included in the conceptual model, these effects were gone. The analyses show that all the differences in success between the 140 projects can be explained by the conceptual model. 77% of the variance in success, can be explained by the extent in which improvements within the client organizations are realized and the extent in which the pre-agreements between the client and the consultant are fulfilled at the end of consulting projects. This is quite high and confirms that success is dominantly influenced by these two assessment factors. The interviews revealed that the level of satisfaction is dominantly influenced by the two assessment factors as well. In addition, the interviews revealed that the realized improvements are much more influential than fulfilling the pre-agreements. Interviewees instantly referred to improvements within the client organization when they were asked why a consulting project was such a success. The improvements are therefore the most important elements to focus on within consulting projects. The interviewees made a more clear distinction between realizing improvements and fulfilling the pre-agreements. They stated that the pre-agreements are concerned with the assignment per se, such as whether the consultants fulfilled their assignment, stayed within budget, delivered on time and so on. The improvements are concerned with all the improvements that have been realized within the organization, such as whether the assignment created or realized the improvements as desired, whether the client is more efficient due to the project and so on.

The exploratory part of the quantitative analyses shows that when clients and consultants collectively participate during consulting projects (e.g. ongoing communication between the client and the consultant throughout the project, continuous involvement of the client and the consultants towards the project, support/guidance from the consultant from the beginning till the end) stimulates the realization of the improvements and the fulfillment of the pre-agreements. The communication element of the collective participation is mentioned specifically by many respondents and interviewees because it creates transparency by which the involved stakeholders can act upon. Collective participation, as a whole, is less mentioned than the approach as a success factor during consulting projects. During the interviews, the approach was often named as being an important factor in a consulting project. Besides the interviews, the open answers in the questionnaires show a similar result. The interviewees state that the use of a clear approach (e.g. the use of a certain method, a management model, a strict planning, a strong result-driven focus) is good. However, the quantitative analyses show that a strict use of a pre-determined approach of a consulting project negatively influences the realization of improvements and that is an interesting effect. So the quantitative results and the qualitative results are contradictory in principle. The interviewees illustrated that the effect of the approach on the realization of the improvements within the client organization has a delicate tipping point. The most interviewees stated that the use of a method or a certain other approach is beneficial when the outline of the approach is applied. But when there is no room to deviate from it or to adjust the approach, then it immediately becomes a burden. This is due to the fact that the approach loses its effectiveness and efficiency. Thus a too strict usage of an approach or method, leads to less or no improvements within the client organization. A solution to prevent the approach to become a burden is to make sure that the client and the consultant equally contribute to the project (e.g. a balance between the client and the consultant of bringing in knowledge, ideas, creativity, effort, capacity). Then both parties have a saying in the approach that enables them to maintain an effective and efficient approach that is beneficial for both the client and the consultant. That makes it more or less a measure to apply when the approach seems to be ineffective or inefficient.

The effects found in the quantitative analyses are supported by the qualitative analyses. Therefore, hypothesis 1 is accepted. To answer the sub research question, success is directly influenced by the improvements that consulting projects realize within client organizations and by achieving the goals of the assignments within consulting projects as pre-agreed.

8.1.3 To what extent do consultants influence consulting projects?

This sub research question is broad and two-folded. On the one hand, the sub research question refers to the knowledge that a consultant possesses and applies within consulting projects. As described in chapter 3, knowledge is divided in 3 dimensions: (1) general knowledge about the macro environment of the client organization (e.g. think of the elements within the commonly known management model: PESTEL-model); (2) specific knowledge about the client organization, the industry and the functional knowledge domain (e.g. process optimization (six sigma), due diligence); (3) knowledge about the consultancy profession such as types of interventions, consultancy processes and so on. On the other hand, the research question refers to the specific basic competencies consultants use during consulting projects (e.g. flexibility, analytical skills, conceptual thinking, creativity, balanced judgment, awareness of external environment, generating vision, listening, sensitivity communication, presentation, persuasion, integrity, reliability, creating a favorable atmosphere). The bundling of competencies is labeled as the skills of the consultant within this research.

The following hypothesis relates to the contribution of knowledge to the success of consulting projects:

H2: The execution and outcome of consulting projects are positively influenced by the knowledge possessed and applied by consultants.

The consultant is a much discussed topic in the consultancy literature. A question that is often discussed by consultants themselves is whether the skills or the knowledge of the consultant is a decisive factor. Despite the fact some may state that knowledge is also a basic competence, it has been a deliberate choice to separate the knowledge aspect from the basic skills or competencies in this study as described in chapter 3. A reason is that this study tries to provide some clarification around this debate. Initially, both aspects are considered significant contributors to success of consulting projects. However, the quantitative analyses show something else. The analyses show that the knowledge of a consultant does not influence the success of a consulting project directly, nor that it influences the realization of improvements or the fulfillment of pre-agreements. Nonetheless, the knowledge of the consultant is mentioned quite often in the answers of the questionnaires. In the exploratory analyses, the knowledge of the consultant seems to influence the skills of the consultant positively and thus success indirectly. Some interviewees stated that it all begins with the knowledge of a consultant and that it goes hand in hand with the skills of a consultant. If a consultant is not 'loaded' with the proper knowledge, he or she has to put a lot of effort and attention in obtaining the necessary knowledge. Otherwise, his credibility will be lost quickly and has no added value within the consulting project. As a consequence, the consultant cannot focus himself or herself on putting the skills to use or to develop his or her skills towards the required level. A consultant that has the proper knowledge, is able to 'play' with the matter and can focus him- or herself on putting his or her skills to use. The latter refers to enabling him- or herself to persuade individuals of their thoughts, to grasp and analyze the complex client problems, to apply the right interventions, to retrieve the right information and so on.

The following hypothesis relates to the contribution of skills to the success of consulting projects:

H3: The execution and outcome of consulting projects are positively influenced by the basic competencies of consultants.

The quantitative analyses show that the skills variable is the decisive factor of the two consultant aspects, since it influences success indirectly. The analyses show that the skills influence the realization of client improvements and the fulfillment of the pre-agreements positively. The qualitative analyses show that the skills of a consultant are indeed an important factor when it comes to the success of a consulting project. Interviewees stated that skills are required to put certain knowledge to use and to get things done. They also stated that the skills of the consultant enable important aspects such as 'trust' and 'acceptance', which is beneficial. The analyses show that skills of consultants are related to many other aspects within consulting projects, which underlines how influential the skills can be. It is important to highlight the words 'can be'. One of the five cases in the qualitative examination, explicitly shows that the client can compensate the skills of the consultant, which fell short, in order to realize a successful project. This occurred in other

cases as well, although less explicit. This explains why skills of the consultant, and the knowledge as well, are mentioned often as a positive factor and almost never as a negative factor in the answers of the open questions in the questionnaires. This slightly nuances the influence of skills. It shows that skills can be of a great help for the consultant and the project to be successful, but when the consultant scores poorly on the skills aspect, it is most likely that other factors compensate for it.

The title of this sub-section is ‘to what extent do consultants influence consulting projects?’. The answer is that consultants do influence consulting projects, primarily due to their skills. The better developed the skills of the consultant, the more likely that improvements will be realized and the more likely that the pre-determined agreements are fulfilled at the end of consulting projects and thus the more successful the consulting project. The knowledge of the consultant plays an indirect-indirect role towards success and can be beneficial in consulting projects. This is due its influences on other variables ‘behind the scenes’. These mechanisms are not investigated during this research. As a result, hypothesis 3 is accepted and hypothesis 2 is neither rejected nor accepted. Technically seen, this hypothesis is true. But the effect is so indirect, that further investigation is needed to see how strong the influence is.

8.1.4 Do clients influence consulting projects?

Initially, this sub research question is related to five client hypotheses as discussed in chapter 3. Below, each hypothesis will be discussed. The first hypothesis is about top management support (TMS):

H4: The more the top management supports the consulting project, the better the execution and outcome of consulting projects.

The quantitative analyses show that TMS does not influence the success of a consulting project directly. However, they show that TMS positively influences the collaboration of client team members and the team diversity. The analyses also show that TMS influences many other variables. Ultimately, TMS influences success indirectly-indirectly. Thus, via many different client, consultant, context, or relationship factors. Therefore, TMS plays a pivotal role in consulting projects. The qualitative analyses show that TMS is considered one of the most influential factors that either contributes to the success of a consulting project or harms the success of a consulting project. It is one of the most mentioned factors by the respondents. It can ease the process a lot, as was shown in the interview quotes. Top management can break down all kinds of barriers and can decide quickly, so that the project can move on to the next phase. This strengthens the argument that TMS is a great facilitator to realize the intended process and intended outcome of consulting projects. Active TMS can be seen as an element that can help, if present, during consulting projects in order to realize the intended process and outcome. Hypothesis 4 is thus neither rejected nor accepted, by the same reasons as in hypothesis 2. Although TMS influences the execution and outcome of consulting projects indirectly-indirectly, it is necessary to further examine the significant influence of this factor towards success.

The second client hypothesis is about the active presence of a client leader/sponsor during consulting projects:

H5: Active presence of a client leader/sponsor has a positive influence on the execution and the outcome of consulting projects.

The active presence of a client leader/sponsor is often referred to as a client factor that plays a beneficial role during consulting projects. This is a ‘spider in the web’ within the client organization and has the necessary power to execute the consulting project. However, the quantitative analyses show otherwise. The analyses show that active presence of a client leader/sponsor does not influence success directly. They show that the presence of a client leader/sponsor only affects the personal benefits of the client team members in a positive way. So, an active client leader is more likely to create a consulting project that is beneficial for involved client members. In addition, active presence of a client leader/sponsor is barely mentioned in the questionnaires as being a success factor. Answers were given such as ‘The role of the client leader’, ‘He picked up the role of internal project leader and played a very good and razor sharp (political)

game in response to the many changes along the way. As a result, he had a great ability to get things done', 'There was a clear internal project leader', 'the role of the client project leader', 'the commitment and devotion of internal project leader', and 'the power of the client project leader'. The answers show that the client leader can be beneficial. The qualitative part shows the same tendencies. The exploratory analyses might explain why: in consulting projects where a client team is heterogeneous and client members are working together, assigned or unassigned, it is likely that a client leader will be assigned to manage the client members. Especially when the priority of the project is high and the client leader and the team is given the mandate to execute the project. The client leader is likely to direct the project in such a matter that the results become beneficial for the client members. A strong client leader demands a skillful consultant and vice versa. The more trust the client leader gains, the better he or she will fulfill the role of a client leader. It is assumed that the added value of a client leader is higher as consulting projects become larger. Active presence of a client leader can thus be beneficial during consulting projects, but indirectly-indirectly. Therefore, hypothesis 5 is rejected nor accepted.

Initially, the client factors included the commitment of client members. The corresponding hypothesis is:

H6: Strong commitment of client team members positively influences the execution and outcome of consulting projects.

The three questions that should measure the commitment of client members, were not measuring commitment. The factor analyses showed that the commitment questions were actually measuring the 'personal involvement', 'the collaboration', and the 'personal benefits' of client members. One might ask what the difference is between personal involvement and collaboration. The former concerns the extent in which client team members feel personally involved towards the client team and have a personal drive to remain involved throughout the consulting project in order to collectively finish a consulting project successfully. The latter concerns the extent in which client team members are working together to finish a consulting project successfully. The three factors bring forth an interesting perspective on the client's influence in consulting projects.

The quantitative analyses show that personal involvement does not influence success directly. They show that personal involvement negatively influences the collective participation. The relations with other factors might explain this effect. It seems that mutual trust between the client and consultant and client mandate positively influence personal involvement. In other words, when mandate is given to the client members and there is mutual trust, client members feel the urge to finish consulting projects. They want to stay involved from the beginning till the end. However, since they have the mandate and are trusted, their dominance can grow to such a height, that it is disadvantageous for the consultant. He or she will be less likely to participate in the consulting project. The qualitative part shows that personal involvement of client members is often mentioned as a client factor that plays a positive role in consulting projects. Respondents gave answers such as 'the active contribution of all the client team members', 'the personal involvement of the client team members', 'the belief (drive) in the added value of the output of the project group among the client team members', and 'showing interest in the consulting project'. Although personal involvement is often mentioned in a broader context, the role it plays in the conceptual model is less obvious. Nonetheless, the analyses indicate that personal involvement is good. However when the involvement becomes too intense, it becomes unfavorable for the results of the consulting project. The mechanisms behind this statement cannot be distilled from the answers provided by the respondents or interviewees.

The quantitative analyses show that the collaboration of client members do not influences the success of consulting projects directly. The analyses show that the collaboration positively influences the active presence of a client leader/sponsor. This is also discussed in the paragraph about the active presence of the client leader/sponsor. Thus the more client members collaborate, the greater the need for a client leader who manages the collaboration. It is interesting to see that top management support and client readiness positively influence the collaboration of client team members. The analyses confirm this logic: when the client has a certain positive attitude about the project, that they want the project to take place for instance, they are more willing to collaborate with others. In addition, when the top management communicates and actively supports the project, it is likely that client members are collaborate, whether the client members are assigned or not. The qualitative part showed the same tendencies. The collaboration is mentioned just a

few times by the respondents as being an important factor, positively and negatively. Interesting is that the collaboration is seen more as a negative factor. This might indicate that it can do more ‘damage’ when there is no collaboration than it is beneficial when the client members collaborate. However, collaboration of client members can be beneficial in consulting projects, although this is not a strong influencer.

The personal benefits for the client members are a different story. The quantitative analyses show that personal benefits positively influence the realization of improvements within the client organization and thus indirectly influence success. The analyses also show that active presence of the client leader/sponsor influences the personal benefits. As mentioned before, the client leader is likely to finish the project in a way that it becomes beneficial for every client team member because he or she forces him- or herself to, due to the given mandate, trust, and so on. The analyses also show that personal benefits are positively related to all other factors (consultant, context and relationship), except to the timing of a consulting project. This confirms the importance of making a project beneficial for client members. When client members acknowledge that a project will be beneficial for them, they put effort into the project to realize the proposed improvements and make the project a success. The qualitative analyses show the same image. However, it is quite remarkable that this factor is mentioned only a few times in the questionnaires whereas the interviews showed that this is perhaps the most important indirect influencer for success. The realized improvements within the client organization are the dominant direct influencer of success. The interviews show that the personal benefits is the dominant direct influencer of the realization of the improvements. A consulting project comes with certain changes that need to be realized within the client organization and people are often involved in changes, either in their work activities, or in their behavior and so on. Many people do not like changes. This may result in resistance that disturbs the progression or direction of the project. This could affect the realization of certain improvements. When it is made explicit in the project that people benefit from the proposed changes, they are likely to stop being resistant and even going to embrace the change. So, it is important to listen to the client and understand what the needs are.

Although the three new factors include elements of commitment, it is considered that the three new factors are different. As a result, hypothesis 6 cannot be rejected nor accepted because commitment is not measured during this study.

Hypothesis 7 is about the team diversity of the client team:

H7: The more heterogeneous the client team, the better the execution and outcome of consulting projects.

The quantitative analyses show that team diversity does not influence the success directly. The analyses also show that team diversity is positively influenced by TMS. An explanation might be that when top management finds a project very important, it is likely that different expertise will be involved to ensure the quality, the relevance, the support and so on of a consulting project within the client organization. When the client team is heterogeneous, it needs to be managed due to the different expertise and people involved from the whole organization. The qualitative findings show the same results. However, team diversity is barely mentioned as an important factor that plays a beneficial role during consulting projects. A reason might be that it is of less importance to involve a diverse number of people, but to involve the right people. Since the analyses show that team diversity does influence the outcome and execution of a consulting project indirectly-indirectly, hypothesis 7 cannot be rejected or accepted.

Hypothesis 8 relates to the client readiness variable:

H8: Client readiness positively influences the execution and the outcome of consulting projects

The quantitative analyses show that client readiness does not influence success directly. The variable is not influencing the assessment factors as well. However, the exploratory analyses show that, as far as it concerns the client, everything starts with client readiness, just like TMS. In other words, client readiness can be seen as an element that needs to be present. Although it is not essential, it can ease the process and contribute to the outcome. Client readiness positively influences the collaboration of client members, which is also discussed in the collaboration paragraph. What is interesting is that client readiness is positively influenced by the skills of the consultant, the mandate that is given to the client team

and trust. The qualitative analyses showed that client readiness is mentioned quite often in the answers of the questionnaires. Interesting is that client readiness is seen more as a negative factor, since it is mentioned more often as a negative factor. This might indicate that it can do more ‘damage’ when there is no client readiness than it is beneficial when client members have a positive attitude about the consulting project. So, the qualitative analyses and the exploratory analyses indicate that client readiness can be a beneficial factor in consulting projects and therefore indirectly-indirectly influences the process and the outcome of consulting projects. Therefore, hypothesis 8 is neither rejected nor accepted.

The explanation in this section gives an answer to the sub research question “to what extent do clients influence consulting projects?”. It seems that clients do influence consulting projects when the project is beneficial for them individually or as a group. Client members will put the necessary (personal) effort into a project to realize the improvements that are beneficial for them. So exaggeratedly speaking, whenever the benefits for the client are made explicit within a project and the client acknowledges them, the client will do whatever it takes to make the project a success and realize the improvements. The personal benefits variable is the most influential factor for consulting success. In addition, there are two factors that seem to have a strong influence in consulting projects. The exact mechanisms are relatively unknown, but it seems that TMS and client readiness play a pivotal and beneficial role in consulting projects, given their relations with other variables.

8.1.5 Does the context influence consulting projects?

Initially, the context factors included a factor about time pressure. The questions that should measure time pressure, were not measuring time pressure but three different aspects. The factor analyses showed that the questions were actually measuring ‘the quality reduction of the outcome’, ‘the timing of a consulting project’, and ‘the priority of a consulting project’. Although these three factors contain elements of time pressure, it was concluded that the three factors are different. As a result, hypothesis 9 cannot be rejected nor accepted because time pressure is not measured during this study:

H9: A high level of time pressure during consulting projects negatively influences the execution and the outcome.

Although no statements can be made regarding the time pressure of consulting projects, the three factors bring forth an interesting perspective on the context in consulting projects.

The quantitative analyses show that when the quality of the outcome is reduced during consulting projects (e.g. when concessions have been made), the less likely that pre-agreements will be fulfilled at the end of a project. Thus, quality reduction influences success indirectly. When less concessions are made during a project, it is more likely that the project is executed within budget, planning, conform assignment and so on. The analyses also show that quality reduction is influenced by other factors such as TMS and the skills of a consultant. For instance, the stronger the support or the better the skills, the less concessions are made during a project. The qualitative analyses show that quality reduction is of less importance. Quality reduction was mentioned just a few times in the answers of the questionnaires. During the interviews, concessions on the quality seemed of less importance as well, because it is likely that it will be picked up when it threatens to occur. Nonetheless, quality reduction can be an unfortunate factor in consulting projects.

The quantitative analyses show that the timing of consulting projects does not influence the success of consulting projects directly but indirectly-indirectly. In addition, the correlation matrix shows that the timing of a consulting project is correlated with just a few other factors such as the approach. The exploratory analyses show that the timing factor negatively influences the approach. The sooner a consulting project had to be executed, which includes a certain urgency, the less likely that an approach has been developed during the consulting project. In other words, the approach is rather pre-determined at the start of a project, when the urgency is high. The exploratory analyses show that timing is positively influenced by TMS and by the knowledge of a consultant. This is interesting because it suggests that when top management supports the project, this is perceived as being important and thus urgent. The other effect might be explained by the fact that when a consultant possesses the proper knowledge, he or she is able to estimate what is required during the project. That may cause a certain level of urgency to be generated. The qualitative part shows that

timing is of less importance. It is mentioned a few times by respondents as being an important positive factor. Interesting is that timing is seen more as a negative factor. This indicates that it can do more 'damage' when there is no urgency than it is beneficial when there is a sense of urgency.

The quantitative analyses show that the priority of consulting projects positively influences the realization of client improvements and thus success indirectly. Priority is considered as something different than timing. Priority is more related to the importance of a project whereas timing is more related to the urgency. When a consulting project is given a high priority within the client organization, client members are likely to put effort into the project to realize the improvements. The exploratory analyses show that priority is related to other factors such as personal benefits of client members and active presence of a client leader/sponsor. The qualitative part shows a similar image. Priority is mentioned a few times by the respondents as being an important positive factor. Interesting is that priority is more seen as a negative factor. This indicates that it can do more 'damage' when the project is not considered as important than it is beneficial when it is found important. However, interviewees stated that is relevant in consulting projects because priority generates a sort of 'momentum'. Client members put effort into a project because priority positively influences the personal benefits of client members.

Client mandate is a factor that remained its initial form. The corresponding hypothesis is:

H10: A high level of client mandate within the client team positively influence the execution and the outcome of consulting projects.

The quantitative analyses show that the client mandate positively influences the realization of improvements and the fulfillment of pre-agreements directly. The analyses also show that the client mandate of team members influence success indirectly, via the assessment factors (i.e. realized improvements and fulfillment of pre-agreements). This is a nuance that needs some attention. The analyses show that the direct effect of client mandate on success is absorbed by the inclusion of the two assessment factors into the conceptual model. That does not mean that success, or the perceived satisfaction, is one-to-one affected by the client mandate which is quite assumable. It means that the two assessment factors influence the perceived level of satisfaction and that the client mandate influences the two assessment factors. The exploratory analyses show that client mandate also influences the collective participation positively. In addition, client mandate relates to almost all other client, consultant and relationship factors. This indicates that it is important in consulting projects that client members who are directly involved in consulting projects, have the proper mandate to execute their tasks within the project. The qualitative analyses show that client mandate is of less importance. It is remarkable that client mandate is barely mentioned in the answers of the questionnaires. The interviewees stated that enough client mandate can be beneficial during consulting projects. Although it is considered as a smaller influencer than for instance personal benefits, hypothesis 10 is hereby accepted.

The explanation in this section gives an answer to the sub research question "to what extent does the context influence consulting projects?". The context does influence consulting projects. When the project is considered important for instance, this creates momentum and that contributes to the realization of client improvements. It is also beneficial when the client members who work with the consultant(s), have the proper mandate to execute the consulting project. The larger the mandate, the better the client members are able to positively influence, correct, and execute the project to achieve specific goals or improvements. Therefore, the client mandate contributes to the realization of client improvements and the fulfillment of pre-agreements. What seems to be relevant as well, is that consultants and clients must try to reject every form of concessions during the project. The results indicate that concessions have a negative effect on fulfilling the pre-agreements.

8.1.6 Does the client-consultant relationship influence consulting projects?

Trust is often mentioned as being the most important variable during a consulting project. Some researchers and practitioners state that it all begins with trust and that trust is the basis of a successful engagement and consulting project. But trust must be granted at the start of or during an engagement or project. Although some firms have a certain status or reputation that gives the consultant a certain trust or credit in advance, this has to be fulfilled by the consultant. Trust

has to be earned. In addition, trust grows (or decreases of course) over time. The following hypothesis is constructed that relates to trust:

H11: Strong mutual trust between the client and the consultant leads to more successful outcomes and executions of consulting projects.

The quantitative analyses show that mutual trust does not contribute to the success of consulting projects directly. In other words, success (i.e. the perceived satisfaction) is not one-to-one affected by the mutual trust between the client and the consultant. However, the exploratory analyses show that trust positively influences collective participation. So via multiple 'paths' mutual trust influences success, but more research is required to determine how strong that influence exactly is. Collective participation is one of the five assessment factors that measure the outcome and process of consulting projects. When there is trust between the client and the consultant, it is likely that they stay involved during the project and that they communicate with each other and that a certain threshold, if present, will vanish when there is mutual trust. Not only show the exploratory analyses that trust is related to collective participation, they also show that trust is related to all the client, consultant, and context factors except for the timing factor. This indicates that mutual trust is a strong influencer to realize the intended process and intended outcome. The qualitative analyses show that trust is mentioned as an important factor on an average basis. Interesting is that trust is more often mentioned as a positive factor. This confirms the suggestion that mutual trust is a strong influencer to get things done. The interviewees confirmed that mutual trust is beneficial when it is present during a consulting project. Because mutual trust influences collective participation and thus the process and the outcome of consulting projects, hypothesis 11 is accepted.

8.1.7 The types of project

As discussed in chapter 3, it is interesting to see if the differences in success between the types of consultancy can be explained by the factors that are included in the conceptual model. The analyses show that the differences in success, in the realization of client improvements and the fulfillment of pre-agreements between consulting projects can be explained by the factors that are included in the conceptual model. One might wonder if there are any differences to be explained by these factors. Therefore, a one-way between-groups analysis of variance was conducted to explore the impact of the types of projects on the factors that are included in the conceptual model. There was only a statistically significant difference at the $p < .05$ level in equal contribution ($F(3, 136) = 3.8, p = .01$) and quality reduction ($F(3, 136) = 3.0, p = .03$). Despite reaching statistical significance, the actual differences in mean scores between the types of projects are quite small. The effect size, calculated using eta squared, is .08 and .06 for respectively quality reduction and equal contribution. Post-hoc comparisons using the Tukey HSD test indicated that the mean score for expert consulting projects is significantly different from facilitating (or guiding) consulting projects, regarding the quality reduction. This shows that the quality is reduced more often during facilitating projects than in expert consulting projects. This might be due to the fact that facilitating projects normally last longer and are subject to more contingencies what could result in making concessions to the outcome. The post-hoc comparisons indicated that the mean score for expert consulting projects is significantly different from expert consulting projects with process steps, regarding equal contribution. This shows that within consulting projects with process steps, the consultant and the client are more equal than in expert consulting projects. The explanation is rather straightforward since an expert project mostly involves an expert, which is an external consultant, who is given the responsibility to deliver the pre-determined outcome. Therefore, the contribution is not equal because the expert determines the approach, process and result for instance. The other types of projects did not differ significantly. To conclude this subsection, the differences that occur between the types of projects as discussed, can be explained by the factors and their effects of the conceptual model.

8.1.8 An overview of all the hypotheses tested

To conclude the section with the sub research questions and the hypotheses tested, an overview is presented in table 33. In the table, all the hypotheses are noted and it is mentioned whether or not the hypotheses are rejected or accepted.

<i>Hypotheses</i>	<i>Significant</i>	<i>Accepted/ Rejected</i>	<i>Direction</i>
H1: The more a consulting project meets the assessment factors that measure the execution and outcomes of consulting projects, the higher the success of a consulting project.	Yes	Accepted	Positive
H2: The execution and outcome of consulting projects are positively influenced by the knowledge possessed and applied by consultants.	Yes	Accepted nor rejected	Positive
H3: The execution and outcome of consulting projects are positively influenced by the basic competencies of consultants.	Yes	Accepted	Positive
H4: The more the top management supports the consulting project, the better the execution and outcome of consulting projects.	Yes	Accepted nor rejected	Positive
H5: Active presence of a client leader/sponsor has a positive influence on the execution and the outcome of consulting projects.	Yes	Accepted nor rejected	Positive
H6: Strong commitment of client team members positively influences the execution and outcome of consulting projects.	-	<i>Not tested</i>	-
H7: The more heterogeneous the client team, the better the execution and outcome of consulting projects.	Yes	Accepted nor rejected	Positive
H8: Client readiness positively influences the execution and the outcome of consulting projects.	Yes	Accepted nor rejected	Positive
H9: A high level of time pressure during consulting projects negatively influences the execution and the outcome.	-	<i>Not tested</i>	-
H10: A high level of client mandate within the client team positively influence the execution and the outcome of consulting projects.	Yes	Accepted	Positive
H11: Strong mutual trust between the client and the consultant leads to more successful outcomes and executions of consulting projects.	Yes	Accepted	Positive

Table 33: Summary of all the hypotheses tested

This table summarizes the section and is also the prelude to the answer to the main research question. This will be discussed in the next section.

8.2 The crux: Why are certain consulting projects more successful than others under the same circumstances?

This study started by stating that it is essential to investigate why certain projects are more successful than others under the same circumstances. Four groups of factors were distinguished that could influence the outcome and execution of consulting projects: context factors, client factors, relationship factors, and consultant factors. Initially, the four groups included 10 independent variables in total. The execution and outcome of consulting projects were ‘measured’ by 19 assessment factors that indicated how the execution and the outcome of consulting projects was perceived by clients and consultants. It was stated that the assessment factors determine the level of success of consulting projects, where success is synonymous with the perceived level of satisfaction of the client and the consultant. Figure 49 shows the initial conceptual model that was intended to be analyzed in this study.

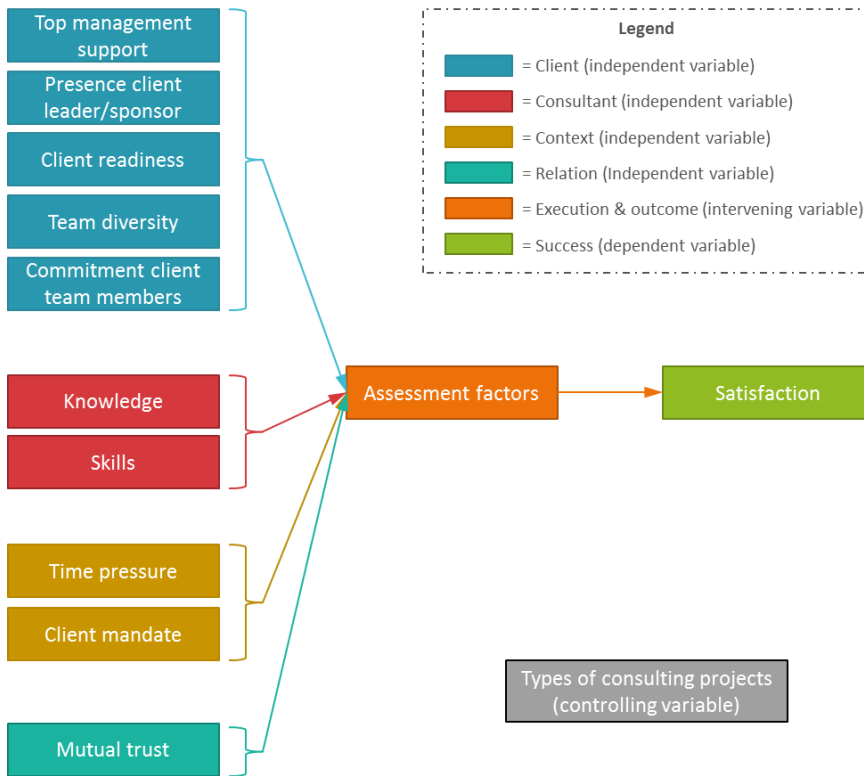


Figure 49: The initial conceptual model

A total of 140 projects were analyzed to investigate why certain projects were more successful than others under the same circumstances, using the initial conceptual model. Selection criteria have been used to include the same consulting projects on a certain level into the sample. In addition, the study controlled for the type of projects during the analyses and the results showed that there are fractional differences between the years a project ended. During the factor analyses, as depicted in chapter 5, the initial variables ‘time pressure’ and ‘commitment client team members’ had to be divided into six separate variables. It turned out that the data did not measure ‘time pressure’, but ‘priority of a consulting project’, ‘timing of a consulting project’, and ‘quality reduction of the outcome’. It also turned out that the data did not measure the commitment of the client team members, but ‘the collaboration of the client team members’, the ‘personal involvement of the client team members’, and the ‘personal benefits of the client team members’. It also turned out that the initial 19 assessment factors could be grouped into five new assessment variables, namely ‘realized improvements within the client organization’, collective participation’, ‘fulfillment of the pre-agreements’, ‘strict usage of an approach’, and ‘equal contribution’. With the new variables included in the conceptual model, the search for the answer to the research question began. Figure 50 shows the adjusted conceptual model after the factor analyses, which is analyzed in this study.

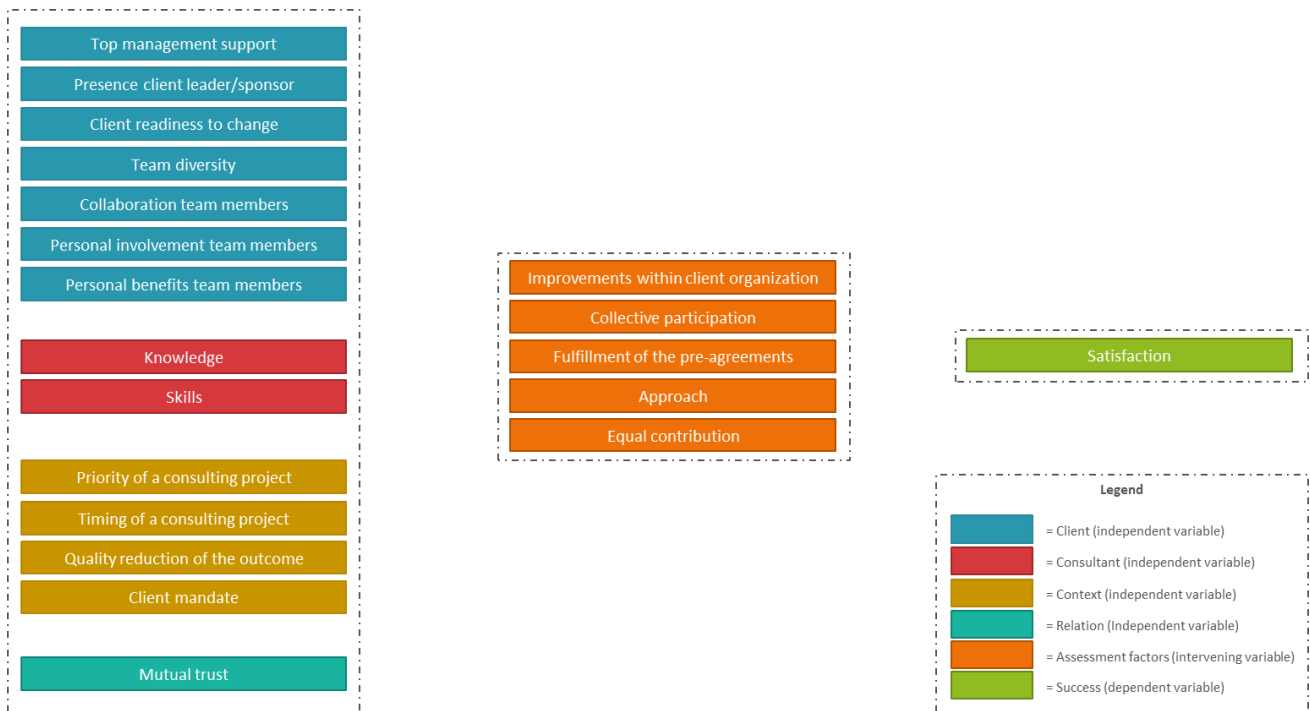


Figure 50: The adjusted conceptual model after factor analyses

This research found that the level of success is determined by the extent to which improvements within the client organization are realized due to the consulting project and the extent in which pre-agreements have been fulfilled at the level of a project. The more improvements (e.g. more efficiency, better learning, more consensus, effective collaboration) have been realized due to the consulting project, the more successful the consulting project. The more formal agreements have been met such as budget, planning, assignment, tasks and so on, the more successful the consulting project. The research showed that the realized improvements are the most dominant influencer of success. This explains why certain projects are considered more successful than others; because some projects realize more improvements within the client organization due to the project and more formal agreements are met.

The improvements are influenced by several other factors. From the client perspective, one strong influence is when client team members ‘personally benefit’ from a project. This is the most important influencer on the improvements. The more beneficial consulting projects are for client team members, the more likely the improvements are realized due to the consulting projects. From the consultant perspective, the specific skills of the consultant are an influence. The specific skills (or competencies) this study refers to are: flexibility, analytical skills, conceptual thinking, creativity, balanced judgment, awareness of external environment, generating vision, listening, sensitivity communication, presentation, persuasion, integrity, reliability, and creating a favorable atmosphere. It is important to mention that no statements or conclusions can be made about the specific skills. Each specific skill is measured by a single question in the questionnaires. A more extensive research and more data regarding these skills is needed to firmly state what the effects of the specific skills are. Any caution is thus required when interpreting the results of the specific skills. The variable ‘skills’ is measured as a construct and taken into account as a construct (i.e. the variable is aggregated), which is made up of the specific skills. As a consequence, the statements and conclusions about the skills of a consultant are on an aggregated level and must be interpreted as such. So, the better the skills of a consultant are developed, the more likely that improvements are realized and pre-agreements are fulfilled. Although statements are made on an aggregated level, this study can be used as a guide or as a starting point for other research to determine which specific skills can be examined more extensively. Notice that the same applies for the other variables as well.

From the context perspective, ‘priority of a consulting project’, ‘quality reduction of the outcome’, and ‘client mandate’ influence the two assessment factors. The more a project is given priority within the client organization, the more likely that improvements are realized due to the consulting project. The more concessions are made during consulting projects, the less likely that pre-agreements are fulfilled. The last context aspect is client mandate. When involved client members have the proper mandate to execute the consulting project, it is likely that the improvements are realized and that the pre-agreements are fulfilled. Figure 51 visualizes the effects as described above.

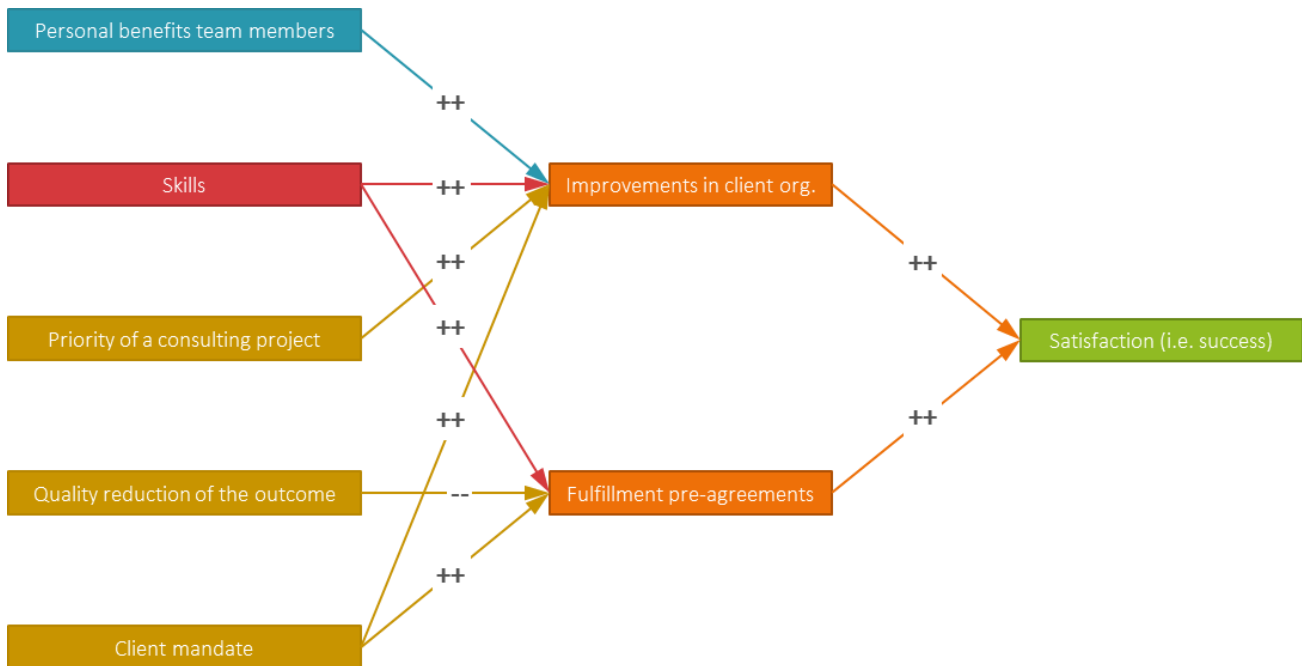


Figure 51: A visualization of the found effects that influence success directly and indirectly

Figure 51 is called the basic model where all factors are included that influence success directly or indirectly. These factors explain why certain consulting projects are more successful than others. A consulting project is more successful when it scores high on these factors, except for the quality reduction. When a consulting project scores high on this factor, a project will be less successful. Noteworthy is that these effects and mechanisms apply for all different types of projects.

But what about the factors that have been excluded from the basic model? Do they not have any influence on the success of consulting projects? That was explored during the exploratory phase of the research. It turned out that all excluded factors influence the success of consulting projects. Some factors influence success more indirectly than others. This means that some factors influence success via multiple other factors. The effects are called ‘indirect-indirect-effects’. The extent in which the indirect-indirect factors explain the variance in success, is not examined in this study. This is an interesting research question in a follow-up study. Figure 52 shows the effects between all factors towards success. The model in the figure is called the adjusted conceptual model and must be used to explain why certain consulting projects are more successful than others.

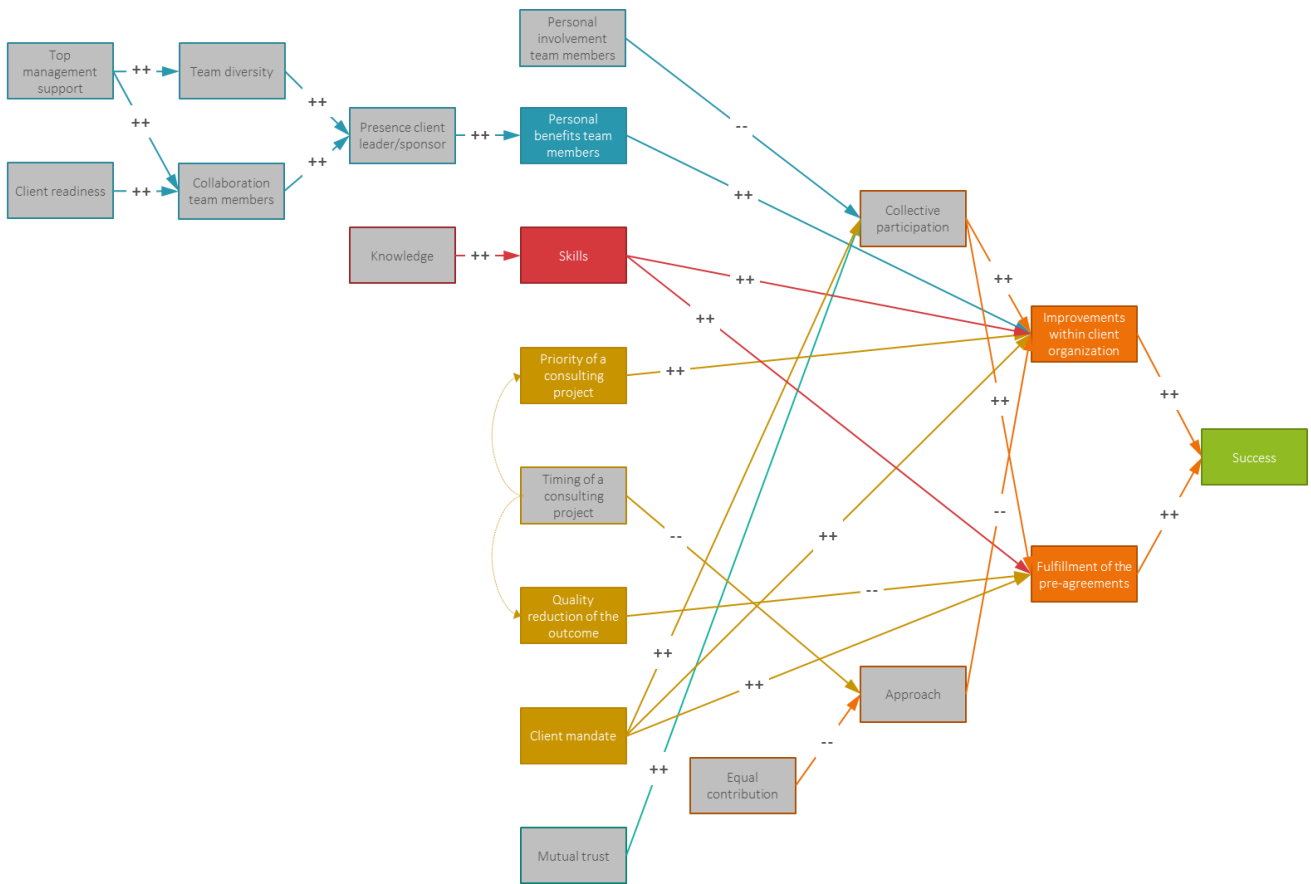


Figure 52: The adjusted conceptual model

One final remark is that ‘top management support’, ‘knowledge of the consultant’, ‘mutual trust’ and ‘client readiness’ can be strong influences on realizing the intended process and intended outcome of consulting projects. They influence many other factors in a positive manner and thus increases the level of success indirectly-indirectly.

9. Discussion

This chapter reflects on the research process and the outcomes. It discusses the findings of the research in the context of the scientific literature and the practice. The limitations of the research will be discussed. At the end, suggestions for future research are discussed.

9.1 The scientific relevance of this study – a reflection of the theory

This study originates from the researcher's interest in the world of management consultancy as we know it today. The management consultancy industry is one of the most dynamic and fast growing industries (Gross et al., 2004), it grasped the researcher's attention that many of the organizational change initiatives fail over time (Boonstra, 2004), while there are more and more external consultants to consult. This does not imply that the failure rate is directly linked to the external consultants. It is just fascinating to see that even though there is an extensive supply of consultants available to help organizations with change initiatives and/or important issues, the failure rate is still empirical high. The question then is: Why do certain consulting projects succeed while others fail (under the same circumstances)?

A thorough scan of the literature of management consultancy triggered the researcher to conduct an empirical study because the literature did not bring enough insights to the main research question. The first trigger is that it was astonishing to see that many authors spend their time and effort to investigate what characteristics or capabilities a consultant must possess to be successful in consulting projects, but that just a few authors actual zoom in on success and define what success is. The second trigger is the lacking focus on the client perspective. The client is of course very crucial in the world of management consultancy, so why is the client not getting the attention he/she deserves? The third trigger is the empirical scarcity regarding the contributing factors to consulting success. Last, but not least, trigger is the ongoing debate about the subjective/objective measurement of the success of consulting engagements. This requires a firm empirical investigation of success in various consulting projects. So, how do the insights of this study relate to the triggers as found in the literature? That will be discussed in this section.

Regarding the first trigger, many authors conducted studies that give insights in what factors contribute to consulting success. But most of these studies do not define or elaborate where the factors specifically contribute. Kumar et al. (2000), De Caluwé & Stoppelenburg (2004), Philips (2000) and Appelbaum & Steed (2005) mention the term success or effectiveness, but none of the authors define what success or effectiveness is. Van Aken (1996) and McLachlin (1999) were the only two authors found within the consultancy literature that give a definition of success. Van Aken (1996) and McLachlin (1999) stated that success is nothing more than being satisfied with the results of a consulting project, whereas the definition of Van Aken originates from the project management context. Other authors such as Philips, Kumar et al. and Appelbaum & Steed stated that this definition is too subjective and that more objective measurements must be included to measure success. It is likely that Van Aken and McLachlin are right and that satisfaction is the overall goal in a consulting project. Especially since this study reveals that differences in success can be explained, for the greater part, by the realized client improvements and the fulfillment of pre-agreements. So the theory is still relevant and valid and gives a plausible explanation why satisfaction is the ultimate measure, as long as one knows where it stems from. This insight is relevant for today's literature because it settles the debate what consulting success actually is.

Regarding the second trigger, this study contributes to the fact that the client focus is lacking in today's literature. Especially the empirical literature is scarce when it concerns the client. Since the client evidently has a central role in consulting projects, this empirical study includes the client. This study found that top management support, active presence of a client leader/sponsor, team diversity, and client readiness, as theorized by Jang & Lee (1998) and McLachlin (1999), indeed influence success indirectly (-indirectly). Top management support in particular, can be a strong influencer to realize the intended execution and outcome of consulting projects. This study also shows that personal benefits are the most dominant (client) factors that influence success indirectly. The personal benefits are not mentioned in the studies of McLachlin and Jang & Lee. The same applies for personal involvement and the collaboration of client members. As already noted in the previous chapter, this study strengthens the qualitative study of De Caluwé & Reitsma (2010) about the basic competencies a consultant needs in consulting projects. This study found in a quantitative and qualitative manner that the competencies influence success indirectly, no matter what type of consulting project. However, there is a difference between the competencies used in this study and those used in De Caluwé & Reitsma. This study includes

the competencies: flexibility, analytical skills, conceptual thinking, creativity, balanced judgment, awareness of external environment, generating vision, listening, sensitivity, communication, presentation, persuasion, integrity, reliability, and creating a favorable atmosphere. De Caluwé & Reitsma (2010) include two more competencies, namely 'learning orientation' and 'loyalty'. These competencies were excluded during the operationalization of the variables because questions about these competencies led to confusion among respondents. This study also shows that the knowledge of a consultant can be beneficial, but that it is subordinate to the skills of the consultant. Schilling & Werr (2013) strengthen this result by stating that, "it is not the formal, professional knowledge as such that makes the professional successful, but rather its skillful application in problem solving or persuasion" (p. 20). Skills are thus indeed essential, for which the mentioned skills are just examples, and that "knowledge in consulting is created through a skillful integration of one's own knowledge and experience with that of others" (p. 21). So, the skills enable the consultant to create interaction and knowledge when the required knowledge is not present. Schilling & Werr (2013) showed that specific skills are found to be key aspects of professional competence that is true for professional service providers such as consultants.

Regarding the context, this study shows that the context factors, such as client mandate, have an indirect influence on the success of consulting projects. Unfortunately, this study did not measure time pressure within consulting projects as defined by De Caluwé & Reitsma and Otto (2000). Time pressure was deconstructed into three new different context factors. In addition, 'power differences' as defined by De Caluwé & Reitsma and Otto has been operationalized to client mandate in this study. Client mandate differs from power differences. As a result, the results of Otto and De Caluwé & Reitsma cannot be strengthened.

This study found that trust influences the execution and outcome of consulting projects and thus success indirectly. Since trust is related to many other factors within this study, it is considered a strong influence on realizing the intended process and outcome. This fits the theory of Maister et al. (2002) partially. Maister et al. state that every consultant must strive to become a so-called 'trusted advisor' because trust is beneficial to consulting engagements. The latter part of his argument is supported by this study, the former not. Taminiau, Berghman & den Besten (2013) showed that a sound, personal bond of trust is an essential part of the relationship between the consultant and the client. However, they also found that this relationship should not become too personal or what they label as 'a true friendship'. If this is the case, boundaries between the professional and the personal become blurred which is damaging the added value of the trusted relationship. Therefore, it is important to establish a 'fit' between the consultant and the client so that a good and healthy relationship is warranted, without becoming too personal. This may be achieved as Taminiau et al. propose, "the consultant is successful when he or she adopts a flexible attitude towards the needs and desires of the client, and at the same time remains himself or herself. Sincerity and authenticity are crucial elements of success within informal client contact" (p. 67).

This study shows that some of the intervening assessment factors, which originated from the work of De Caluwé & Stoppelenburg (2004), influence success directly. More specifically, the realizations of improvements within client organizations, as well as the fulfillments of the pre-agreements, positively influence the success of consulting projects, whereas the former are the most decisive. De Caluwé & Stoppelenburg maintained three types of criteria: (1) formal criteria, (2) content criteria, and (3) process criteria. The pre-agreements relate to the formal criteria and the improvements relate to the content criteria. One remark is that the exact assessment factors within the type of factors and criteria slightly differ from each other. This was due to the different statistical approaches that were applied in this study and in that of De Caluwé & Stoppelenburg (2004). Although not all original assessment factors directly influence success, all assessment factors indirectly do. This fits with the study of De Caluwé & Stoppelenburg.

The third and the fourth triggers for this study relate to the quantitative empirical scarcity that exists in today's consultancy literature and to the objective versus subjective debate. This study can be added to the studies of Appelbaum & Steed (2005) and Gable (1996) for instance, regarding quantitative empirical studies about the "success" of consulting projects. Since this study contains an extensive quantitative approach, in combination with a qualitative approach, this study is rather unique. 140 consulting projects are analyzed in which 392 respondents were involved. In addition, this study has a rather broad perspective and included many different types of consulting projects, different client organizations, different consulting firms, different consulting domains, and both the client and the consultant. Especially the latter, this study tries to tackle the discussion about subjectivity versus objectivity. Although an attempt was made to execute a more objective approach, the core of this study is still objective because it relies on a collection of subjective

‘observations’ (which is relative to the size of the sample set) of personal, post-hoc judgments of participants from the correct sample group, which is by nature objective because it removes the subjectivity of the individual.

In sum, this research is relevant for today’s literature. Firstly, this study is client-focused as well. This study empirically tested client contributions to success, as Jang & Lee (1998) and McLachlin (1999) theorized. Secondly, this study is an empirical study, which is rare in existing consultancy literature, especially since it includes a complete range of uniform factors such as success, the client, the consultant, the context, the relationship, the outcome, and their underlying relationships. It revealed how the factors are related to each other and how they influence each other. Thirdly, Van Aken (1996) settled the debate about what success is, which is helpful in these kinds of studies where the concept ‘success’ is involved. This study proves how useful Van Aken’s approach is. Fourthly, the research question demanded a firm empirical investigation of success in various consulting projects. That makes this research unique and relevant, when compared to other similar studies in the field of consultancy. Furthermore, this study gives a useful insight in what a client and a consultant can do to make a consulting project a success. This is discussed in the following section.

9.2 The practical relevance of this study – lessons learned for today’s consultancy practice

The previous section elaborated on the scientific relevance of this study. In addition, today’s practice can benefit from this study as well. As many consulting projects do not deliver what is promised, this study could contribute to decrease the number of projects that fail. There are “nine lessons” that can be derived from this study that should be applied by practitioners within consulting projects. Most lessons do not directly stem from the hypotheses that have been tested in this study. Due to the operationalization and the data reduction, some initial variables have been modified or have been replaced by other variables as described in chapter 5. As a result, certain hypotheses could not be tested and are therefore neither accepted nor rejected. Nonetheless, the results of the analyses of the adjusted variables and some initial variables provide input to formulate nine lessons:

1. ***Maximize the client’s and consultant’s satisfaction.***

It is important to understand that the perceived success of consulting projects is equivalent to the satisfaction perceived by the client and the consultant. Whenever a consulting projects starts, during the entry phase, it is important to ask each other “when are you satisfied regarding this project?” It is important to define when the principal, the other involved client members and the consultant are satisfied. During this process, the aspect of ‘managing the expectations’ must be taken into account as well. When a client member or a consultant has unrealistic expectations, this must be discussed. Otherwise, the chances of a consulting project being not successful will be increased.

2. ***Success of consulting projects is determined by the realized improvements within the client organization due to a consulting project.***

This lesson is about the improvements that are realized within the client organization due to a consulting project and is derived from the analyses around hypothesis 1, as described in chapter 8. Based on the results of the quantitative and qualitative analyses, this is the most important aspect. The consultant and the client must be able to explicitly mention how the client organization benefits from the project. What improvements will be and must be realized after the project? What is the added value of the project regarding the client organization? What will be improved and why is this beneficial for the organization? What will it bring towards the client organization? How is it usable for the client organization? This lesson demands a view and a vision beyond the assignment itself. In other words, what will be improved after the consultants finish their assignment? The answers to these kind of questions must be made explicit as well. Active management to achieve these improvements is essential.

3. ***Success of consulting projects is determined by the fulfillment of the assignment.***

This lesson is also derived from the analyses around hypothesis 1. The analyses around this factor show the importance of it, as described in chapter 8. The fulfillment of the assignment refers to the agreements that are made between the client and the consultant regarding the assignment. It is important that these agreements are followed and that the project meets its objectives as defined in the proposal. Therefore, it is very important that the client and the consultant explicitly formulate what the objectives are, what the time frame is, what must be delivered,

what the necessary resources are, what the desired approach is, what the responsibilities are of both sides, how the client and consultant will be involved during the project, what the desired effort is from the client perspective as well as the consultant perspective and so on. These questions are just an indication of what must be clear at the beginning of a project. This means that it is important to pinpoint as early as possible what the exact problems are and how these must be resolved. So the better the pre-agreements are formulated, the better the client and the consultant can pinpoint whether or not the assignments are fulfilled. In addition, it is important that the formulated agreements are stable over time. Whenever certain objectives for instance change during the project, the client and the consultant can specifically pinpoint what changed, how it deviates from the initial assignment and so on. By keeping this transparent and discussable, the change of any surprises along the way or at the end will be reduced.

4. ***Make consulting projects beneficial for the involved client individuals.***

This lesson is derived from the analyses around hypothesis 6. Initially, the commitment of client team members was the initial factor that was included in the theoretical framework. Due to the data reduction and the reconstruction of the model variables, the commitment factor has been divided into three other factors. The personal benefits of the client team members is one of them. The analyses around this factor show the importance of this factor as described in chapter 8. Where the second lesson is focused on the client organization, when it comes to the improvements, this lesson refers to the personal benefits (e.g. individual and group). A consulting project might be beneficial towards the organization as an entity, but it is important to discover what the personal benefits are of each involved client member or group of members. That has to be made explicit within a consulting project and the client members have to accept and believe in those benefits. The Concerns-Based Adoption Model (Hall, 1977) is a well-known model that could help to identify the personal beliefs and attitudes of individuals towards certain initiatives or changes. Based on these findings, clients and consultants are able to address the needs better. In addition, it is important to explicitly communicate the benefits of a project to the client members from the beginning. They need to be supportive regarding the benefits. That is a crucial element in consulting projects. People tend to put more effort in activities that make them personally better or where they benefit from in their jobs. If that relation is not made explicit within consulting projects, it becomes more difficult to successfully finish a project.

5. ***Conduct consulting projects with skillful consultants.***

A decisive element within a consulting project is of course the consultant. However, it is important that a consultant has his or her basic skillset well developed as depicted in chapter 8. The skills of a consultant play an important role in consulting projects. The acceptance of hypothesis 3 and its argumentation, substantiate the importance of the skills. Although no statements can be made about specific skills, it can only be suggested that consultants could focus on the following basic competencies: flexibility, analytical skills, conceptual thinking, creativity, balanced judgment, awareness of external environment, generating vision, listening, sensitivity communication, presentation, persuasion, integrity, reliability, creating a favorable atmosphere. Consultants are free to develop certain additional competencies as well, as long as the basic competencies are well developed. Knowledge is subordinate and can be 'created' by a skillful consultant.

6. ***Start consulting projects only when the involved client members have the necessary mandate to execute the project.***

It is important to involve client members that have the power or mandate to make decisions and execute the consulting project. The acceptance of hypothesis 10 and its argumentation, substantiate the importance of the client mandate. So when a consulting project starts, make sure that client members are actively involved and have the mandate to make certain 'calls'. When a bottleneck occurs or when a certain option or direction has to be chosen, the client members are able to decide what will be chosen. This facilitates the project. In addition, the client members also have the mandate to use the results of the consulting project in their daily practice.

7. ***Do not reduce the quality of the outcome ... ever!***

This lesson is derived from the analyses around hypothesis 9. Initially, time pressure was the initial factor that was included in the theoretical framework. Due to the data reduction and the reconstruction of the model variables, time pressure has been divided into three other factors. The quality reduction factor is one of them. The analyses around this factor show the importance of this factor as described in chapter 8. This lesson is straightforward and perhaps

logical, but this study shows that it is a mortal sin when concessions are made during consulting projects due to contingent reasons. Therefore, always strive for maximum quality and do not cut corners. This regards to the process as well as to the content. E.g. whenever you deliver a presentation, ensure that you always deliver a well-thought out presentation. Whenever you implement an application, make sure that there are no loose ends at the end. Whenever you guide an extensive program, do not lose your focus or sharpness and agree with something easily when you normally would not do that. Do not minimize the scope of an assignment when you know that it harms the outcome.

8. *Only start consulting projects that have **priority within the client organization.***

What applies for lesson 7, also applies for lesson 8 when it comes to the origin of this lesson. This lesson is also derived from the analyses around hypothesis 9 and its argumentation. Popular stated: when there is no 'pain' within the client organization that needs to be addressed, the priority of the project is likely to be low. Stakeholders have to be aware of the priority of the project. Exaggerated stated: when the project is not executed, what will fall apart and when? That has to be made explicit so that a certain 'momentum' can be created within an organization when a consulting project starts. That creates a certain movement within the client organization so that people are putting their effort in it when they are asked to.

9. Know that **there are 4 elements that, if present, are positively influencing** consulting projects: **top management support, client readiness, mutual trust** between the client and the consultant, and the **possessed knowledge of the consultant.**

Although the hypothesis around top management support (hypothesis 4) is neither rejected nor accepted, the exploratory analyses show that top management positively influences many other factors in a consulting project if present. Therefore, it can play a beneficial role 'behind the scenes' in a consulting project. Thus, when a consulting project is executed beneath the level of the top management, it is important to make sure that one or more members of the senior management actively supports the project. This can be by communicating that a project is starting and that it is valuable to the client organization, or that members of the senior management are present during formal meetings, or that the top management is in a steering committee. More examples can be mentioned, but the essence is that the top management has to play an active role during the project. Active support of the top management influences many other factor that contribute to the success of consulting projects. It could create priority and urgency within the client organization for instance. One remark is that the exact mechanisms behind the influences of top management support are not thoroughly investigated. Caution is thus required when interpreting the lesson around top management support.

Mutual trust influences many other factors as well, as depicted in the argumentation around the acceptance of hypothesis 11. So make sure that there is a good match between the client personalities and the consultant personalities. Ensure that that there is a good match between the desired approach and the type of consultant. Think about what type of person is better able to deliver the desired results. Think about what type of person would fit within the client organization. It is all about the chemistry between the client and the consultant. There has to be a certain 'click' between the involved parties. Although it depends on the specific situation how trust can be created, it is important to think about it before a project starts. The matching-principle plays an important role here. Whenever a consulting project kicks off, it is important that the consultant has the proper skills to create trust. De Caluwé & Reitsma (2010) showed that clients appreciate it when consultants: (1) bring knowledge to the table; (2) are sensitive and increase the equality during conversations; (3) offer structure; (4) make independent (and sound) statements; (5) collaborate with the client and with other consultants; (6) have a 'warm' charisma; (7) present their ideas in a convincing way. The assumption is made that when a consultant meet these requirements, trust will be created between the client and the consultant. In addition, Schein's (2011) clarification about creating a helping relationship and the benefits of it, addresses the social processes such as building trust. His principles and tips are helpful for the helper and the client to build trust and build a healthy and beneficial relationship.

Although the hypothesis around the possessed knowledge of a consultant (hypothesis 2) is neither rejected nor accepted, the exploratory analyses and the study of De Caluwé & Reitsma (2010) show that the possessed knowledge of a consultant can play an important role. It influences many other factors within consulting projects. So make sure that the right knowledge is possessed by the consultant when he or she enters a consulting project. This means that

the consultant needs to possess 3 types of knowledge: general knowledge (e.g. macro elements such as the PESTEL-elements), specific knowledge (e.g. knowledge about the organization, the industry, the specific expertise such as 'lean management'), and consulting knowledge. Again, the matching principle is relevant here. One remark is that the exact mechanisms behind the influences of the possessed knowledge of the consultant are not thoroughly investigated. Caution is thus required when interpreting the lesson around the possessed knowledge of the consultant.

Although the hypothesis around client readiness (hypothesis 8) is neither rejected nor accepted, the exploratory analyses show that client readiness positively influences many other factors in a consulting project if present. It can play a beneficial role 'behind the scenes' in a consulting project. Thus, what can be beneficial during consulting projects is when involved stakeholders have a positive attitude towards the consultants and the consulting project. It increases the client's capacity to absorb the advice or changes because involved stakeholders are willing to put (more) effort into it. It is therefore very helpful to carefully approach the involved stakeholders about the intentions of the consultant and the consulting projects and how they think about it. Some practitioners execute a so called 'change diagnosis' in order to address the client readiness. In addition, they address the client's absorption capacity and the need for change because they think that there is a relation between the three elements. What applies for the lesson around top management support and the knowledge of a consultant, also applies for the lesson around client readiness. Caution is required when interpreting the lesson around client readiness.

9.3 Limitations of this study

This study explains, within its scope, why certain consulting projects are more successful than others. Although the research strategy helped to adequately answer the research question, there are six limitations that must be addressed:

- Lalonde (2011) states that there are five limitations or gaps in today's literature of measuring certain universal factors for consulting success, namely: (1) the mechanisms associated with the introduction of an external party in a client organization; (2) the impact of the politics within a client organization, especially in organization where power is dispersed; (3) the lack of situating the client in a wider client-system perspective, but presenting the client as an one-sided entity; (4) the fact that most studies ignore the distinction between self-employed consultants, junior consultants, senior consultants, consultancies being a member of certain associations (e.g. ROA consultancies vs. non-ROA consultancies); (5) the fact that most studies place all kind of organizations on the same footage. Lalonde concludes that the uniform factors must be investigated in a wider context where the list of limitations is taken into account. Although most aspects are addressed in this study, this study does not investigate everything practitioners might be interested in, nor that the results answer all the questions practitioners might have within the consultancy field. The intention of this study is to keep a broad perspective, but due to certain time constraints and focus, choices have been made what to investigate and what not.
- The second point concerns the external validity. In other words, are the results generalizable to a broader population than the sample that has been analyzed? This study attempts to find relations among theoretically grounded variables that play an important role in consulting projects. Not only are these variables theoretically grounded, they represent a broad range of possible influential variables as well. This is due to the fact that this study intends to provide results that are generalizable for the target population. Therefore, the representativeness of the sample has been important for this research. This study includes many consulting projects, which is rather unique in this scientific domain of consultancy, but it would be better to include more consulting projects. As discussed in the methodological framework, the sample size is not large enough. So strictly speaking, the results are not representative for a larger population. Nonetheless, the sample is large enough to assume that most results apply to a broader population. To be sure, this study is considered as a start for a continuous data collection process. When enough data is gathered, results can be derived from the dataset that are representative for the target population.
- This study found interesting effects between specific client, consultant, context, relationship, assessment, and success variables. The exploratory analyses in particular, show effects between the independent variables and between the assessment variables that are bidirectional. The way this study illustrates the uncovered effects of the exploratory

analyses might be misleading, because readers could interpret the effects as causal effects. Caution is thus required when readers interpret the result and speak of any form of causality.

- The fourth point concerns the construct validity. Although a careful process has been executed to maintain a high construct validity, there are some aspects that the researcher would address if he were to repeat this study. The first aspect is that certain questions within variables could have a certain overlap with question within another variable. For instance, the success variable includes the question 'What was intended to be achieved with the result is achieved' and the improvements variable includes the question 'the objectives have not been achieved'. Although the questions are different, a quick scan of the questions might give the reader the impression that he or she is reading the same question in different wording. As a result, it could be that questions measure the same concept because respondents interpret the questions as equal and therefore give identical answers. Multicollinearity might occur if this is the case. So for the next time, the questions will be revised and possibly reformulated in order to establish a better distinction between variables and their questions. A second aspect that would be adjusted is the use of the term 'project leader'. Although it is clearly defined what is meant with the term, which is a client member pre-eminently, respondents might interpret the term as the formal appointed project leader that also could be an external consultant. This affects the construct validity. The last adjustment is not about the construct validity per se, but it is more a hygiene adjustment because the questionnaires would be modified. Two classic mistakes are processed into the current questionnaires. The first one concerns the answer possibilities. The answer possibilities contained one category for 'don't know/not applicable'. These are in fact two different aspects and must be interpreted differently. This nuance could therefore not be discovered in this study. The second aspect concerns the negative formulated questions. Although it is good to formulate negative questions, it is wrong to use the word 'not'. The word 'not' causes extra interpretation difficulties for respondents. Besides, it becomes more difficult for the researcher to interpret these types of questions.
- The focus of this study has been primarily on the process of a consulting project. The content per consulting project is barely measured nor judged by the researcher. No content documents were analyzed to discover certain relationships or to check whether or not the right choices have been made. The respondents, by means of the questionnaires and the interviews, only judged the content.
- Within this study, respondents were asked to give their opinions about the success of a consulting project in retro-perspective. Although it is a snapshot, this is a deliberate choice. The researcher is aware of the fact that respondents could have a different opinion during a project and that certain opinions can be inflected. In addition, certain variables could be more dynamic as described in this study. For instance, mutual trust can grow between a consultant and a client. The same applies for a certain body of knowledge a consultant could develop during a consulting project. As a consequence, respondents might have had difficulties in judging a consulting project because of their changing opinions. This dynamic is hard to grasp with a methodological approach that has been used in this study. To maintain its quantitative character, a longitudinal design would be appropriate where multiple moments in time, during a consulting project, are used to measure certain sensitizing concepts. This would settle the dilemma of a possible bias. Respondents could be biased in their answers because of their relation with the client or the consultant at that single point in time. Respondents could also give social desirable answers to look good at the end. More explanations could be given, but the point is that a longitudinal approach provides in the possible bias that might occur in a study such as this one.

9.4 What to do next?

In this study, the success of multiple Dutch consulting projects has been measured in retrospect. Success has been defined and it is investigated which assessment factors determine the level of success. In addition, it is investigated which general client, consultant, context, and relationship factors influence the assessment factors. This study combined several quantitative and qualitative methods to investigate the relations and effects between the general factors, the assessment factors, and success. To be able to use these methods, questionnaires and face-to-face interviews were used to obtain data from consultants as well as clients. To retrieve an insight in the mechanisms of the effects between the various factors and success, several suggestions for future research will be discussed:

- *Causal or statistical effect*

This study found interesting relationships between specific client, consultant, context, relationship, assessment, and success variables. However, the concept 'effect' is multi-interpretable. Two types of effects can be distinguished, namely a causal effect and a statistical effect. A statistical effect is present when a certain amount of covariance is found between two or more variables that is not considered a coincidence. With a causal effect, the assumption is made that the cause occurs earlier than the consequence in time. It contains a fixed chronologic order of events and a conceptual interpretation of *why* and *how* the cause creates the effect. Based on the theory, the operationalization of the variables, and the analyses of the data, it is justified in using the satisfaction variable as the dependent variable and the assessment variables as intervening variables. However, the exploratory analyses show effects between the independent variables and between the assessment variables. Especially between the independent variables, many effects were found that seem bidirectional. For instance, trust and top management support influence each other; so a statistical effect is found between the two variables that is bidirectional. To discover the causality between these variables, a better understanding need to be retrieved of the mechanisms behind the effects. This helps to understand the dynamics within consulting projects.

- *The skills and knowledge of the client members*

This study found that the skills of the consultant play a significant role during consulting projects. In addition, the knowledge of the consultant can be a positive influence in a consulting project. But what applies for the consultant, might apply for the client as well. The answers to the open questions of the questionnaires, which were categorized in the miscellaneous category, show that the required skills and knowledge within the client organization might be just as relevant as the skills and knowledge of the consultant. Examples of such answers are 'the learning skills of the project leader', 'lack of knowledge within the client organization', and 'decision-making ability'. Although some examples are of a different order and they concern different skills and knowledge domains compared with the consultant, they seem relevant to take into account in a next study.

- *Zooming in on the skills and knowledge of the consultant*

This study strengthens the conclusions of the qualitative study of De Caluwé & Reitsma (2010) about the basic competencies a consultant needs in consulting projects. In a quantitative and qualitative manner, it was found that skills directly influence the execution and outcome of consulting projects; thus, they also influence 'success' indirectly, regardless of what type of consulting project. However, De Caluwé & Reitsma also found that additional skills are preferred in certain types of approaches. They distinguish two types of approaches: expert approach and process approach. This can easily be related to the types of projects as used in this study, since this study used the same extremes (e.g. expert projects vs. guiding/facilitating projects). It would be interesting to relate the approach dimension to the types of projects as used in this study and examine if their findings hold in a quantitative research. The content aspect is found to be relevant as well within consulting projects and requires certain knowledge of the consultant (Grossmann, 2011). Janes (2011) introduced a comprehensive model about the development of knowledge and skills. He distinguishes certain phases a consultant goes through as he or she develops him- or herself. It would be interesting to take the model into account when zooming in on the skills and knowledge of the consultant. This could be beneficial for today's practitioners since consultants are continuously shaping their professional identity (Buono, De Caluwé & Stoppelenburg, 2013).

- *Client commitment & time pressure*

Client commitment and time pressure are deconstructed during the analyses; both variables are each divided in three different variables. As a result, the initial variables are not measured during this study. Regarding time pressure, Otto (2000) and De Caluwé & Reitsma (2010) respectively state and show that time pressure is relevant. It can be great or absent, but it is also possible that there is no time available to work on the problem or consulting project because all the energy goes to the 'going concern'. Unfortunately, the effect of time pressure could not be discovered. Nonetheless, this study shows that priority of a consulting project and quality reduction of the outcome, influence success indirectly. These two variables are closely related to time pressure, as defined by the original authors, but they are different in nature and may be complementary. There might be a causal effect between the factors, whereas a great amount of time pressure leads a high priority of a consulting project that causes quality reduction in the

outcome because certain concessions have to be made in order to finish a project within a deadline. Anyway, it is important to test whether time pressure has a significant effect on success, as proposed by Otto and De Caluwé & Reitsma. The same is true for client commitment. However, this appears to be more delicate than time pressure. Jang & Lee (1998) define client commitment as 'the extent to which they are willing to work collaboratively with the consultants throughout the management consulting process' (p. 70). Since collaboration is included in this study and it consists of only one question, the focus must be to measure commitment in a broader perspective. In other words, the commitment factor must include several unifying questions that give body to the definition. This study attempts to do so, using the study of Meyer et al. (1993), but it turns out that the questions were not scalable enough. One remark is that there must be a clear and strict distinction between client readiness and commitment because there is a thin line between these two factors.

- *Personal benefits under the magnifier*

The personal benefits factor is considered a very important influence on the success of consulting projects: perhaps the most important influence, as shown in the qualitative part. Neither this effect, nor the factor, were foreseen at the start of this study. But the reasoning, influence, and importance of this factor are very plausible. Unfortunately, this factor consists of only one question. It might be interesting thus, to give more body to this factor and zoom in on its mechanisms and influences as proposed with the commitment factor. The analyses show that the personal benefits are related to the individual benefits (e.g. what is in it for me?) and the group benefits (e.g. what is in it for my group?). The organizational benefits are covered by the improvements variable. An interesting insight might be to understand the differences between individual benefits, group benefits and organizational benefits and how they influence success, since many practitioners focus on the organizational benefits namely. This study shed some light on the personal benefits, but it is interesting to give more body to this factor and its effects.

- *A focus on the expectations of the client and the consultant*

During this study, a respondent stated that she has different expectations relating to different types of projects and that the expectations dominantly determined how satisfied she was about a project. That triggered the researcher. Perceived satisfaction and how this is determined are extensively measured during this study, but the expectations might be interesting to take into account as well since a commonly known formula of satisfaction is "satisfaction = perception minus expectation". Questions arise about the expectations that are interesting to explore such as 'What expectations do clients and consultants have from certain consulting projects at the beginning of a project?' and 'How do these expectations influence the satisfaction perceived by the client and the consultant of consulting projects?' Finding an answer to these questions gives an additional insight into and a better understanding of the concept of success and how it is determined. Finding an answer also requires a more longitudinal research approach. De Caluwé & Reitsma (2010) and De Caluwé & Stoppelenburg (2002) researched what clients expect from consultants. One of their conclusions is that clients find it important that their expectations are met. This supports the idea of a stronger focus on expectations. In addition, Schumacher (2011) states that expectations of clients are changing. The primary shift is that clients demand more support for implementation or want consultants to share the risk of the improvements. The 'no-cure-no-pay'-principle is based on that thought. However, many consultants still hesitate to meet such demands and refuse to share such responsibilities. It is interesting to take this contradiction into account when focusing on the expectations.

- *Path modeling / analyses and interaction effects*

This study is primarily focused on the direct and the indirect effects between independent, intervening, and dependent variables. What this study also shows is that there are indirect-indirect effects as well. This means that certain variables influence success via multiple other variables. It is interesting to specify and examine the intra-relations and -effects between the independent variables and between the assessment variables. In other words, it is interesting to investigate the influence of independent variables on success, through other independent variables, and assess the mediating effect of some variables. The same applies for the assessment factors. This is possible with a so-called path analysis. A better understanding of the effects can be obtained since a path analysis examines the relations between the independent variables or assessment variables.

Another interesting aspect is to investigate which interaction effects exist within the conceptual model. For instance, it is fair to assume that certain client factors and consultant factors interact with each other. Although no in-depth study has been executed to indicate which interaction effects might exist specifically, it is plausible that several interaction effects occur between and within different groups of factors (e.g. client, consultant, context, relationship, and assessment group). It would be interesting to reveal such interaction effects.

Glossary

<i>Advice (i.e. result)</i>	Traditionally and in this context, an advice is an opinion from a paid external entity that includes a suggestion for a beneficial course of action. However, this study speaks in terms of a result because a consulting project can also end with a realized implementation, presentation, document/report, a certain change, a solution, and so on. An advice or multiple advices are intertwined in such results.
<i>Approach</i>	Approach refers to the extent a common accepted method/approach is used, which has been determined at the start of the consulting project.
<i>Assessment factors</i>	Assessment factors represent specific indicators that characterize the quality of the project outcomes and how a consulting project is executed.
<i>Client</i>	The client refers to an individual, a work group, a department or a whole organization that receives the advice and is the entity the consultant tries to influence without possessing direct influence.
<i>Client mandate</i>	Client mandate refers to the extent in which the involved client members can make important decisions without 'disturbing' the consulting project.
<i>Client readiness</i>	Readiness to change refers to the client team member involvement in the sense of an attitude about the need for change and the degree to which they are supportive and enthusiastic towards the consultants, committed to the consulting project, and willing to diagnose and experiment.
<i>Collaboration of client members</i>	Collaboration refers to the extent in which the client team members cooperated during a consulting project in order to make the consulting project a success.
<i>Collective participation</i>	Collective participation refers to the extent in which the consultant and the client were involved actively, communicated back and forth, and whether the consultant guided the project during the whole consulting project.
<i>Consultant</i>	A (management) consultant is an external independent professional who provides an advisory service assisting managers and organizations on a mutual voluntary basis to achieve organizational purpose and objective by providing an independent and objective opinion in order to solve management and business problems, identifying and seizing new opportunities, enhancing learning and implementing changes, and guiding the transformation process where he or she has no formal authority within the client's organization.
<i>Consulting</i>	Consulting (or management consulting/consultancy) is an independent professional advisory service assisting managers and organizations on a mutual voluntary basis to achieve organizational purpose and objective by providing an independent and objective opinion in order to solve management and business problems, identifying and seizing new opportunities, enhancing learning, implementing changes, and guiding the transformation process where the consultant has no formal authority within the client's organization.
<i>Consulting project</i>	A consulting project is a commitment of an external consultant towards the client to provide opinions and recommendations in order to enable the client to identify and solve

entrepreneurial problems. It is a one-time, finite activity. It is a temporary project, with a beginning and an end, in which a set of interrelated activities is executed over time (i.e. consulting process) in order to achieve the predetermined goals with defined resources, such as manpower. As a temporary professional service, the consultant tries to influence the behavior of the client system towards a desired outcome from his or her own perspective, possibly based on certain observations and analyses. The consultant produces advice, puts a certain change in motion and/or implements the proposal or a range of ideas.

Elements

Elements refer to subordinate factors such as active top management support, possessed knowledge of the consultant, and mutual trust that can be very influential during consulting projects. Although they are subordinate compared to the factors that influence success directly, they can be beneficial during consulting projects because they influence many other factors that contribute to success more directly. The exact mechanisms and influences are not examined, but they seem to be relevant during consulting projects.

Equal contribution

Equal contribution refers to the extent in which the client and the consultant contributed equivalently during the project (e.g. effort, time, input etc.).

Fulfillment of pre-agreements

Fulfillment of the pre-agreements refers to the extent in which the predetermined goals, objectives, and agreements between the client and consultant are achieved (e.g. budget, planning, deliverables etc.).

Improvements within the client organization

Improvements refer to the extent in which the client organization has improved, in retrospective, due to the consulting project (e.g. more efficient, more consensus, better collaboration, more energetic etc.).

Indirect-indirect effects/variables

Indirect-indirect variables concern the variables that influence success, via variables that influence success as found in the primary analyses. The effects are called 'indirect-indirect-effects' and the variables are called 'indirect-indirect-variables'.

Inter-group analyses

Inter-group analyses refer to the analyses that are carried out to reveal the effects *between* the groups of variables (e.g. client, consultant, relationship, context, and assessment variables)

Intra-group analyses

Intra-group analyses refer to the analyses that are carried out to reveal the effects *within* the groups of variables (e.g. client, consultant, relationship, context, and assessment variables)

Knowledge of the consultant

Knowledge of a consultant refers to the body of knowledge a consultant possesses regarding background information relevant for consulting interventions, the object of consulting and consulting per se.

Mutual trust

Mutual trust reflects the breadth of business issues to deal with and the depth of personal relationships between the consultant and the client. It refers to the extent in which the client and the consultant trust each other's expertise and effort for instance. But also the extent in which they trust each other to discuss difficult matters.

Personal benefits

Personal benefits refer to the extent in which the consulting project has brought personal benefits for client team members.

Personal involvement

Personal involvement refers to the extent in which the client team members were personal involved towards each other, regarding the consulting project.

<i>Presence of a client leader/sponsor</i>	The presence of a client leader/sponsor refers to the extent to which a client individual is present during a consulting project, who strongly believes in the proposed change/advice and has the necessary power, respect, leadership and effective interpersonal skills to coach and protect the consulting project in order to retrieve a positive outcome.
<i>Primary analyses</i>	The primary analyses refer to the analyses that are carried out to test the conceptual model as described in chapter 3. The primary analyses concern the variables and the underlying effects only (which form the basic model – figure 47), that directly or indirectly affect success as described in chapter 3.
<i>Priority of a consulting project</i>	Priority refers to the extent in which the consulting project had a priority in the client organization. This relates to the importance of the project within the client organization.
<i>Quality reduction of the outcome</i>	Quality reduction refers to the extent in which the quality of the consulting project has been reduced. In other words, it refers to the extent in which concessions have been made towards the process and/or outcome of the consulting project.
<i>Skills of the consultant</i>	Skills of a consultant are learned abilities that a consultant possesses or develops, or ‘things’ that a consultant can do very well to carry out pre-determined assignments or results.
<i>Success</i>	Success is the degree of perceived satisfaction by the involved actors, such as the client and the consultant, as a result of the process and outcomes of a consulting project.
<i>Team diversity</i>	Team diversity refers to the extent in which the client team in a consulting project is heterogeneous. It is the mix of different personal backgrounds, functions and expertise’s of client team members.
<i>Timing of a consulting project</i>	Timing of a consulting project refers to the extent in which the consulting project was started at the right moment in the client organization. This relates to the urgency of the project within the client organization.
<i>Top management support</i>	Top management support refers to the willingness of top management to provide necessary resources, power and authority to enable the consulting project to be a success.

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Appendix A: Questionnaires used during this study (in Dutch)

A1. The client questionnaire

Beste ...,

Onlangs bent u door ... (naam organisatie) benaderd met de vraag of u wilt meewerken aan mijn promotieonderzoek over succesfactoren binnen adviesprojecten. U heeft aangegeven deel te willen nemen aan de enquête die gaat over ... binnen ... waar ... bij betrokken was. Daarom ontvangt u hierbij de vragenlijst met het vriendelijke verzoek deze z.s.m. in te vullen en te retourneren. Het kost maximaal 20 minuten van uw tijd.

Ik wil benadrukken dat uw persoonlijke gegevens alleen binnen dit onderzoek worden gebruikt en niet ten dienste van derden zullen komen. Individuele antwoorden en namen worden niet teruggekoppeld naar uw organisatie noch vermeld in mijn rapportage. Uw antwoorden worden omgezet in anonieme data die niet te herleiden zijn naar u als individu.

Na afloop van het onderzoek ontvangt u van mij de resultaten die voor u relevant zijn. Dit zijn zowel de algemene en pragmatische resultaten die u kunt gebruiken in uw alledaagse praktijk alsmede een benchmark waarin u kunt zien hoe uw adviesproject scoort t.o.v. andere, soortgelijke adviesprojecten.

Als u vragen/opmerkingen heeft of u wilt meer weten over mijn onderzoek, bel of mail mij hierover. Ook de beide promotoren zijn bereid uw vragen te beantwoorden.

Uw medewerking wordt enorm gewaardeerd.

Met vriendelijke groeten,

Bart Albers
Promovendus

Léon de Caluwé
Jac Geurts

Introductie op de vragenlijst

Toelichting begrippen

In deze vragenlijst vraag ik u naar uw individuele mening en persoonlijke ervaringen met het afgesloten ... binnen ... met de inzet van Er worden een aantal begrippen gehanteerd die ik even kort toelicht:

- Adviesproject (ook: het project) = dit is telkens Verder te noemen 'het adviesproject'
- Advies (ook: het resultaat) = dit is de betaalde externe ondersteuning bij het opleveren van bijv. een oplossing, een presentatie, document, advies, implementatie, verandering etc.
- Adviseur = dit is de externe persoon die advies gaf. Wellicht waren er meerdere adviseurs bij dit adviesproject betrokken. Ik vraag u dan om 'de adviseur' te interpreteren als alle leden van de betreffende adviesorganisatie.
- Adviesorganisatie = het bedrijf dat de adviseurs 'levert'.
- Klantorganisatie (ook: de klant) = de organisatie die opdracht geeft tot het adviesproject en waar het adviesproject zich (vooral) afspeelt.

Invulinstructie

Doorgaans zijn de antwoordmogelijkheden voorgestructureerd. U maakt het antwoord van uw keuze kenbaar door het betreffende rondje te vullen. Bij de meeste vragen is het slechts mogelijk één antwoord te geven.

Als u bij het invullen van een vraag een fout heeft gemaakt, kunt u dat herstellen door een groot kruis door het rondje te zetten en het juiste rondje te vullen.

In de vragenlijst zijn ook enkele 'open vragen' opgenomen. Bij deze vragen kunt u in de daarvoor gereserveerde ruimte het antwoord in uw eigen woorden noteren.

Mocht u geen antwoord kunnen geven op een vraag, bijvoorbeeld wanneer de vraag niet voor u van toepassing is of omdat u het niet weet, dan kunt u 'geen idee / n.v.t.' invullen.

Vragen en/of opmerkingen

Mocht u vragen hebben over het onderzoek, het invullen van de vragenlijst of het retourneren dan kunt u contact opnemen met mij op

I. Algemene vragen

1) *Wat is de naam van de klantorganisatie en binnen welke afdeling/bedrijfsonderdeel werd het adviesproject hoofdzakelijk uitgevoerd?*

2) *Wat is de naam van het adviesbureau?*

3) *Wat was de aanleiding voor het starten van het adviesproject?*

4) *Wat was de opdracht/vraagstelling van het adviesproject?*

5) *Wat was het resultaat van het adviesproject?*

6) *Wat was hoofdzakelijk uw rol tijdens het adviesproject?*

- Opdrachtgever
- Gedelegeerd opdrachtgever
- Projectleider
- Projectteamlid
- Lid van een klankbordgroep
- Anders, namelijk _____

7) *In welk jaar is het adviesproject tot een einde gekomen?*

- 2010 2011 2012 Anders, namelijk _____

II. De volgende stellingen gaan ALLEEN over de (leden van de) klantorganisatie in het adviesproject.

Er worden een aantal ‘rollen’ gebruikt die kort worden toegelicht:

- *Hoger management*: dit zijn de directieleden en/of leden van het managementteam binnen de klantorganisatie.
- *Projectleider*: dit is het individu vanuit de klantorganisatie die bestempeld kan worden als de ‘kartrekker’ van het adviesproject namens de klantorganisatie.
- *Projectteam* (ook: klant projectteam): dit zijn de leden vanuit de klantorganisatie die werkten in het adviesproject (incl. projectleider). Indien er niet formeel een team is samengesteld, dan zijn het de individuen die samen hebben gewerkt met de adviseurs tijdens het adviesproject.

	Helemaal Oneens	Oneens	Neutraal	Eens	Helemaal Eens	Geen idee / N.v.t.
8) Het hoger management heeft het belang van het adviesproject benadrukt binnen de klantorganisatie.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9) Het hoger management spande zich persoonlijk in om tot het uiteindelijke resultaat te komen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10) Het hoger management heeft voldoende middelen ter beschikking gesteld.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11) Het hoger management geloofde in het nut van het adviesproject.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12) De projectleider werd binnen de klantorganisatie gewaardeerd om zijn of haar interpersoonlijke vaardigheden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13) De projectleider werd binnen de klantorganisatie gewaardeerd om zijn of haar inhoudelijke kennis over het adviesproject.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14) De projectleider had een aanzienlijke invloed op het adviesproject.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15) De projectleider geloofde in het nut van het adviesproject.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16) Er werd goed samengewerkt binnen het projectteam van het adviesproject.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17) Ik voelde mij niet persoonlijk betrokken met het projectteam.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18) Dit adviesproject heeft mij persoonlijk veel opgeleverd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19) Het projectteam bestond uit leden met verschillende achtergronden (bijv. afkomst, geslacht, godsdienst etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20) Het projectteam bestond uit leden met verschillende functies (bijv. directie, manager, projectleider, operationeel medewerker etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

21) Het projectteam bestond uit leden met verschillende expertises/kennisgebieden	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22) Het projectteam was enthousiast toen het adviesproject startte.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23) De externe hulp werd goed ontvangen door het projectteam.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24) De leden van het projectteam waren <u>niet</u> verheugd om mee te werken aan het adviesproject.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

III. De volgende stellingen hebben betrekking op de externe adviseur

	Helemaal Oneens	Oneens	Neutraal	Eens	Helemaal Eens	Geen idee / N.v.t.
25) De adviseur was op de hoogte van de ontwikkelingen die relevant zijn voor de klantorganisatie.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26) De adviseur hield rekening met de ontwikkelingen die relevant zijn voor de klantorganisatie.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27) De adviseur bezat de benodigde branche- en functionele kennis.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28) De adviseur wist zijn expertise en vakkennis toe te passen tijdens het adviesproject.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29) De adviseur kende de klantorganisatie goed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30) De adviseur wist zijn kennis over de klantorganisatie toe te passen tijdens het adviesproject.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31) De adviseur kon zich aanpassen aan veranderende omstandigheden tijdens het adviesproject.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32) De adviseur was in staat om relevante informatie, achtergronden en structuren te ontleden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33) De adviseur kon problemen van de klantorganisatie in een breder kader plaatsen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34) De adviseur was in staat om met vernieuwende ideeën te komen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
35) De adviseur was <u>niet</u> in staat om tot realistische beoordelingen en keuzes te komen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

36) De adviseur kon het keuzeproces binnen het projectteam goed ondersteunen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
37) De adviseur kon in hoofdlijnen de richting aangeven waarin de klantorganisatie zich bewoog.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
38) De adviseur luisterde niet goed naar anderen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
39) De adviseur onderkende de gevoelens van anderen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
40) De adviseur werd goed begrepen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
41) De adviseur kon duidelijk maken waar hij/zij voor stond zoals standpunten, ideeën en plannen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
42) De adviseur wekte vertrouwen bij de gesprekspartners.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
43) De adviseur kwam zijn of haar afspraken na.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
44) De adviseur kon de stemming in het projectteam positief beïnvloeden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

IV. De volgende stellingen gaan over relationeel- en contextgerelateerde kenmerken van het adviesproject

	Helemaal Oneens	Oneens	Neutraal	Eens	Helemaal Eens	Geen idee / N.v.t.
45) Het adviesproject had een hoge prioriteit binnen de klantorganisatie.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
46) Het adviesproject had eerder uitgevoerd moeten worden binnen de klantorganisatie.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
47) Er zijn tijdens het proces concessies gedaan aan de kwaliteit van het adviesproject.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
48) De projectleider had voldoende mandaat om het adviesproject uit te voeren.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
49) De leden van het projectteam hadden onvoldoende mandaat om het adviesproject uit te voeren.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
50) Ik had vertrouwen in de deskundigheid van de adviseur.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
51) Ik voelde me vrij om met de adviseur over moeilijke kwesties te praten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
52) Tussen de adviseur en mij ontwikkelde zich een goede verstandhouding.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

53) De adviseur bleek mijn vertrouwen waard.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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V. De volgende uitspraken gaan over het proces en het resultaat van het adviesproject.

	Helemaal Oneens	Oneens	Neutraal	Eens	Helemaal Eens	Geen idee / N.v.t.
54) Er is niet voldaan aan de opdracht.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
55) Vooraf gestelde taken zijn uitgevoerd tijdens het adviesproject.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
56) De vereiste bronnen en middelen zijn gebruikt tijdens het adviesproject.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
57) Het afgesproken tijdsplan is gevolgd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
58) Het adviesproject is binnen budget gebleven.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
59) Er is gebruik gemaakt van een reeds bestaande methode.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
60) De aanpak voor de problematiek is gaandeweg ontwikkeld.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
61) De adviseur en het projectteam waren qua inbreng aan elkaar gelijk.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
62) De adviseur begeleidde het adviesproject van begin tot het eind.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
63) Er was gedurende het hele adviesproject communicatie tussen de adviseur en de klantorganisatie.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
64) Het projectteam en de adviseur bleven tot het eind betrokken bij het adviesproject.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
65) De klantorganisatie heeft niet geleerd van het adviesproject.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
66) Er is meer consensus bereikt binnen de klantorganisatie over het onderwerp van het adviesproject.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
67) De samenwerking binnen de klantorganisatie is verbeterd dankzij het adviesproject.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
68) De klantorganisatie is efficiënter gaan werken dankzij het adviesproject.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
69) De klantorganisatie is meer energievoller dan voorheen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

70) De bruikbaarheid van het advies was goed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
71) Ik ben tevreden met het resultaat van het adviesproject.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
72) Ik ben tevreden met het moment waarop het adviesproject werd opgeleverd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
73) Het adviesproject was <u>te duur</u> in relatie met de kwaliteit van het resultaat.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
74) De kwaliteit van het resultaat was hoog.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
75) Datgene is bereikt wat met het resultaat beoogd was.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
76) Het resultaat is de investering (tijd, geld, moeite e.d.) waard geweest.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

VI. Ter afsluiting

77) *Wat zijn volgens u in dit adviesproject de meest belangrijke factoren geweest die positief hebben bijgedragen aan het projectresultaat?*

78) *Wat waren volgens u in dit adviesproject de grootste bedreigingen geweest voor het projectresultaat?*

79) *Heeft u tot slot nog opmerkingen over dit adviesproject en/of onderzoek?*

Kunt u nog iemand aanbevelen om mee te werken aan dit onderzoek? Het gaat dan om een andere betrokken adviseur of iemand uit de klantorganisatie.	Naam: _____	
	Email: _____	
	GSM: _____	
Vindt u het goed als uw resultaten kenbaar worden gemaakt aan de adviseur ten behoeve van zijn/haar ontwikkeling?	<input type="radio"/> JA <input type="radio"/> O	<input type="radio"/> NEE <input type="radio"/> O
Wilt u meewerken aan een vervolginterview over het adviesproject?	<input type="radio"/> JA <input type="radio"/> O	<input type="radio"/> NEE <input type="radio"/> O

HARTELIJK DANK VOOR HET INVULLEN VAN DE VRAGENLIJST

A2. The consultant questionnaire

Beste ...,

Onlangs bent u door ... (naam organisatie) benaderd met de vraag of u wilt meewerken aan mijn promotieonderzoek over succesfactoren binnen adviesprojecten. U heeft aangegeven deel te willen nemen aan de enquête die gaat over ... binnen ... waar ... bij betrokken was. Daarom ontvangt u hierbij de vragenlijst met het vriendelijke verzoek deze z.s.m. in te vullen en te retourneren. Het kost maximaal 20 minuten van uw tijd.

Ik wil benadrukken dat uw persoonlijke gegevens alleen binnen dit onderzoek worden gebruikt en niet ten dienste van derden zullen komen. Individuele antwoorden en namen worden niet teruggekoppeld naar uw organisatie noch vermeld in mijn rapportage. Uw antwoorden worden omgezet in anonieme data die niet te herleiden zijn naar u als individu.

Na afloop van het onderzoek ontvangt u van mij de resultaten die voor u relevant zijn. Dit zijn zowel de algemene en pragmatische resultaten die u kunt gebruiken in uw alledaagse praktijk alsmede een benchmark waarin u kunt zien hoe uw adviesproject scoort t.o.v. andere, soortgelijke adviesprojecten.

Als u vragen/opmerkingen heeft of u wilt meer weten over mijn onderzoek, bel of mail mij hierover. Ook de beide promotoren zijn bereid uw vragen te beantwoorden.

Uw medewerking wordt enorm gewaardeerd.

Met vriendelijke groeten,

Bart Albers
Promovendus

Léon de Caluwé
Jac Geurts

Introductie op de vragenlijst

Toelichting begrippen

In deze enquête vraag ik u naar uw individuele mening en persoonlijke ervaringen over het afgeronde ... binnen ... met de inzet van Er worden een aantal begrippen gehanteerd die ik even kort toelicht:

- Adviesproject (ook: het project) = dit is telkens het Verder te noemen 'het adviesproject'
- Advies (ook: het resultaat) = dit is de betaalde externe ondersteuning bij het opleveren van bijv. een oplossing, een presentatie, document, advies, implementatie, verandering etc.
- Adviseur = dit is de externe persoon die ingehuurd werd door de klant ten behoeve van het project. Wellicht waren er meerdere adviseurs bij dit adviesproject betrokken. Ik vraag u dan om 'de adviseur' te interpreteren als alle leden van de betreffende adviesorganisatie en het gewogen gemiddelde in acht te nemen.
- Adviesorganisatie = het bedrijf dat de adviseurs 'levert'.
- Klantorganisatie (ook: de klant) = de organisatie die opdracht geeft tot het adviesproject en waar het adviesproject zich (vooral) afspeelt.

Invulinstructie

Doorgaans zijn de antwoordmogelijkheden voorgestructureerd. U maakt het antwoord van uw keuze kenbaar door het betreffende rondje te vullen. Bij de meeste vragen is het slechts mogelijk één antwoord te geven.

Als u bij het invullen van een vraag een fout heeft gemaakt, kunt u dat herstellen door een groot kruis door het rondje te zetten en het juiste rondje te vullen.

In de vragenlijst zijn ook enkele 'open vragen' opgenomen. Bij deze vragen kunt u in de daarvoor gereserveerde ruimte het antwoord in uw eigen woorden noteren.

Mocht u geen antwoord kunnen geven op een vraag, bijvoorbeeld wanneer de vraag niet voor u van toepassing is of omdat u het niet weet, dan kunt u 'geen idee / n.v.t.' invullen.

Vragen en/of opmerkingen

Mocht u vragen hebben over het onderzoek, het invullen van de vragenlijst of het retourneren dan kunt u contact opnemen met mij op

I. Algemene vragen

1) *Wat is de naam van de klantorganisatie en binnen welke afdeling/bedrijfsonderdeel werd het adviesproject hoofdzakelijk uitgevoerd?*

2) *Wat is de naam van het adviesbureau?*

3) *Wat was de aanleiding voor het starten van het adviesproject?*

4) *Wat was de opdracht/vraagstelling van het adviesproject?*

5) *Wat was het resultaat van het adviesproject?*

6) *Wat was hoofdzakelijk uw rol tijdens het adviesproject?*

- Ondersteuner (biedt vooral ondersteuning aan de opdrachtgever; probleem is bekend)
- Partner (klant en adviseur zijn samen verantwoordelijk voor het resultaat)
- Expert (wordt voornamelijk gevraagd voor zijn/haar inhoudelijke expertise)
- Regisseur (leidt een groepsproces of veranderingsproces)
- Begeleider (helpt met het proces van veranderen)
- Anders, namelijk _____

7) *In welk jaar is het adviesproject tot een einde gekomen?*

- 2010 2011 2012 Anders, namelijk _____

II. De volgende stellingen gaan ALLEEN over de (leden van de) klantorganisatie in het adviesproject

Er worden een aantal ‘rollen’ gebruikt die kort worden toegelicht:

- *Hoger management*: dit zijn de directieleden en/of leden van het managementteam binnen de klantorganisatie, divisie, afdeling, BU etc., waar het project heeft plaatsgevonden..
- *Projectleider*: dit is het individu vanuit de klantorganisatie die bestempeld kan worden als de ‘kartrekker’ van het adviesproject namens de klantorganisatie.
- *Projectteam* (ook: klant projectteam): dit zijn de leden vanuit de klantorganisatie die werkten in het adviesproject (incl. projectleider). Indien er niet formeel een team is samengesteld, dan zijn het de individuen die samen hebben gewerkt met de adviseur(s) tijdens het adviesproject.

	Helemaal Oneens	Oneens	Neutraal	Eens	Helemaal Eens	Geen idee / N.v.t.
8) Het hoger management heeft het belang van het adviesproject benadrukt binnen de klantorganisatie.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9) Het hoger management spande zich persoonlijk in om tot uiteindelijke resultaten te komen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10) Het hoger management heeft voldoende middelen ter beschikking gesteld.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11) Het hoger management geloofde in het nut van het adviesproject.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12) De projectleider werd binnen de klantorganisatie gewaardeerd om zijn of haar interpersoonlijke vaardigheden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13) De projectleider werd binnen de klantorganisatie gewaardeerd om zijn of haar inhoudelijke kennis over het adviesproject.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14) De projectleider had een aanzienlijke invloed op het adviesproject.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15) De projectleider geloofde in het nut van het adviesproject.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16) Er werd goed samengewerkt binnen het projectteam van het adviesproject.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17) De leden van het projectteam waren niet persoonlijk met elkaar betrokken.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18) Dit adviesproject heeft de leden van het projectteam persoonlijk veel opgeleverd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19) Het projectteam bestond uit leden met verschillende achtergronden (bijv. afkomst, geslacht, godsdienst etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20) Het projectteam bestond uit leden met verschillende functies (bijv. directie,	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

manager, projectleider, operationeel medewerker etc.)						
21) Het projectteam bestond uit leden met verschillende expertises/kennisgebieden	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22) Het projectteam was enthousiast toen het adviesproject startte.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23) De externe hulp werd goed ontvangen door het projectteam.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24) De leden van het projectteam waren <u>niet</u> verheugd om mee te werken aan het adviesproject.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

III. De volgende stellingen hebben betrekking op U als externe adviseur

	Helemaal Oneens	Oneens	Neutraal	Eens	Helemaal Eens	Geen idee / N.v.t.
25) Ik was op de hoogte van de ontwikkelingen die relevant zijn voor de klantorganisatie.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26) Ik hield rekening met de ontwikkelingen die relevant zijn voor de klantorganisatie.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27) Ik bezat de benodigde branche- en functionele kennis.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28) Ik wist mijn expertise en vakkennis toe te passen tijdens het adviesproject.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29) Ik kende de klantorganisatie goed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30) Ik wist mijn kennis over de klantorganisatie toe te passen tijdens het adviesproject.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31) Ik kon mij aanpassen aan veranderende omstandigheden tijdens het adviesproject.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32) Ik was in staat om relevante informatie, achtergronden en structuren te ontleden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33) Ik kon problemen van de klantorganisatie in een breder kader plaatsen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34) Ik was in staat om met vernieuwende ideeën te komen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
35) Ik was <u>niet</u> in staat om tot realistische beoordelingen en keuzes te komen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
36) Ik kon het keuzeprocés binnen het projectteam goed ondersteunen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

37) Ik kon in hoofdlijnen de richting aangeven waarin de klantorganisatie zich bewoog.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
38) Ik luisterde niet goed naar anderen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
39) Ik onderkende de gevoelens van anderen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
40) Ik werd goed begrepen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
41) Ik kon duidelijk maken waar ik voor stond zoals standpunten, ideeën en plannen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
42) Ik wekte vertrouwen bij de gesprekspartners.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
43) Ik kwam mijn afspraken na.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
44) Ik kon de stemming in het projectteam positief beïnvloeden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

IV. De volgende stellingen gaan over relationeel- en contextgerelateerde kenmerken van het adviesproject

	Helemaal Oneens	Oneens	Neutraal	Eens	Helemaal Eens	Geen idee / N.v.t.
45) Het adviesproject had een hoge prioriteit binnen de klantorganisatie.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
46) Het adviesproject had eerder uitgevoerd moeten worden binnen de klantorganisatie.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
47) Er zijn tijdens het proces concessies gedaan aan de kwaliteit van het adviesproject.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
48) De projectleider had voldoende mandaat om het adviesproject uit te voeren.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
49) De leden van het projectteam hadden onvoldoende mandaat om het adviesproject uit te voeren.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
50) Ik had vertrouwen in de deskundigheid van het projectteam.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
51) Ik voelde me vrij om met het projectteam over moeilijke kwesties te praten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
52) Tussen het projectteam en mij ontwikkelde zich een goede verstandhouding.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
53) Het projectteam bleek mijn vertrouwen waard.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

V. De volgende uitspraken gaan over het proces en het resultaat van het adviesproject.

	Helemaal Oneens	Oneens	Neutraal	Eens	Helemaal Eens	Geen idee / N.v.t.
54) Er is niet voldaan aan de opdracht.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
55) Vooraf gestelde taken zijn uitgevoerd tijdens het adviesproject.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
56) De vereiste bronnen en middelen zijn gebruikt tijdens het adviesproject.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
57) Het afgesproken tijdsplan is gevolgd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
58) Het adviesproject is binnen budget gebleven.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
59) Er is gebruik gemaakt van een reeds bestaande methode.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
60) De aanpak voor de problematiek is gaandeweg ontwikkeld.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
61) De adviseur en het projectteam waren qua inbreng aan elkaar gelijk.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
62) De adviseur begeleidde het adviesproject van begin tot het eind.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
63) Er was gedurende het hele adviesproject communicatie tussen de adviseur en de klantorganisatie.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
64) Het projectteam en de adviseur bleven tot het eind betrokken bij het adviesproject.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
65) De klantorganisatie heeft niet geleerd van het adviesproject.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
66) Er is meer consensus bereikt binnen de klantorganisatie over het onderwerp van het adviesproject.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
67) De samenwerking binnen de klantorganisatie is verbeterd dankzij het adviesproject.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
68) De klantorganisatie is efficiënter gaan werken dankzij het adviesproject.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
69) De klantorganisatie is meer energievoller dan voorheen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
70) De bruikbaarheid van het advies was goed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

71) Ik ben tevreden met het resultaat van het adviesproject.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
72) Ik ben tevreden met het moment waarop het adviesproject werd opgeleverd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
73) Het adviesproject was te duur in relatie met de kwaliteit van het resultaat.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
74) De kwaliteit van het resultaat was hoog.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
75) Datgene is bereikt wat met het resultaat beoogd was.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
76) Het resultaat is de investering (tijd, geld, moeite e.d.) waard geweest.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

VI. Ter afsluiting

77) Wat zijn volgens u in dit adviesproject de meest belangrijke factoren geweest die positief hebben bijgedragen aan het projectresultaat?

78) Wat waren volgens u in dit adviesproject de grootste bedreigingen geweest voor het projectresultaat?

79) Heeft u tot slot nog opmerkingen over dit adviesproject en/of onderzoek?

Kunt u nog iemand aanbevelen om mee te werken aan dit onderzoek? Het gaat dan om een andere betrokken adviseur of iemand uit de klantorganisatie.	Naam: _____	
	Email: _____	
	GSM: _____	
Vindt u het goed als uw resultaten ter evaluatie kenbaar worden gemaakt aan de klantorganisatie?	<input type="radio"/> JA <input type="radio"/> O	<input type="radio"/> NEE <input type="radio"/> O
Wilt u meewerken aan een vervol ginterview over het adviesproject?	<input type="radio"/> JA <input type="radio"/> O	<input type="radio"/> NEE <input type="radio"/> O

HARTELIJK DANK VOOR HET INVULLEN VAN DE VRAGENLIJST

Appendix B: Used pamphlet to pitch the research (in Dutch)

Beste ...,

Mijn naam is Bart Albers en ik ben promovendus bij Léon de Caluwé (VU) en Jac Geurts (UvT). De vraagstelling die ik probeer te beantwoorden is waarom het ene adviesproject succesvoller is dan het andere. Inhoudelijk kunnen we deze vraag meestal wel beantwoorden. De meningen lopen sterk uiteen wanneer we kijken naar het precieze effect van condities als: de bijdrage van de klant; de bijdrage van de adviseur; de invloed van de context waarin een adviesproject wordt uitgevoerd; de mate van vertrouwen tussen de adviseur en de klant.

Discussies in de advieswereld over de aard van de bovenstaande condities, net zoals de discussie over wat succes eigenlijk is, leiden niet tot consensus. Wetenschappelijk onderzoek dat echt hout snijdt is beperkt. Het is dan ook van belang om eens grondig te onderzoeken hoe we succes kunnen verklaren. Daarom zijn wij, mijn promotors en ik, een ambitieus promotieonderzoek gestart. We hebben meetinstrumenten gemaakt en beschikken al over een databank van ongeveer 100 projecten die we integraal hebben 'bemeten'. We zijn nu op zoek naar opdrachtgevers en adviseurs om meer adviesprojecten op te nemen in het onderzoek. Vandaar dat ik contact opneem met u.

De ambitie is om zeker 100 adviesprojecten van diverse pluimage op genoemde kenmerken te onderzoeken. De criteria die we hanteren voor "geschikte" projecten zijn:

- De projecten dienen te zijn afgerond (in 2010, 2011 of 2012);
- Geschikte projecten bevatten besturings-, organisatie- en/of managementvraagstukken, veranderkundige vragen of implementatievragen;
- Geschikte projecten zijn uitgevoerd met externe consultants;
- Niet geschikt zijn coachings- of opleidingsprojecten, niche-projecten (zoals subsidies, kwaliteitsaudits, bouwadvies e.d), uitvoeringsprojecten en/of interim-projecten;
- De respondenten dienen zicht te hebben op de werkzaamheden van de klant en de adviseur in het totale traject;
- Het is van belang dat van elk project zowel de klant als de adviseur meewerkt door een vragenlijst (NL) in te vullen.

Mijn vraag is of er interesse vanuit ... is om mee te werken? Dit houdt in dat ... een of meerdere projecten aandraagt om te bestuderen. Het hoeven geen pracht projecten te zijn. Ik ben ook geholpen met projecten die wellicht niet in alle opzichten spectaculair of succesvol waren.

De belasting is beperkt. Het enige wat ik vraag is om per 'geschikt' project, minimaal 1 adviseur en 1 klant-vertegenwoordiger een online vragenlijst in te laten vullen. Dit kost maximaal 20 minuten per persoon. Alles zal in de publicaties volstrekt anoniem worden verwerkt, noch dat bekend wordt gemaakt welke bureau's mee hebben gewerkt.

Na afloop van het onderzoek ontvangen de respondenten samenvattende resultaten. Dit zijn algemene en pragmatische inzichten die zij kunnen gebruiken in de alledaagse praktijk als mede een benchmark waarin zij kunnen zien hoe het eigen adviesproject scoort tegenover andere, soortgelijke adviesprojecten. In verband met de vertrouwelijkheid krijgt de respondent alleen zijn eigen benchmark te zien.

De ROA (Raad van Organisatie-Adviesbureaus) en de OOA (Orde van organisatieadviseurs) steunen het onderzoek.

Ik hoor graag van u.

Met vriendelijke groeten,

Bart Albers

Promovendus

M: 06 - 418 222 50 E: albersbart@gmail.com W: www.bartalbers.nl

Appendix C: Ads consultancy.nl (online) and Management & Consulting magazine (offline) (in Dutch)

Online: Wat zijn de succescriteria van een adviestraject?

4 september 2012

Consultancy.nl

Na het afronden van een adviestraject stellen opdrachtgever en consultant telkens dezelfde vraag: “hoe succesvol was het adviestraject?”. Doordat consultancykantoren ieder hun eigen evaluatiemethodieken, criteria en checklists hebben, bestaat er geen ‘standaard’ aanpak en definitie binnen de adviesbranche. Daarnaast zijn wetenschappelijke onderbouwingen vooralsnog beperkt omdat adviessucces moeilijk te onderzoeken is.

Twee gedachtenstromen

Studies uit binnen- en buitenland tonen aan dat er twee gedachtenstromen zijn. De ene gedachte geeft aan dat succes equivalent is aan een set criteria waaraan voldaan dient te worden. Denk hierbij bijvoorbeeld aan criteria als: het binnen budget blijven, het tijdig opleveren, het leren van elkaar, het verbeteren van de organisatie, zorgen voor een tevreden klant. De andere gedachtestroom geeft aan dat de tevredenheid van de klant en adviseur de ultieme maatstaf voor succes is en dat deze tevredenheid bepaald wordt door soortgelijke criteria.

Adviessucces?

Bart Albers, adviseur bij Novius en PhD student, gaat onafhankelijk onderzoek doen naar het geheim achter adviessucces. Albers heeft de ambitie om 100 diverse consultancyprojecten, waaronder advies-, verander- en implementatieprojecten, te analyseren. Zijn promotieonderzoek wordt gesteund door de ROA (Raad van Organisatie-Adviesbureaus) en de Ooa (Orde van Organisatie-Adviseurs). Supervisors zijn professoren Léon de Caluwé en Jac Geurts. Ook Consultancy.nl steunt Albers door zijn onderzoek onder de aandacht te brengen onder consultants en klanten. Daarnaast zullen we na afronding van het onderzoek ook samen met Albers de belangrijkste bevindingen naar buiten brengen.

Deelnemen

Bent u organisatieadviseur of opdrachtgever? Dan kunt u op deze pagina deelnemen aan het onderzoek – uw medewerking wordt enorm gewaardeerd. Deelnemers ontvangen na afronding van het onderzoek een rapportage met daarin de belangrijkste bevindingen.

Online: Wat maakt een goede management consultant?

11 september 2012

Consultancy.nl

Binnen de consultancywereld wordt er veel waarde gehecht aan goede consultants. Maar wat maakt een consultant goed?

Tripple ladder concept

Veel consultancykantoren ontwikkelen de competenties van een consultant door het ‘triple ladder’ concept te hanteren. Dit wil zeggen dat een consultant zich dient te ontwikkelen op een drietal vlakken: namelijk de management ladder, de professionele ladder en de commerciële ladder. Hierdoor kan er als het ware een T-profiel ontstaan wanneer een consultant zijn of haar competenties dusdanig ontwikkelt tot een uitzonderlijk niveau m.b.t. een bepaalde ladder. Dit kan zijn door bijv. een expert/goeroe te zijn op een bepaald vakgebied of uitzonderlijke commerciële vaardigheden te hebben waardoor veel opdrachten door hem of haar uitgevoerd worden.

Verschillen per adviesbureau

De exacte invulling van het concept verschilt per consultancykantoor. Bijvoorbeeld op de sales vs delivery as. Zo worden bij de meeste consultancykantoren alle consultants vanaf een bepaalde rang – normaliter de ‘Manager’ rang – verantwoordelijk gemaakt voor business development en sales. Bij een aantal consultancykantoren wordt sales juist geconcentreerd bij ‘Account Manager’ rollen, waardoor commerciële competenties relatief minder belangrijk zijn voor consultants. Ook worden competenties per ladder anders gedefinieerd – zo behoren leiderschapsvaardigheden tot het curriculum van zo goed als alle consultancykantoren maar verschilt de inhoudelijke invulling daarvan. Met andere woorden, een goede consultant zal doorgaans per consultancykantoor anders gedefinieerd worden.

Welke competenties?

Onlangs is er een groot onderzoek verricht onder consultants om inzichtelijk te maken welke competenties belangrijk worden geacht tijdens consultancyprojecten. Hieruit blijkt dat onder andere het observatievermogen van een consultant, of het creëren van vertrouwen bij de klant van belang is. Wat echter nog niet uitvoerig is onderzocht is de relatie tussen competenties en het succes van een consultancyproject.

Bart Albers, consultant bij Novius en PhD student, gaat onafhankelijk onderzoek doen naar welke competenties echt bijdragen aan het resultaat van een consultancyproject. Dit geeft vervolgens antwoord op de vraag welke competenties een goede consultant dient te bezitten. Albers heeft de ambitie om 100 diverse consultancyprojecten, waaronder advies-, verander- en implementatieprojecten, te analyseren. Zijn promotieonderzoek wordt gesteund door de ROA (Raad van Organisatie-Adviesbureaus) en de Ooa (Orde van Organisatie-Adviseurs). Supervisors zijn professoren Léon de Caluwé en Jac Geurts. Ook Consultancy.nl steunt Albers door zijn onderzoek onder de aandacht te brengen onder consultants en klanten. Daarnaast zullen we na afronding van het onderzoek ook samen met Albers de belangrijkste bevindingen naar buiten brengen.

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Online: Hoe belangrijk is vertrouwen tussen klant en consultant?

20 september 2012

Consultancy.nl

Vertrouwen tussen de opdrachtgever en consultant wordt in het algemeen gezien als een van de belangrijkste factoren voor een succesvol consultancyproject. Maar hoe belangrijk is ‘vertrouwen’ daadwerkelijk binnen consultancyprojecten en is het strikt noodzakelijk?

Trusted advisor

David Maister legt met zijn 'trusted advisor' uit dat elke consultant verschillende vertrouwensstadia doorloopt tijdens consultancyprojecten: het 'service offering-based' stadium, het 'needs-based' stadium, het 'relationship-based' stadium en het 'trust-based' stadium. Hij stelt dat elke consultant het 'trust-based' stadium dient te bereiken tijdens een consultancyproject vanwege de vele voordelen. Zo zal een klant zich o.a. meer uitlaten over het consultancyproject, zal er meer en sneller informatie worden verstrekt aan de consultant en is de consultant het eerste aanspreekpunt wanneer de klant met een vraag zit. De consultant is hierdoor beter in staat om de klant te helpen. Dit stadium is ook de basis voor duurzame relaties en goede referenties wat over het algemeen wordt beaamt.

Zijn model impliceert echter ook dat consultancyprojecten waarbij het stadium niet bereikt is, alsnog succesvol kunnen zijn. Dit roept onmiddellijk de vraag op in hoeverre het hebben van vertrouwen tussen klant en consultant strikt noodzakelijk is voor het behalen van adviessucces?

Hoe belangrijk is vertrouwen?

Om te kijken in hoeverre dit het geval is in de adviespraktijk is Bart Albers, consultant bij Novius en PhD student, een onafhankelijk onderzoek gestart. Albers heeft de ambitie om 100 diverse consultancyprojecten, waaronder advies-, verander- en implementatieprojecten, te analyseren. Zijn promotieonderzoek wordt gesteund door de ROA (Raad van Organisatie-Adviesbureaus) en de Ooa (Orde van Organisatie-Adviseurs). Supervisors zijn professoren Léon de Caluwé en Jac Geurts. Ook Consultancy.nl steunt Albers door zijn onderzoek onder de aandacht te brengen onder consultants en klanten. Daarnaast zullen we na afronding van het onderzoek ook samen met Albers de belangrijkste bevindingen naar buiten brengen.

Deelnemen

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Online: Wat is de invloed van de klant tijdens een project?

4 oktober 2012

Consultancy.nl

Wat is de invloed van de klant tijdens een consultancyproject en hoe belangrijk is deze invloed? Alle consultants zullen het belang van een betrokken en competente klant onderstrepen, maar op de vraag wat een klant precies dient in te brengen bestaan verschillende gedachtes.

Harde kant

Aan de 'harde' kant is het een best practice dat de inbreng van de klant wordt opgenomen in overeenkomsten (bijv. RFPs, Engagement Letters en MSA). Deze factoren zijn relatief goed bekend binnen consultancykantoren. De nadruk ligt doorgaans op aspecten als het aantal resources en hun tijdsinvestering, profielbeschrijvingen en besluitvormingsmodel.

Zachte kant

Er wordt in de adviesbranche minder aandacht besteed aan de 'zachte' kant. Terwijl theoretische studies juist aangeven dat dergelijke factoren, zoals o.a. top management support, de veranderbereidheid van de klant en de rol van de 'kartrekker' vanuit de klant (doorgaans de projectleider) bepalend zijn voor het resultaat van een consultancyproject. Het probleem is echter dat deze factoren nauwelijks binnen 'consultancyprojecten' zijn onderzocht.

Bart Albers, consultant bij Novius en PhD student, gaat daarom onafhankelijk onderzoek doen naar welke factoren aan de kantzijde van belang zijn voor het succes van een consultancyproject. Albers heeft de ambitie om 100 diverse consultancyprojecten, waaronder advies-, verander- en implementatieprojecten, te analyseren. Zijn promotieonderzoek wordt gesteund door de ROA (Raad van Organisatie-Adviesbureaus) en de Ooa (Orde van Organisatie-Adviseurs). Supervisors zijn professoren Léon de Caluwé en Jac Geurts. Ook Consultancy.nl steunt Albers door zijn onderzoek onder de aandacht te brengen onder consultants en klanten. Daarnaast zullen we na afronding van het onderzoek ook samen met Albers de belangrijkste bevindingen naar buiten brengen.

Deelnemen

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Oproep aan consultants en klanten om mee te werken aan een degelijk en diepgaand promotieonderzoek naar succesfactoren binnen adviesprojecten.

Offline: Oproep

MC 5.2012

Bart Albers vraagt consultants en klanten om mee te werken aan een degelijk en diepgaand promotieonderzoek naar succesfactoren binnen adviesprojecten

In het verleden heeft u hoogstwaarschijnlijk succesvolle, maar ook minder succesvolle adviesprojecten meegemaakt. Kunt u verklaren waarom dat is? Inhoudelijk lukt dat meestal wel. Echter lopen de meningen sterk uiteen wanneer we kijken naar condities als: de bijdrage van de klant; de bijdrage van de adviseur; de invloed van de context waarin een adviesproject wordt uitgevoerd; de mate van vertrouwen tussen de adviseur en de klant.

Discussies in de advieswereld over de invulling van de bovenstaande condities, net zoals de discussie over wat succes überhaupt is, leiden niet tot consensus. Wetenschappelijke onderbouwingen zijn namelijk vooralsnog beperkt. Het is dan ook van belang om eens grondig te onderzoeken hoe we de kans op succes kunnen vergroten.

Daarom ben ik, Bart Albers, een onafhankelijk promotieonderzoek gestart waarbij **uw hulp essentieel** is. Mijn ambitie is om honderd adviesprojecten van divers pluimage op deze kenmerken te onderzoeken. Met adviesprojecten worden ook de verander- en implementatieprojecten bedoeld.

Het promotieonderzoek wordt uitgevoerd onder begeleiding van prof. dr. Léon de Caluwé en prof. dr. Jac Geurts. Tevens steunen de ROA (Raad van Organisatie-Adviesbureaus) en de OoA (Orde van Organisatie-Adviseurs) het onderzoek.

Bent u in het verleden betrokken geweest bij een adviesproject en wilt u meewerken aan mijn onderzoek? Dan wil ik het adviesproject graag opnemen ter evaluatie in mijn onderzoek. Ik verzoek u dan om op mijn website (www.bartalbers.nl), "ja, ik wil meewerken" te klikken en het formulier in te vullen. U kunt de gegevens ook naar mij toesturen per mail (albersbart@gmail.com).

Vervolgens ontvangt u van mij een mail met daarin een link die u naar de vragenlijst leidt. Het invullen van de vragenlijst kost ongeveer twintig minuten van uw tijd. Uw gegevens worden anoniem en vertrouwelijk verwerkt en zullen niet ten dienste van derden komen. Tevens zal ik u vragen of u potentiële respondenten aan de advies-/klantzijde kunt aandragen. Ik wil namelijk het perspectief van zowel de klant als de adviseur opnemen in het onderzoek.

Na afloop van het onderzoek ontvangt u van mij de resultaten die voor u en uw bedrijf relevant zijn. Dit zijn zowel de algemene en pragmatische resultaten die u kunt gebruiken in uw alledaagse praktijk alsmede een benchmark waarin u kunt zien hoe het adviesproject scoort t.o.v. andere, soortgelijke adviesprojecten.

Als u vragen/opmerkingen heeft of u wilt meer weten over mijn onderzoek, bel of mail mij hierover. Ook de beide promotoren zijn bereid uw vragen te beantwoorden.

Uw medewerking wordt enorm gewaardeerd.

Bart Albers

Appendix D: The interview scheme and questions

De interviews worden opgebouwd in een aantal fases:

Fase 1: Open vraag over de afhankelijke variabele

- *U hebt 'tevreden' gescoord: kunt U dat nog nader kwalificeren?*

Fase 2: Open vragen m.b.t. de onafhankelijke variabelen (zonder sturing)

- *Eerst wordt uitgelegd wat verstaan wordt onder de onafhankelijke variabelen die onderzocht zijn in het model.*
- *Vervolgens wordt per onafhankelijke variabele gevraagd in hoeverre deze bij heeft gedragen aan het succes van het desbetreffende adviesproject waar de betrokkene in heeft geparticipeerd*
- *Bij de antwoorden wordt gezocht in hoeverre de respondenten refereren aan de criteria*

Fase 3: Open vragen m.b.t. de interveniërende variabelen (zonder sturing)

- *Eerst wordt uitgelegd wat verstaan wordt onder de interveniërende variabelen die onderzocht zijn in het model.*
- *Vervolgens wordt per interveniërende variabele gevraagd in hoeverre deze het succes van het desbetreffende adviesproject heeft bepaald (waar de betrokkene in heeft geparticipeerd)*
- *Bij de antwoorden wordt gezocht in hoeverre de respondenten refereren aan de definitie van succes uit het onderzoek (= tevredenheid)*

Fase 4: Terugkoppeling van de resultaten

- *In deze fase worden de resultaten van het onderzoek erbij gehaald en terug gekoppeld*
- *Bij de afwijkingen wordt stilgestaan en specifiek gevraagd waarom de lage score alsnog heeft gezorgd voor een goede dan wel slechte score op de vervolgvarebele (onafhankelijke --> bijbehorende interveniërende --> afhankelijke)*
- *Zodoende wordt zowel een validatie van het model onderzocht alsmede een verdieping verkregen die illustreert waarom de effecten plaatsvinden.*

Appendix E: Data reduction

Appendix E1: Client variables

Total Variance Explained

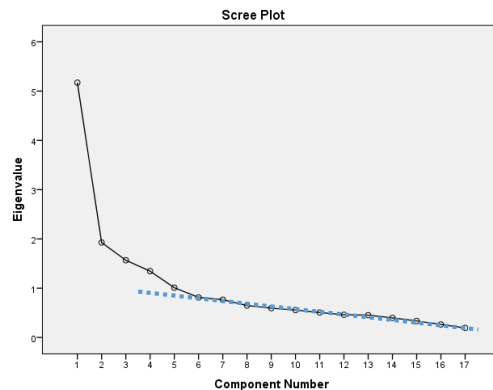
Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	5,172	30,424	30,424
2	1,926	11,331	41,754
3	1,567	9,217	50,971
4	1,345	7,914	58,885
5	1,009	5,938	64,824
6	,812	4,774	69,597
7	,766	4,507	74,105
8	,647	3,806	77,911
9	,594	3,493	81,404
10	,556	3,268	84,672
11	,505	2,971	87,643
12	,461	2,711	90,354
13	,452	2,657	93,012
14	,397	2,335	95,347
15	,334	1,966	97,314
16	,263	1,549	98,862
17	,193	1,138	100,000

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Criterion value from Parallel Analysis	
	Total	% of Variance	Cumulative %	Random Eigenvalue	Decision
1	5,172	30,424	30,424	1,379	Accept
2	1,926	11,331	41,754	1,299	Accept
3	1,567	9,217	50,971	1,238	Accept
4	1,345	7,914	58,885	1,186	Accept
5	1,009	5,938	64,824	1,142	Reject
6	,812	4,774	69,597	1,104	Reject
7	,766	4,507	74,105	1,062	...
8	,647	3,806	77,911	1,022	...
9	,594	3,493	81,404	0,987	...
10	,556	3,268	84,672	0,953	...
11	,505	2,971	87,643
12	,461	2,711	90,354
13	,452	2,657	93,012
14	,397	2,335	95,347
15	,334	1,966	97,314
16	,263	1,549	98,862
17	,193	1,138	100,000

Extraction Method: Principal Component Analysis.



Component Correlation Matrix

Component	1	2	3	4	5
1					
2	,227				
3	,381	,209			
4	,241	,138	,252		
5	,157	,282	,186	,108	

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

Rotated Component Matrix^a

	Component				
	1	2	3	4	5
8) Het hoger management heeft het belang van het adviesproject benadrukt binnen de klantorganisatie.	,889				
9) Het hoger management spande zich persoonlijk in om tot uiteindelijke resultaten te komen.	,865				
10) Het hoger management heeft voldoende middelen ter beschikking gesteld.	,740				
11) Het hoger management geloofde in het nut van het adviesproject.	,815				
12) De projectleider werd binnen de klantorganisatie gewaardeerd om zijn of haar interpersoonlijke vaardigheden.		,724			
13) De projectleider werd binnen de klantorganisatie gewaardeerd om zijn of haar inhoudelijke kennis over het adviesproject.		,821			
14) De projectleider had een aanzienlijke invloed op het adviesproject.		,808			
15) De projectleider geloofde in het nut van het adviesproject.		,540	,338		
16) Er werd goed samengewerkt binnen het projectteam van het adviesproject.		,468	,355		
17) De leden van het projectteam waren niet persoonlijk met elkaar betrokken. (Gespiegeld)					,784
18) Dit adviesproject heeft de leden van het projectteam persoonlijk veel opgeleverd.					,730
19) Het projectteam bestond uit leden met verschillende achtergronden (bijv. afkomst, geslacht, godsdienst etc.).				,716	
20) Het projectteam bestond uit leden met verschillende functies (bijv. directie, manager, projectleider, operationeel medewerker etc.).				,723	
21) Het projectteam bestond uit leden met verschillende expertises/kennisgebieden.				,717	
22) Het projectteam was enthousiast toen het adviesproject startte.			,784		
23) De externe hulp werd goed ontvangen door het projectteam.			,766		
24) De leden van het projectteam waren niet verheugd om mee te werken aan het adviesproject. (Gespiegeld)			,766		

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

TOP MANAGEMENT SUPPORT

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
8) Het hoger management heeft het belang van het adviesproject benadrukt binnen de klantorganisatie.	12,63	5,325	,816	,679	,820
9) Het hoger management spande zich persoonlijk in om tot uiteindelijke resultaten te komen.	12,82	5,142	,749	,598	,852
10) Het hoger management heeft voldoende middelen ter beschikking gesteld.	12,65	6,349	,650	,440	,883
11) Het hoger management geloofde in het nut van het adviesproject.	12,64	5,786	,785	,623	,836

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,882	,884	4

PRESENCE CLIENT LEADER/SPONSOR

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
12) De projectleider werd binnen de klantorganisatie gewaardeerd om zijn of haar interpersoonlijke vaardigheden.	12,85	3,047	,610	,405	,676
13) De projectleider werd binnen de klantorganisatie gewaardeerd om zijn of haar inhoudelijke kennis over het adviesproject	12,83	2,804	,660	,466	,645
14) De projectleider had een aanzienlijke invloed op het adviesproject.	12,83	3,007	,593	,360	,686
15) De projectleider geloofde in het nut van het adviesproject.	12,34	4,072	,392	,158	,782

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,761	,755	4

COMMITMENT CLIENT MEMBERS

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
17) De leden van het projectteam waren niet persoonlijk met elkaar betrokken. (Gespiegeld)	3,7391	,831	,323	,104	
18) Dit adviesproject heeft de leden van het projectteam persoonlijk veel opgeleverd.	4,1440	,941	,323	,104	

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,488	,488	2

CLIENT READINESS

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
22) Het projectteam was enthousiast toen het adviesproject startte.	8,4053	1,535	,590	,349	,635
23) De externe hulp werd goed ontvangen door het projectteam.	8,0632	1,980	,558	,312	,678
24) De leden van het projectteam waren niet verheugd om mee te werken aan het adviesproject. (Gespiegeld)	8,1632	1,688	,571	,326	,654

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,742	,746	3

TEAM DIVERSITY

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
19) Het projectteam bestond uit leden met verschillende achtergronden (bijv. afkomst, geslacht, godsdienst etc.).	7,69	2,409	,380	,144	,521
20) Het projectteam bestond uit leden met verschillende functies (bijv. directie, manager, projectleider, operationeel medewerker etc.).	7,51	2,389	,425	,185	,445
21) Het projectteam bestond uit leden met verschillende expertises/kennisgebieden.	7,15	2,930	,399	,163	,497

Reliability Statistics

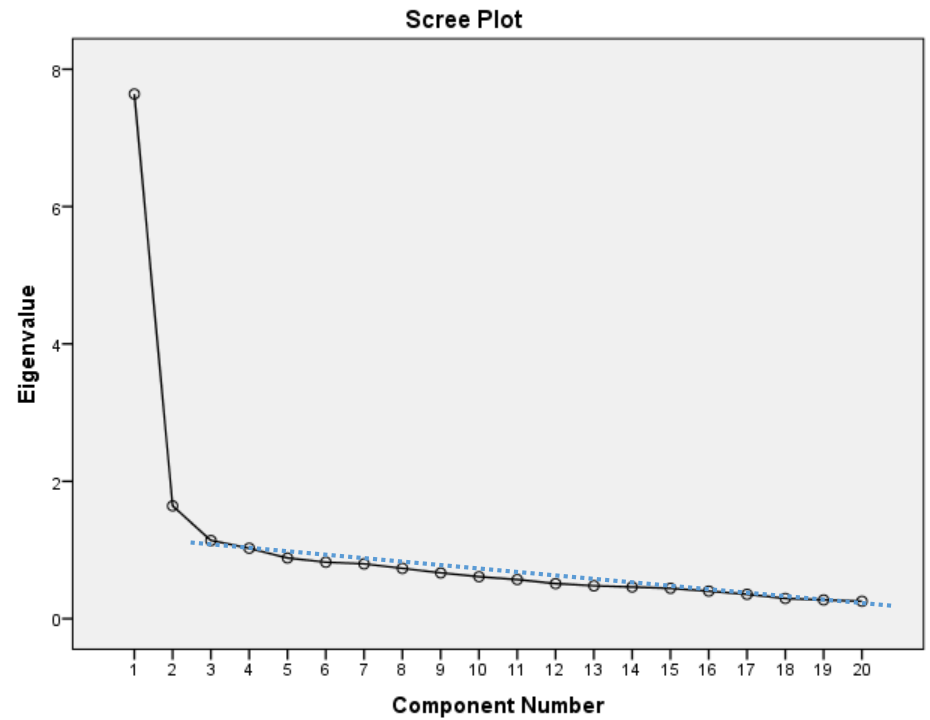
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,589	,594	3

Appendix E2: Consultant variables

Total Variance Explained

Component	Initial Eigenvalues			Criterion value from Parallel Analysis	
	Total	% of Variance	Cumulative %	Random eigenvalues	Decision
1	7,639	38,197	38,197	1,4195	Accept
2	1,642	8,210	46,406	1,3472	Accept
3	1,138	5,691	52,098	1,2884	Reject
4	1,025	5,125	57,222	1,2364	Reject
5	,884	4,418	61,641	1,1912	...
6	,822	4,112	65,753	1,1505	...
7	,798	3,989	69,742	1,1106	
8	,733	3,664	73,407	1,0735	
9	,667	3,333	76,739	1,0372	
10	,612	3,059	79,798	1,0034	
11	,569	2,847	82,646	0,9687	
12	,511	2,555	85,200	0,9334	
13	,479	2,395	87,595	...	
14	,461	2,306	89,901	...	
15	,443	2,213	92,114		
16	,401	2,006	94,120		
17	,355	1,777	95,897		
18	,294	1,471	97,368		
19	,273	1,363	98,731		
20	,254	1,269	100,000		

Extraction Method: Principal Component Analysis.



Rotated Component Matrix^a

	Component	
	1	2
25) De adviseur was op de hoogte van de ontwikkelingen die relevant zijn voor de klantorganisatie.		,754
26) De adviseur hield rekening met de ontwikkelingen die relevant zijn voor de klantorganisatie.	,390	,594
27) De adviseur bezat de benodigde branche- en functionele kennis.		,707
28) De adviseur wist zijn expertise en vakkennis toe te passen tijdens het adviesproject.	,524	,428
29) De adviseur kende de klantorganisatie goed.		,792
30) De adviseur wist zijn kennis over de klantorganisatie toe te passen tijdens het adviesproject.		,742
31) De adviseur kon zich aanpassen aan veranderende omstandigheden tijdens het adviesproject.	,651	
32) De adviseur was in staat om relevante informatie, achtergronden en structuren te ontlede.	,668	
33) De adviseur kon problemen van de klantorganisatie in een breder kader plaatsen.	,614	
34) De adviseur was in staat om met vernieuwende ideeën te komen.	,472	,320
35) De adviseur was niet in staat om tot realistische beoordelingen en keuzes te komen. (Gespiegeld)	,607	
36) De adviseur kon het keuzeproces binnen het projectteam goed ondersteunen.	,567	,348
37) De adviseur kon in hoofdlijnen de richting aangeven waarin de klantorganisatie zich bewoog.	,579	
38) De adviseur luisterde niet goed naar anderen. (Gespiegeld)	,639	
39) De adviseur onderkende de gevoelens van anderen.	,510	
40) De adviseur werd goed begrepen.	,667	
41) De adviseur kon duidelijk maken waar ik voor stond zoals standpunten, ideeën en plannen.	,641	
42) De adviseur wekte vertrouwen bij de gesprekspartners.	,732	
43) De adviseur kwam mijn afspraken na.	,525	
44) De adviseur kon de stemming in het projectteam positief beïnvloeden.	,617	

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Component Correlation Matrix

Component	1	2
1	1	
2	,503	1

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

KNOWLEDGE

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,823	,829	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
25) De adviseur was op de hoogte van de ontwikkelingen die relevant zijn voor de klantorganisatie.	20,32	8,612	,653	,487	,784
26) De adviseur hield rekening met de ontwikkelingen die relevant zijn voor de klantorganisatie.	20,16	9,292	,567	,418	,802
27) De adviseur bezat de benodigde branche- en functionele kennis.	20,48	8,128	,570	,360	,801
28) De adviseur wist zijn expertise en vakkennis toe te passen tijdens het adviesproject.	20,01	9,447	,501	,298	,813
29) De adviseur kende de klantorganisatie goed.	20,79	7,411	,636	,538	,789
30) De adviseur wist zijn kennis over de klantorganisatie toe te passen tijdens het adviesproject.	20,46	7,999	,670	,549	,777

SKILLS

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,892	,894	14

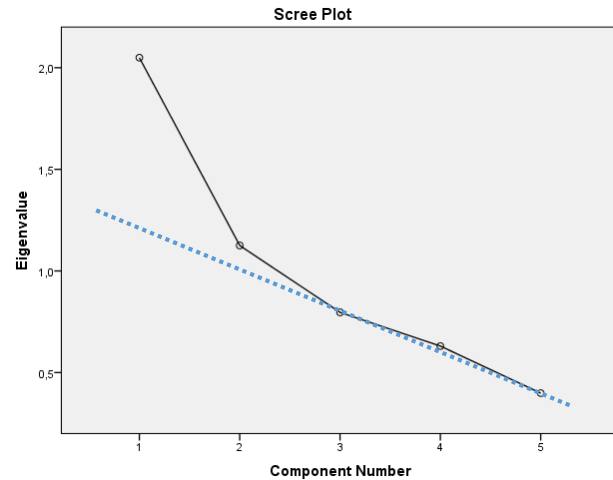
Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
31) De adviseur kon zich aanpassen aan veranderende omstandigheden tijdens het adviesproject.	54,4444	32,653	,611	,412	,883
32) De adviseur was in staat om relevante informatie, achtergronden en structuren te ontleden.	54,3533	32,772	,637	,528	,883
33) De adviseur kon problemen van de klantorganisatie in een breder kader plaatsen.	54,3818	33,042	,599	,500	,884
34) De adviseur was in staat om met vernieuwende ideeën te komen.	54,6638	32,921	,476	,288	,890
35) De adviseur was niet in staat om tot realistische beoordelingen en keuzes te komen. (Gespiegeld)	54,5242	33,124	,596	,424	,884
36) De adviseur kon het keuzeprocés binnen het projectteam goed ondersteunen.	54,6809	32,949	,592	,423	,884
37) De adviseur kon in hoofdlijnen de richting aangeven waarin de klantorganisatie zich bewoog.	54,6382	33,060	,550	,379	,886
38) De adviseur luisterde niet goed naar anderen. (Gespiegeld)	54,3561	33,276	,555	,393	,886
39) De adviseur onderkende de gevoelens van anderen.	54,8376	33,136	,451	,267	,892
40) De adviseur werd goed begrepen.	54,7550	32,586	,627	,492	,883
41) De adviseur kon duidelijk maken waar ik voor stond zoals standpunten, ideeën en plannen.	54,5100	33,348	,566	,431	,885
42) De adviseur wekte vertrouwen bij de gesprekspartners.	54,5071	31,976	,696	,521	,880
43) De adviseur kwam mijn afspraken na.	54,2422	34,013	,497	,299	,888
44) De adviseur kon de stemming in het projectteam positief beïnvloeden.	54,6980	32,189	,642	,476	,882

Appendix E3: The context variables

Correlation Matrix

	45) Het adviesproject had een hoge prioriteit binnen de klantorganisatie.	46) Het adviesproject had eerder uitgevoerd moeten worden binnen de klantorganisatie. (Gespiegeld)	47) Er zijn tijdens het proces concessies gedaan aan de kwaliteit van het adviesproject. (Gespiegeld)	48) De projectleider had voldoende mandaat om het adviesproject uit te voeren.	49) De leden van het projectteam hadden onvoldoende mandaat om het adviesproject uit te voeren. (Gespiegeld)
Correlation 45) Het adviesproject had een hoge prioriteit binnen de klantorganisatie.					
46) Het adviesproject had eerder uitgevoerd moeten worden binnen de klantorganisatie. (Gespiegeld)	,090				
47) Er zijn tijdens het proces concessies gedaan aan de kwaliteit van het adviesproject. (Gespiegeld)	,139	,296			
48) De projectleider had voldoende mandaat om het adviesproject uit te voeren.	,328	,026	,262		
49) De leden van het projectteam hadden onvoldoende mandaat om het adviesproject uit te voeren. (Gespiegeld)	,300	,106	,286	,594	



Total Variance Explained

Component	Initial Eigenvalues			Criterion value from parallel analysis	
	Total	% of Variance	Cumulative %	Random eigen values	Decision
1	2,049	40,988	40,988	1,129	Accept
2	1,125	22,507	63,496	1,061	Accept
3	,796	15,924	79,419	,993	Reject
4	,630	12,608	92,027	,941	Reject
5	,399	7,973	100,000	,876	...

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

	Component	
	1	2
45) Het adviesproject had een hoge prioriteit binnen de klantorganisatie.	,617	
46) Het adviesproject had eerder uitgevoerd moeten worden binnen de klantorganisatie. (Gespiegeld)		,870
47) Er zijn tijdens het proces concessies gedaan aan de kwaliteit van het adviesproject. (Gespiegeld)	,302	,716
48) De projectleider had voldoende mandaat om het adviesproject uit te voeren.	,855	
49) De leden van het projectteam hadden onvoldoende mandaat om het adviesproject uit te voeren. (Gespiegeld)	,817	

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Component Correlation Matrix

Component	1	2
1		
2	,206	

Extraction Method: Principal Component

TIME PRESSURE

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,453	,453	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
46) Het adviesproject had eerder uitgevoerd moeten worden binnen de klantorganisatie. (Gespiegeld)	3,2151	1,258	,293	,086	
47) Er zijn tijdens het proces concessies gedaan aan de kwaliteit van het adviesproject. (Gespiegeld)	2,8306	1,424	,293	,086	

CLIENT MANDATE

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,658	,665	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
45) Het adviesproject had een hoge prioriteit binnen de klantorganisatie.	7,9671	2,334	,329	,108	,754
48) De projectleider had voldoende mandaat om het adviesproject uit te voeren.	7,9918	2,129	,553	,383	,452
49) De leden van het projectteam hadden onvoldoende mandaat om het adviesproject uit te voeren. (Gespiegeld)	8,0521	2,049	,546	,382	,455

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,754	,755	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
48) De projectleider had voldoende mandaat om het adviesproject uit te voeren.	3,9534	,759	,606	,368	
49) De leden van het projectteam hadden onvoldoende mandaat om het adviesproject uit te voeren. (Gespiegeld)	4,0137	,695	,606	,368	

Appendix E4: The trust variable

Correlation Matrix

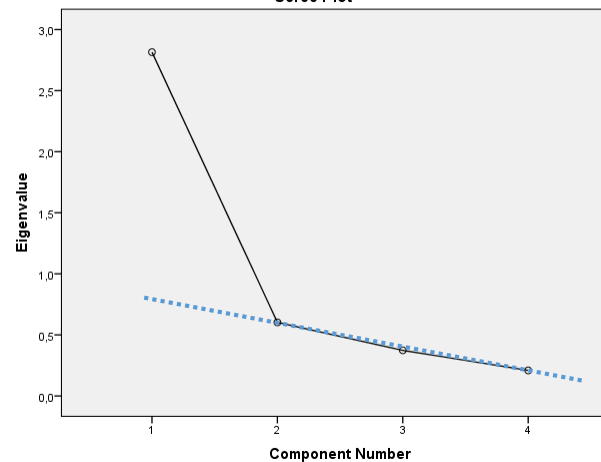
	50) Ik had vertrouwen in de deskundigheid van het projectteam/adviseur.	51) Ik voelde me vrij om met het projectteam/adviseur over moeilijke kwesties te praten.	52) Tussen het projectteam/adviseur en mij ontwikkelde zich een goede verstandhouding.	53) Het projectteam/adviseur bleek mijn vertrouwen waard.
Correlation				
50) Ik had vertrouwen in de deskundigheid van het projectteam/adviseur.				
51) Ik voelde me vrij om met het projectteam/adviseur over moeilijke kwesties te praten.	,515			
52) Tussen het projectteam/adviseur en mij ontwikkelde zich een goede verstandhouding.	,445	,725		
53) Het projectteam/adviseur bleek mijn vertrouwen waard.	,617	,605	,707	

Total Variance Explained

Component	Initial Eigenvalues			Criterion value from parallel analysis	
	Total	% of Variance	Cumulative %	Random eigen values	Decision
1	2,815	70,372	70,372	1,133	Accept
2	,603	15,063	85,435	1,038	Reject
3	,373	9,336	94,771	,973	Reject
4	,209	5,229	100,000	,857	Reject

Extraction Method: Principal Component Analysis.

Scree Plot



Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,852	,858	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
50) Ik had vertrouwen in de deskundigheid van het projectteam/adviseur.	13,11	3,342	,596	,421	,862
51) Ik voelde me vrij om met het projectteam/adviseur over moeilijke kwesties te praten.	12,81	3,424	,713	,573	,804
52) Tussen het projectteam/adviseur en mij ontwikkelde zich een goede verstandhouding.	12,81	3,575	,727	,644	,802
53) Het projectteam/adviseur bleek mijn vertrouwen waard.	12,91	3,308	,763	,614	,783

Appendix E5: The assessment variables

Correlation Matrix

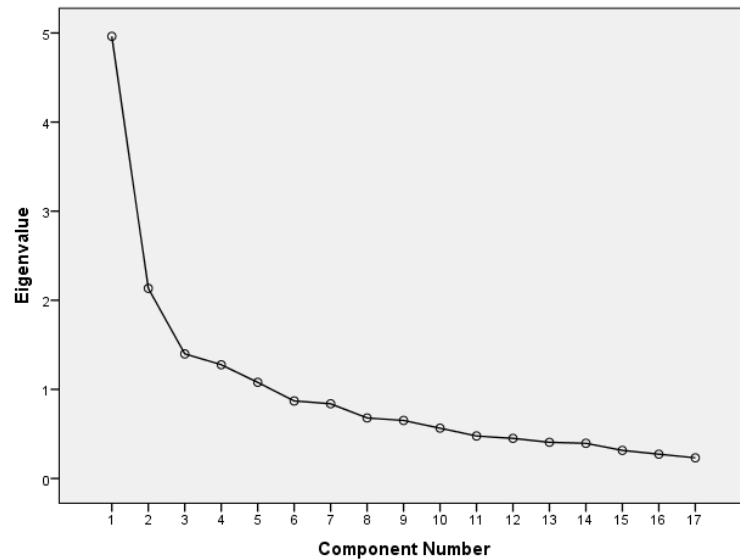
	54) Er is niet voldaan aan de opdracht. (Gespiegeld)	55) Vooraf gestelde taken zijn uitgevoerd tijdens het adviesproject.	56) De vereiste bronnen en middelen zijn gebruikt tijdens het adviesproject.	57) Het atgesproken tijdsad is gevolgd.	58) Het adviesproject is binnen budget gebleven.	59) Er is gebruik gemaakt van een reeds bestaande methode.	60) De aanpak voor de problematiek is gaandeweg ontwikkeld. (Gespiegeld)	61) De adviseur en het projectteam waren qua inbreng aan elkaar gelijk.	62) De adviseur begeleidde het adviesproject van begin tot het eind.	63) Er was gedurende het hele adviesproject communicatie tussen de adviseur en de klantorganisatie.	64) Het projectteam en de adviseur bleven tot het eind betrokken bij het adviesproject.	65) De klantorganisatie heeft niet geleerd van het adviesproject. (Gespiegeld)	66) Er is meer consensus bereikt binnen de klantorganisatie over het onderwerp van het adviesproject.	67) De samenwerking binnen de klantorganisatie is verbeterd dankzij het adviesproject.	68) De klantorganisatie is efficiënter gaan werken dankzij het adviesproject.	69) De klantorganisatie is meer energievold dan voorheen.	70) De bruikbaarheid van het advies was goed.	
54) Er is niet voldaan aan de opdracht. (Gespiegeld)																		
55) Vooraf gestelde taken zijn uitgevoerd tijdens het adviesproject.	.423																	
56) De vereiste bronnen en middelen zijn gebruikt tijdens het adviesproject.	.370	.725																
57) Het atgesproken tijdsad is gevolgd.	.263	.353	.342															
58) Het adviesproject is binnen budget gebleven.	.140	.253	.259	.493														
59) Er is gebruik gemaakt van een reeds bestaande methode.	-.004	.051	.146	.071	.195													
60) De aanpak voor de problematiek is gaandeweg ontwikkeld. (Gespiegeld)	.082	.077	.043	-.027	.102	.436												
61) De adviseur en het projectteam waren qua inbreng aan elkaar gelijk.	.119	.095	.067	.191	.130	-.091	-.091											
62) De adviseur begeleidde het adviesproject van begin tot het eind.	.239	.238	.162	.176	.146	.014	.090											
63) Er was gedurende het hele adviesproject communicatie tussen de adviseur en de klantorganisatie.	.319	.308	.358	.149	.168	.119	-.076	.118	.318									
64) Het projectteam en de adviseur bleven tot het eind betrokken bij het adviesproject.	.379	.330	.310	.255	.233	.093	.013	.147	.596	.545								
65) De klantorganisatie heeft niet geleerd van het adviesproject. (Gespiegeld)	.468	.345	.312	.210	.263	-.014	-.133	.066	.239	.345	.341							
66) Er is meer consensus bereikt binnen de klantorganisatie over het onderwerp van het adviesproject.	.393	.279	.310	.174	.139	-.041	-.071	.073	.171	.256	.237	.518						
67) De samenwerking binnen de klantorganisatie is verbeterd dankzij het adviesproject.	.394	.211	.264	.173	.026	-.048	-.164	.072	.144	.263	.225	.507	.680					
68) De klantorganisatie is efficiënter gaan werken dankzij het adviesproject.	.189	.123	.216	.110	.066	.016	-.132	.083	.045	.238	.150	.395	.481	.566				
69) De klantorganisatie is meer energievold dan voorheen.	.300	.159	.251	.185	.007	-.100	-.138	.143	.136	.142	.129	.453	.494	.593	.533			
70) De bruikbaarheid van het advies was goed.	.389	.375	.383	.236	.141	.020	-.046	.097	.160	.286	.236	.360	.353	.361	.393	.363		

Total Variance Explained

Component	Initial Eigenvalues			Criterion value from parallel analysis	
	Total	% of Variance	Cumulative %	Random eigen values	Decision (Eigen value > Random value)
1	4,962	29,188	29,188	1,392	Accept
2	2,134	12,555	41,743	1,303	Accept
3	1,398	8,224	49,967	1,242	Accept
4	1,276	7,507	57,474	1,192	Accept
5	1,079	6,346	63,820	1,146	Reject
6	,870	5,118	68,939	1,1029	...
7	,838	4,930	73,869	1,065	
8	,679	3,996	77,865	1,0255	
9	,651	3,830	81,694	0,9875	
10	,564	3,320	85,014	...	
11	,477	2,805	87,819		
12	,450	2,647	90,466		
13	,406	2,388	92,854		
14	,395	2,321	95,176		
15	,315	1,855	97,030		
16	,273	1,605	98,635		
17	,232	1,365	100,000		

Extraction Method: Principal Component Analysis.

Scree Plot



	Rotated Component Matrix ^a				Pattern Matrix ^a			
	Component				Component			
	1	2	3	4	1	2	3	4
54) Er is niet voldaan aan de opdracht. (Gespiegeld)	,446		,390		,381	,320		
55) Vooraf gestelde taken zijn uitgevoerd tijdens het adviesproject.		,629						-,577
56) De vereiste bronnen en middelen zijn gebruikt tijdens het adviesproject.	,341	,614						-,562
57) Het afgesproken tijdsplan is gevolgd.		,772						-,797
58) Het adviesproject is binnen budget gebleven.		,721						-,749
59) Er is gebruik gemaakt van een reeds bestaande methode.				,775			,776	
60) De aanpak voor de problematiek is gaandeweg ontwikkeld. (Gespiegeld)				,777			,774	
61) De adviseur en het projectteam waren qua inbreng aan elkaar gelijk.		,346		-,440			-,440	-,368
62) De adviseur begeleidde het adviesproject van begin tot het eind.			,791			,846		
63) Er was gedurende het hele adviesproject communicatie tussen de adviseur en de klantorganisatie.			,672			,674		
64) Het projectteam en de adviseur bleven tot het eind betrokken bij het adviesproject.			,849			,875		
65) De klantorganisatie heeft niet geleerd van het adviesproject. (Gespiegeld)	,653		,348		,617			
66) Er is meer consensus bereikt binnen de klantorganisatie over het onderwerp van het adviesproject.	,769				,773			
67) De samenwerking binnen de klantorganisatie is verbeterd dankzij het adviesproject.	,836				,854			
68) De klantorganisatie is efficiënter gaan werken dankzij het adviesproject.	,757				,794			
69) De klantorganisatie is meer energievul dan voorheen.	,764				,792			
70) De bruikbaarheid van het advies was goed.	,537	,323			,512			

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

a. Rotation converged in 9 iterations.

Component Correlation Matrix

Component	1	2	3	4
1				
2	,313			
3	-,042	,040		
4	-,231	-,332	-,044	

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

IMPROVEMENTS WITHIN CLIENT ORGANIZATION

Reliability Statistics		Item-Total Statistics				
		Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	
Cronbach's Alpha	N of Items					
,839	7					
		54) Er is niet voldaan aan de opdracht. (Gespiegeld)	22,3289	13,023	,453	,836
		65) De klantorganisatie heeft niet geleerd van het adviesproject. (Gespiegeld)	22,5772	11,733	,577	,819
		66) Er is meer consensus bereikt binnen de klantorganisatie over het onderwerp van het adviesproject.	22,7282	11,579	,668	,805
		67) De samenwerking binnen de klantorganisatie is verbeterd dankzij het adviesproject.	23,1074	10,965	,719	,795
		68) De klantorganisatie is efficiënter gaan werken dankzij het adviesproject.	23,3020	11,437	,592	,817
		69) De klantorganisatie is meer energievoller dan voorheen.	23,4027	11,352	,625	,811
		70) De bruikbaarheid van het advies was goed.	22,6409	13,032	,509	,829

FULFILLMENT OF PRE-AGREEMENTS

Reliability Statistics		Item-Total Statistics				
		Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	
Cronbach's Alpha	N of Items					
,697	4					
		55) Vooraf gestelde taken zijn uitgevoerd tijdens het adviesproject.	11,78	4,293	,482	,645
		56) De vereiste bronnen en middelen zijn gebruikt tijdens het adviesproject.	11,82	4,318	,513	,636
		57) Het afgesproken tijdsplan is gevolgd.	12,23	2,923	,553	,591
		58) Het adviesproject is binnen budget gebleven.	12,21	3,248	,475	,648

COLLECTIVE PARTICIPATION

Reliability Statistics		Item-Total Statistics				
		Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	
Cronbach's Alpha	N of Items					
,751	3					
		62) De adviseur begeleidde het adviesproject van begin tot het eind.	8,62	1,944	,547	,712
		63) Er was gedurende het hele adviesproject communicatie tussen de adviseur en de klantorganisatie.	8,37	2,511	,502	,753
		64) Het projectteam en de adviseur bleven tot het eind betrokken bij het adviesproject.	8,53	1,716	,716	,492

APPROACH

Reliability Statistics		Item-Total Statistics				
		Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	
Cronbach's Alpha	N of Items					
,636	2					
		59) Er is gebruik gemaakt van een reeds bestaande methode.	2,7383	1,271	,470	
		60) De aanpak voor de problematiek is gaandeweg ontwikkeld. (Gespiegeld)	3,6804	,986	,470	

Appendix E6: The success variable

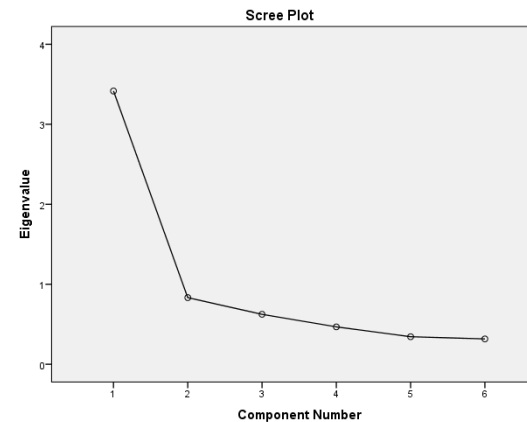
Correlation Matrix

	71) Ik ben tevreden met het resultaat van het adviesproject	72) Ik ben tevreden met het moment waarop het adviesproject werd opgeleverd.	73) Het adviesproject was te duur in relatie met de kwaliteit van het resultaat (Gespiegeld)	74) De kwaliteit van het resultaat was hoog.	75) Datgene is bereikt wat met het resultaat beoogd was.	76) Het resultaat is de investering (tijd, geld, moeite e.d.) waard geweest
Correlation	71) Ik ben tevreden met het resultaat van het adviesproject.	72) Ik ben tevreden met het moment waarop het adviesproject werd opgeleverd.	73) Het adviesproject was te duur in relatie met de kwaliteit van het resultaat (Gespiegeld)	74) De kwaliteit van het resultaat was hoog.	75) Datgene is bereikt wat met het resultaat beoogd was.	76) Het resultaat is de investering (tijd, geld, moeite e.d.) waard geweest.
		,548				
			,312			
		,294		,467		
		,502	,447		,481	
		,644	,392	,287		
		,636	,496	,457	,567	,612

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3,415	56,923	56,923	3,415	56,923	56,923
2	,833	13,878	70,801			
3	,624	10,396	81,198			
4	,467	7,788	88,986			
5	,344	5,735	94,721			
6	,317	5,279	100,000			

Extraction Method: Principal Component Analysis.



Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,842	,845	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
71) Ik ben tevreden met het resultaat van het adviesproject.	19,9499	8,722	,703	,566	,800
72) Ik ben tevreden met het moment waarop het adviesproject werd opgeleverd.	20,0973	8,934	,566	,360	,827
73) Het adviesproject was te duur in relatie met de kwaliteit van het resultaat (Gespiegeld)	20,2389	9,484	,455	,280	,848
74) De kwaliteit van het resultaat was hoog.	20,1799	9,142	,650	,432	,811
75) Datgene is bereikt wat met het resultaat beoogd was.	20,1445	8,562	,631	,493	,814
76) Het resultaat is de investering (tijd, geld, moeite e.d.) waard geweest.	19,9941	8,544	,747	,568	,791

Appendix F: Linear regression analyses

F1: Success (part of the primary analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,878 ^a	,771	,734	,24075

a. Predictors: (Constant), Equal contribution (Intervening - Lvl. 2), The quality reduction of the outcome (Context - Lvl. 2), Approach (Intervening - Lvl. 2), Priority of a consulting project (Context - Lvl. 2), Personal involvement (Client - Lvl. 2), Collective participation (Intervening - Lvl. 2), The timing of a consulting project (Context - Lvl. 2), Team Diversity (Client - Lvl. 2), Client Readiness (Client - Lvl. 2), Presence of a client leader/sponsor (Client - Lvl. 2), Personal benefits (Client - Lvl. 2), Fulfillment of pe-agreements (Intervening - Lvl. 2), Knowledge (Consultant - Lvl. 2), Top management Support (Client - Lvl. 2), Collaboration client members (Client - Lvl. 2), Mutual trust (Relation - Lvl. 2), Improvement within client organization (Intervening - Lvl. 2), Client mandate (Context - Lvl. 2), Skills (Consultant – Lvl. 2)

b. Dependent Variable: Success (Lvl. 2)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23,207	19	1,221	21,074	,000 ^b
	Residual	6,897	119	,058		
	Total	30,104	138			

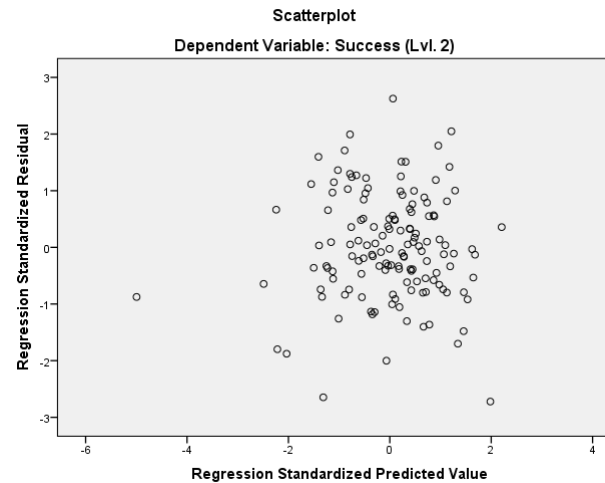
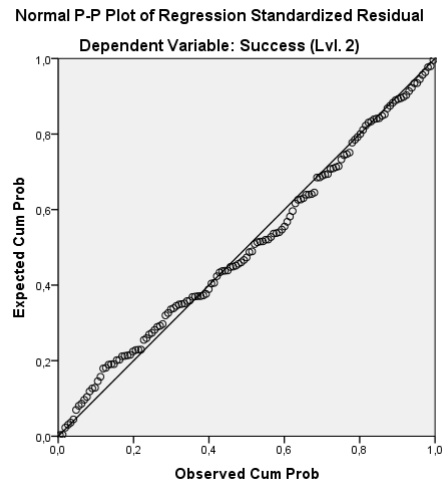
a. Dependent Variable: Success (Lvl. 2)

b. Predictors: (Constant), Equal contribution (Intervening - Lvl. 2), The quality reduction of the outcome (Context - Lvl. 2), Approach (Intervening - Lvl. 2), Priority of a consulting project (Context - Lvl. 2), Personal involvement (Client - Lvl. 2), Collective participation (Intervening - Lvl. 2), The timing of a consulting project (Context - Lvl. 2), Team Diversity (Client - Lvl. 2), Client Readiness (Client - Lvl. 2), Presence of a client leader/sponsor (Client - Lvl. 2), Personal benefits (Client - Lvl. 2), Fulfillment of pe-agreements (Intervening - Lvl. 2), Knowledge (Consultant - Lvl. 2), Top management Support (Client - Lvl. 2), Collaboration client members (Client - Lvl. 2), Mutual trust (Relation - Lvl. 2), Improvement within client organization (Intervening - Lvl. 2), Client mandate (Context - Lvl. 2), Skills (Consultant – Lvl. 2)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	Sig.	Collinearity Statistics	
		B	Std. Error	Beta		Tolerance	VIF
1	(Constant)	-,962	,383		,013		
	Top management Support (Client - Lvl. 2)	-,097	,051	-,135	,059	,383	2,609
	Presence of a client leader/sponsor (Client - Lvl. 2)	,023	,070	,020	,746	,487	2,055
	Client Readiness (Client - Lvl. 2)	,056	,060	,053	,347	,615	1,627
	Team Diversity (Client - Lvl. 2)	,026	,042	,031	,547	,743	1,346
	Collaboration client members (Client - Lvl. 2)	-,044	,051	-,055	,396	,455	2,198
	Personal involvement (Client - Lvl. 2)	-,047	,042	-,056	,268	,751	1,331
	Personal benefits (Client - Lvl. 2)	,036	,048	,048	,456	,475	2,107
	Knowledge (Consultant - Lvl. 2)	,111	,069	,106	,107	,451	2,216
	Skills (Consultant - Lvl. 2)	,095	,117	,062	,417	,329	3,041
	Priority of a consulting project (Context - Lvl. 2)	,099	,038	,167	,011	,463	2,158
	The timing of a consulting project (Context - Lvl. 2)	,018	,026	,036	,489	,733	1,365
	The quality reduction of the outcome (Context - Lvl. 2)	,028	,032	,048	,390	,616	1,623
	Client mandate (Context - Lvl. 2)	,129	,055	,171	,020	,365	2,739
	Mutual trust (Relation - Lvl. 2)	,162	,086	,133	,063	,384	2,604
	Improvements within client org. (Intervening - Lvl. 2)	,387	,083	,346	,000	,348	2,875
	Collective participation (Intervening - Lvl. 2)	,008	,053	,008	,882	,607	1,648
	Fulfillment of pre-agreements (Intervening - Lvl. 2)	,225	,063	,214	,000	,541	1,849
	Approach (Intervening - Lvl. 2)	,054	,030	,088	,079	,777	1,288
	Equal contribution (Intervening - Lvl. 2)	-,006	,035	-,008	,868	,758	1,320

a. Dependent Variable: Success (Lvl. 2)



F2: Improvements within client organization (part of the primary analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,797 ^a	,635	,594	,26608

a. Predictors: (Constant), Mutual trust (Relation - Lvl. 2), The timing of a consulting project (Context - Lvl. 2), Personal involvement (Client - Lvl. 2), Priority of a consulting project (Context - Lvl. 2), The quality reduction of the outcome (Context - Lvl. 2), Client Readiness (Client - Lvl. 2), Team Diversity (Client - Lvl. 2), Presence of a client leader/sponsor (Client - Lvl. 2), Personal benefits (Client - Lvl. 2), Knowledge (Consultant - Lvl. 2), Client mandate (Context - Lvl. 2), Collaboration client members (Client - Lvl. 2), Top management Support (Client - Lvl. 2), Skills (Consultant - Lvl. 2)

b. Dependent Variable: Improvements within client organization (Intervening - Lvl. 2)

ANOVA^a

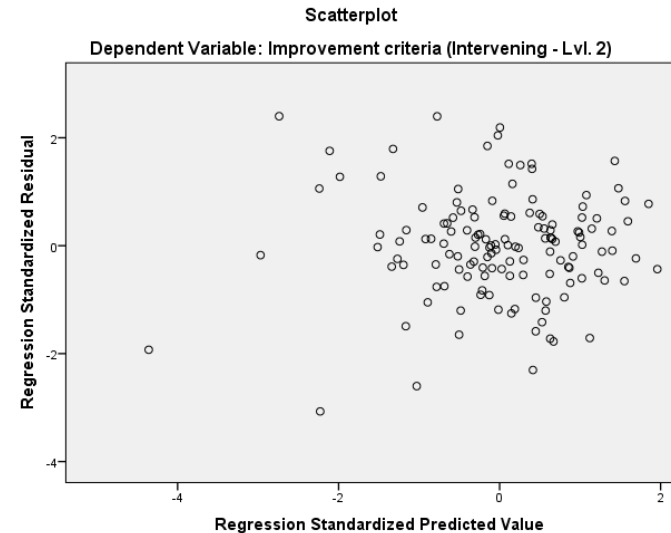
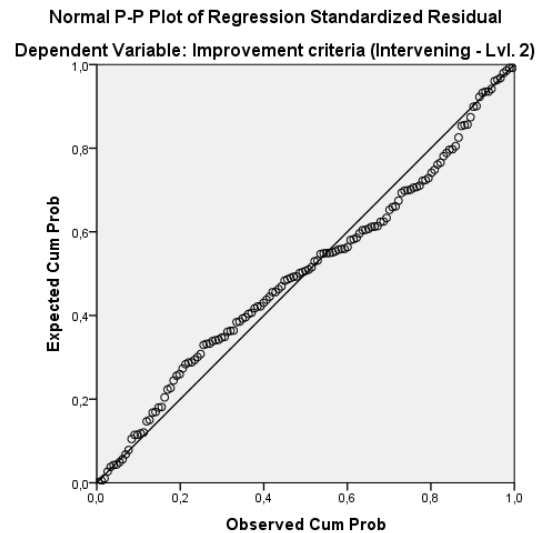
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	15,282	14	1,092	15,418	,000 ^b
1 Residual	8,779	124	,071		
Total	24,061	138			

a. Dependent Variable: Improvements within client organization (Intervening - Lvl. 2)

b. Predictors: (Constant), Mutual trust (Relation - Lvl. 2), The timing of a consulting project (Context - Lvl. 2), Personal involvement (Client - Lvl. 2), Priority of a consulting project (Context - Lvl. 2), The quality reduction of the outcome (Context - Lvl. 2), Client Readiness (Client - Lvl. 2), Team Diversity (Client - Lvl. 2), Presence of a client leader/sponsor (Client - Lvl. 2), Personal benefits (Client - Lvl. 2), Knowledge (Consultant - Lvl. 2), Client mandate (Context - Lvl. 2), Collaboration client members (Client - Lvl. 2), Top management Support (Client - Lvl. 2), Skills (Consultant - Lvl. 2)

Model	Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
	B	Std. Error	Beta	Tolerance	VIF
(Constant)	,475	,380			
Top management Support (Client - Lvl. 2)	,137	,054	,213	,420	2,379
Presence of a client leader/sponsor (Client - Lvl. 2)	,003	,077	,003	,500	2,000
Client Readiness (Client - Lvl. 2)	,076	,065	,080	,639	1,566
Team Diversity (Client - Lvl. 2)	-,021	,046	-,029	,760	1,315
Collaboration client members (Client - Lvl. 2)	-,055	,056	-,078	,465	2,152
Personal involvement (Client - Lvl. 2)	-,005	,045	-,007	,817	1,225
1 Personal benefits (Client - Lvl. 2)	,190	,049	,279	,559	1,790
Knowledge (Consultant - Lvl. 2)	,016	,075	,017	,465	2,152
Skills (Consultant - Lvl. 2)	,436	,119	,319	,386	2,594
Priority of a consulting project (Context - Lvl. 2)	,086	,041	,163	,493	2,030
The timing of a consulting project (Context - Lvl. 2)	-,019	,027	-,041	,816	1,226
The quality reduction of the outcome (Context - Lvl. 2)	,011	,035	,021	,660	1,516
Client mandate (Context - Lvl. 2)	,126	,054	,186	,455	2,196
Mutual trust (Relation - Lvl. 2)	-,137	,091	-,126	,417	2,397

a. Dependent Variable: Improvements within client organization (Intervening - Lvl. 2)



F3: Collective participation (part of the primary analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,614 ^a	,377	,306	,41596

a. Predictors: (Constant), Mutual trust (Relation - Lvl. 2), The timing of a consulting project (Context - Lvl. 2), Personal involvement (Client - Lvl. 2), Priority of a consulting project (Context - Lvl. 2), The quality reduction of the outcome (Context - Lvl. 2), Client Readiness (Client - Lvl. 2), Team Diversity (Client - Lvl. 2), Presence of a client leader/sponsor (Client - Lvl. 2), Personal benefits (Client - Lvl. 2), Knowledge (Consultant - Lvl. 2), Client mandate (Context - Lvl. 2), Collaboration client members (Client - Lvl. 2), Top management Support (Client - Lvl. 2), Skills (Consultant - Lvl. 2)

b. Dependent Variable: Collective participation (Intervening - Lvl. 2)

ANOVA^a

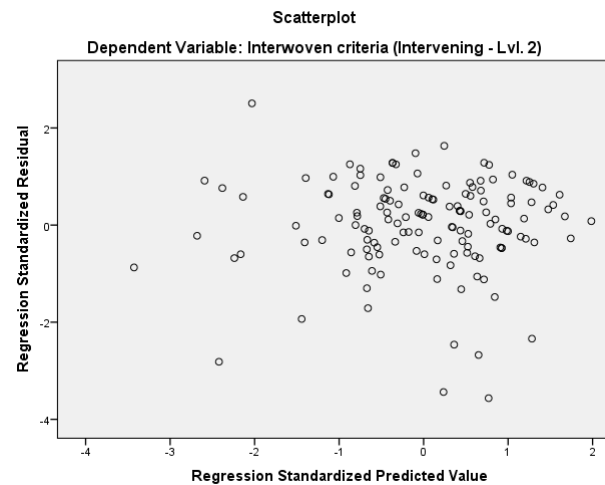
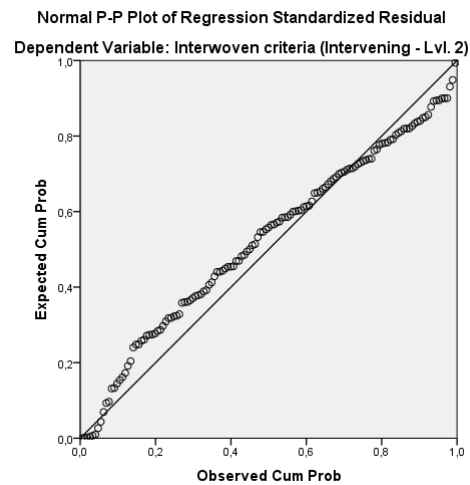
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	12,962	14	,926	5,351	,000 ^b
Residual	21,455	124	,173		
Total	34,417	138			

a. Dependent Variable: Collective participation (Intervening - Lvl. 2)

b. Predictors: (Constant), Mutual trust (Relation - Lvl. 2), The timing of a consulting project (Context - Lvl. 2), Personal involvement (Client - Lvl. 2), Priority of a consulting project (Context - Lvl. 2), The quality reduction of the outcome (Context - Lvl. 2), Client Readiness (Client - Lvl. 2), Team Diversity (Client - Lvl. 2), Presence of a client leader/sponsor (Client - Lvl. 2), Personal benefits (Client - Lvl. 2), Knowledge (Consultant - Lvl. 2), Client mandate (Context - Lvl. 2), Collaboration client members (Client - Lvl. 2), Top management Support (Client - Lvl. 2), Skills (Consultant - Lvl. 2)

Model		Unstandardized Coefficients		Standardized Coefficients	Sig.	Collinearity Statistics	
		B	Std. Error	Beta		Tolerance	VIF
1	(Constant)	1,475	,594		,014		
	Top management Support (Client - Lvl. 2)	-,067	,084	-,087	,430	,420	2,379
	Presence of a client leader/sponsor (Client - Lvl. 2)	,004	,120	,003	,973	,500	2,000
	Client Readiness (Client - Lvl. 2)	,013	,101	,011	,901	,639	1,566
	Team Diversity (Client - Lvl. 2)	,047	,072	,053	,514	,760	1,315
	Collaboration client members (Client - Lvl. 2)	,072	,088	,085	,415	,465	2,152
	Personal involvement (Client - Lvl. 2)	-,159	,070	-,178	,025	,817	1,225
	Personal benefits (Client - Lvl. 2)	-,037	,077	-,046	,628	,559	1,790
	Knowledge (Consultant - Lvl. 2)	-,109	,117	-,097	,353	,465	2,152
	Skills (Consultant - Lvl. 2)	,226	,186	,138	,228	,386	2,594
	Priority of a consulting project (Context - Lvl. 2)	,008	,064	,013	,896	,493	2,030
	The timing of a consulting project (Context - Lvl. 2)	,044	,042	,083	,294	,816	1,226
	The quality reduction of the outcome (Context - Lvl. 2)	,004	,054	,007	,934	,660	1,516
	Client mandate (Context - Lvl. 2)	,369	,085	,456	,000	,455	2,196
	Mutual trust (Relation - Lvl. 2)	,267	,143	,205	,064	,417	2,397

a. Dependent Variable: Collective participation (Intervening - Lvl. 2)



F4: Fulfillment of pre-agreements (part of the primary analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,648 ^a	,420	,354	,35667

a. Predictors: (Constant), Mutual trust (Relation - Lvl. 2), The timing of a consulting project (Context - Lvl. 2), Personal involvement (Client - Lvl. 2), Priority of a consulting project (Context - Lvl. 2), The quality reduction of the outcome (Context - Lvl. 2), Client Readiness (Client - Lvl. 2), Team Diversity (Client - Lvl. 2), Presence of a client leader/sponsor (Client - Lvl. 2), Personal benefits (Client - Lvl. 2), Knowledge (Consultant - Lvl. 2), Client mandate (Context - Lvl. 2), Collaboration client members (Client - Lvl. 2), Top management Support (Client - Lvl. 2), Skills (Consultant - Lvl. 2)

b. Dependent Variable: Fulfillment of pre-agreements (Intervening - Lvl. 2)

ANOVA^a

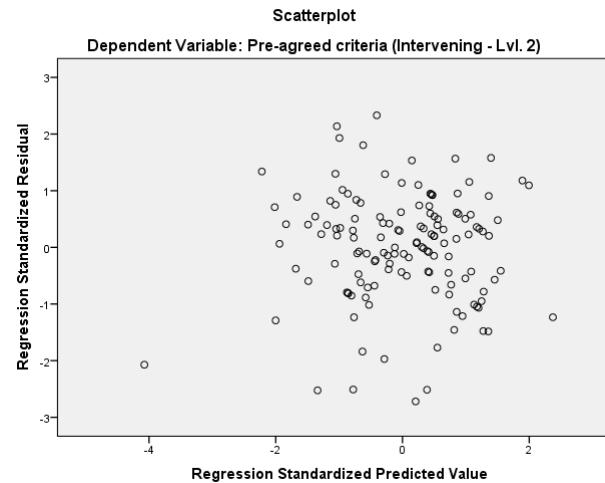
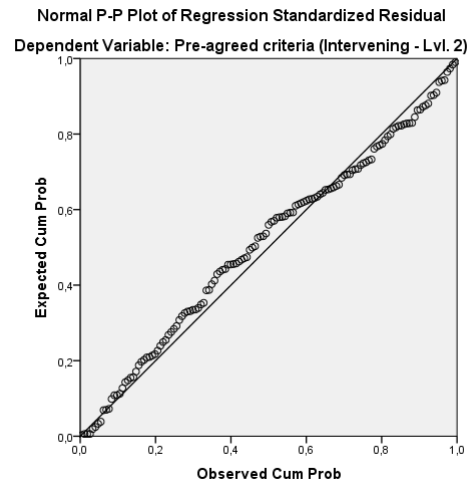
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	11,410	14	,815	6,406	,000 ^b
1 Residual	15,775	124	,127		
Total	27,184	138			

a. Dependent Variable: Fulfillment of pre-agreements (Intervening - Lvl. 2)

b. Predictors: (Constant), Mutual trust (Relation - Lvl. 2), The timing of a consulting project (Context - Lvl. 2), Personal involvement (Client - Lvl. 2), Priority of a consulting project (Context - Lvl. 2), The quality reduction of the outcome (Context - Lvl. 2), Client Readiness (Client - Lvl. 2), Team Diversity (Client - Lvl. 2), Presence of a client leader/sponsor (Client - Lvl. 2), Personal benefits (Client - Lvl. 2), Knowledge (Consultant - Lvl. 2), Client mandate (Context - Lvl. 2), Collaboration client members (Client - Lvl. 2), Top management Support (Client - Lvl. 2), Skills (Consultant - Lvl. 2)

Model	Unstandardized Coefficients		Standardized Coefficients	Sig.	Collinearity Statistics				
	B	Std. Error	Beta		Tolerance	VIF			
1	(Constant)	,545	,510				,287		
	Top management Support (Client - Lvl. 2)	-,051	,072	-,075	,478	,420			2,379
	Presence of a client leader/sponsor (Client - Lvl. 2)	,129	,103	,121	,212	,500			2,000
	Client Readiness (Client - Lvl. 2)	,042	,087	,042	,626	,639			1,566
	Team Diversity (Client - Lvl. 2)	-,056	,062	-,071	,370	,760			1,315
	Collaboration client members (Client - Lvl. 2)	,014	,075	,019	,849	,465			2,152
	Personal involvement (Client - Lvl. 2)	,083	,060	,105	,168	,817			1,225
	Personal benefits (Client - Lvl. 2)	-,146	,066	-,203	,029	,559			1,790
	Knowledge (Consultant - Lvl. 2)	-,048	,100	-,048	,635	,465			2,152
	Skills (Consultant - Lvl. 2)	,444	,160	,306	,006	,386			2,594
	Priority of a consulting project (Context - Lvl. 2)	,086	,055	,154	,118	,493			2,030
	The timing of a consulting project (Context - Lvl. 2)	-,006	,036	-,012	,875	,816			1,226
	The quality reduction of the outcome (Context - Lvl. 2)	,104	,046	,189	,027	,660			1,516
	Client mandate (Context - Lvl. 2)	,208	,073	,290	,005	,455			2,196
	Mutual trust (Relation - Lvl. 2)	,037	,122	,032	,764	,417			2,397

a. Dependent Variable: Fulfillment of pre-agreements (Intervening - Lvl. 2)



F5: Approach (part of the primary analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,378 ^a	,143	,046	,75056

a. Predictors: (Constant), Mutual trust (Relation - Lvl. 2), The timing of a consulting project (Context - Lvl. 2), Personal involvement (Client - Lvl. 2), Priority of a consulting project (Context - Lvl. 2), The quality reduction of the outcome (Context - Lvl. 2), Client Readiness (Client - Lvl. 2), Team Diversity (Client - Lvl. 2), Presence of a client leader/sponsor (Client - Lvl. 2), Personal benefits (Client - Lvl. 2), Knowledge (Consultant - Lvl. 2), Client mandate (Context - Lvl. 2), Collaboration client members (Client - Lvl. 2), Top management Support (Client - Lvl. 2), Skills (Consultant - Lvl. 2)

b. Dependent Variable: Approach (Intervening - Lvl. 2)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11,649	14	,832	1,477	,129 ^b
	Residual	69,855	124	,563		
	Total	81,504	138			

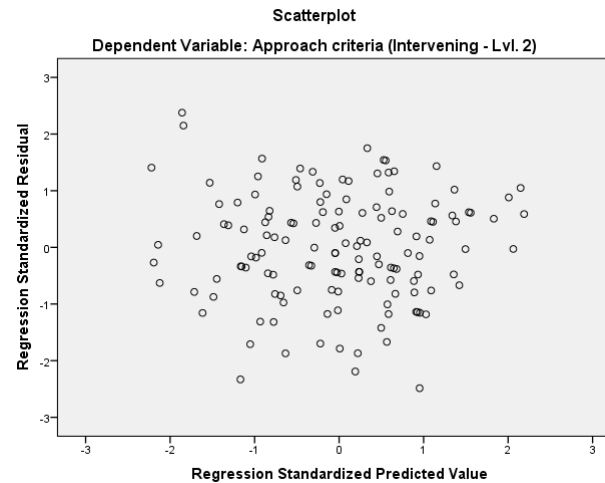
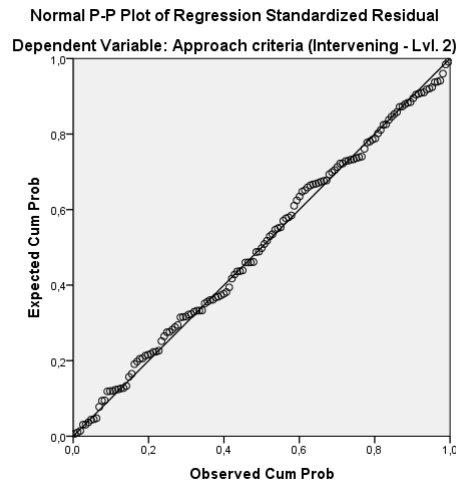
a. Dependent Variable: Approach (Intervening - Lvl. 2)

b. Predictors: (Constant), Mutual trust (Relation - Lvl. 2), The timing of a consulting project (Context - Lvl. 2), Personal involvement (Client - Lvl. 2), Priority of a consulting project (Context - Lvl. 2), The quality reduction of the outcome (Context - Lvl. 2), Client Readiness (Client - Lvl. 2), Team Diversity (Client - Lvl. 2), Presence of a client leader/sponsor (Client - Lvl. 2), Personal benefits (Client - Lvl. 2), Knowledge (Consultant - Lvl. 2), Client mandate (Context - Lvl. 2), Collaboration client members (Client - Lvl. 2), Top management Support (Client - Lvl. 2), Skills (Consultant - Lvl. 2)

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	Sig.	Collinearity Statistics	
		B	Std. Error	Beta		Tolerance	VIF
1	(Constant)	4,942	1,073		,000		
	Top management support (Client - Lvl. 2)	,030	,152	,026	,841	,420	2,379
	Presence of a client leader/sponsor (Client - Lvl. 2)	-,189	,216	-,103	,384	,500	2,000
	Client Readiness (Client - Lvl. 2)	,052	,182	,030	,774	,639	1,566
	Team Diversity (Client - Lvl. 2)	,008	,131	,006	,950	,760	1,315
	Collaboration client members (Client - Lvl. 2)	,140	,158	,108	,380	,465	2,152
	Personal involvement (Client - Lvl. 2)	-,222	,126	-,162	,081	,817	1,225
	Personal benefits (Client - Lvl. 2)	-,161	,139	-,129	,248	,559	1,790
	Knowledge (Consultant - Lvl. 2)	-,217	,211	-,126	,305	,465	2,152
	Skills (Consultant - Lvl. 2)	-,061	,336	-,024	,857	,386	2,594
	Priority of a consulting project (Context - Lvl. 2)	-,038	,115	-,040	,739	,493	2,030
	The timing of a consulting project (Context - Lvl. 2)	-,220	,076	-,265	,005	,816	1,226
	The quality reduction of the outcome (Context - Lvl. 2)	,146	,098	,153	,138	,660	1,516
	Client mandate (Context - Lvl. 2)	,084	,153	,068	,585	,455	2,196
	Mutual trust (Relation - Lvl. 2)	,148	,258	,074	,568	,417	2,397

a. Dependent Variable: Approach (Intervening - Lvl. 2)



F6: Equal contribution (part of the primary analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,468 ^a	,219	,131	,61940

a. Predictors: (Constant), Mutual trust (Relation - Lvl. 2), The timing of a consulting project (Context - Lvl. 2), Personal involvement (Client - Lvl. 2), Priority of a consulting project (Context - Lvl. 2), The quality reduction of the outcome (Context - Lvl. 2), Client Readiness (Client - Lvl. 2), Team Diversity (Client - Lvl. 2), Presence of a client leader/sponsor (Client - Lvl. 2), Personal benefits (Client - Lvl. 2), Knowledge (Consultant - Lvl. 2), Client mandate (Context - Lvl. 2), Collaboration client members (Client - Lvl. 2), Top management Support (Client - Lvl. 2), Skills (Consultant - Lvl. 2)

b. Dependent Variable: Equal contribution (Intervening - Lvl. 2)

ANOVA^a

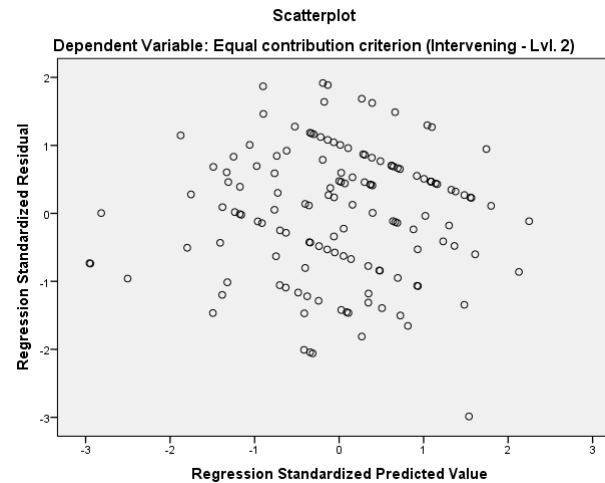
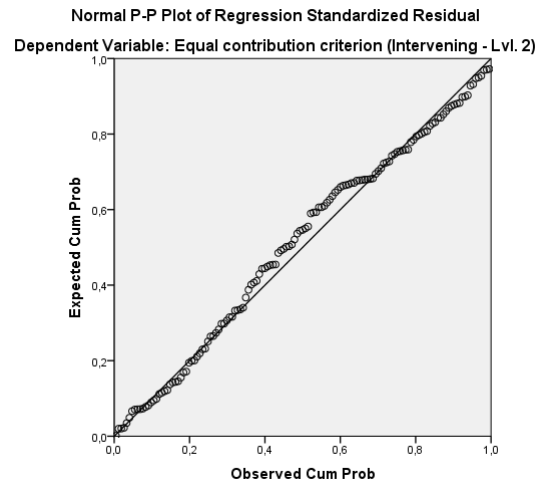
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	13,334	14	,952	2,482	,004 ^b
1 Residual	47,574	124	,384		
Total	60,908	138			

a. Dependent Variable: Equal contribution (Intervening - Lvl. 2)

b. Predictors: (Constant), Mutual trust (Relation - Lvl. 2), The timing of a consulting project (Context - Lvl. 2), Personal involvement (Client - Lvl. 2), Priority of a consulting project (Context - Lvl. 2), The quality reduction of the outcome (Context - Lvl. 2), Client Readiness (Client - Lvl. 2), Team Diversity (Client - Lvl. 2), Presence of a client leader/sponsor (Client - Lvl. 2), Personal benefits (Client - Lvl. 2), Knowledge (Consultant - Lvl. 2), Client mandate (Context - Lvl. 2), Collaboration client members (Client - Lvl. 2), Top management Support (Client - Lvl. 2), Skills (Consultant - Lvl. 2)

Model		Unstandardized Coefficients		Standardized Coefficients	Sig.	Collinearity Statistics	
		B	Std. Error	Beta		Tolerance	VIF
1	(Constant)	,419	,885		,637		
	Top management Support (Client - Lvl. 2)	-,241	,125	-,236	,056	,420	2,379
	Presence of a client leader/sponsor (Client - Lvl. 2)	-,075	,179	-,047	,676	,500	2,000
	Client Readiness (Client - Lvl. 2)	,249	,151	,164	,101	,639	1,566
	Team Diversity (Client - Lvl. 2)	,115	,108	,097	,287	,760	1,315
	Collaboration client members (Client - Lvl. 2)	,073	,131	,065	,575	,465	2,152
	Personal involvement (Client - Lvl. 2)	,049	,104	,041	,642	,817	1,225
	Personal benefits (Client - Lvl. 2)	-,016	,115	-,015	,890	,559	1,790
	Knowledge (Consultant - Lvl. 2)	,252	,174	,168	,150	,465	2,152
	Skills (Consultant - Lvl. 2)	-,255	,278	-,118	,360	,386	2,594
	Priority of a consulting project (Context - Lvl. 2)	,102	,095	,121	,285	,493	2,030
	The timing of a consulting project (Context - Lvl. 2)	,110	,063	,154	,082	,816	1,226
	The quality reduction of the outcome (Context - Lvl. 2)	-,127	,081	-,154	,118	,660	1,516
	Client mandate (Context - Lvl. 2)	,072	,127	,066	,573	,455	2,196
	Mutual trust (Relation - Lvl. 2)	,423	,213	,245	,049	,417	2,397

a. Dependent Variable: Equal contribution (Intervening - Lvl. 2)



F7: Improvements within client organization (part of the exploratory analyses - intra group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,453 ^a	,205	,187	,37642

a. Predictors: (Constant), Equal contribution (Intervening - Lvl. 2), Collective participation (Intervening - Lvl. 2), Approach (Intervening - Lvl. 2)
 b. Dependent Variable: Improvements within client organization (Intervening - Lvl. 2)

ANOVA^a

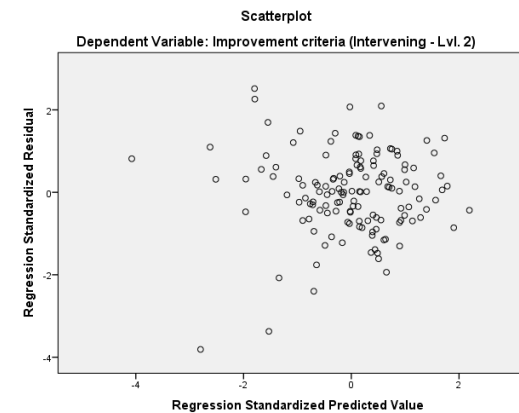
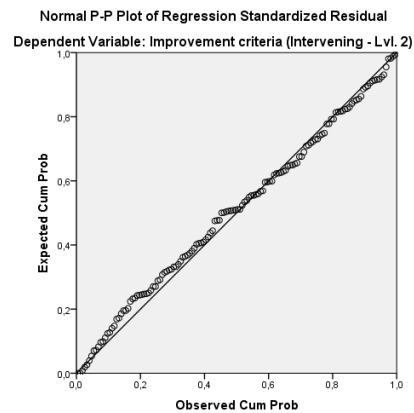
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4,965	3	1,655	11,679	,000 ^b
	Residual	19,270	136	,142		
	Total	24,235	139			

a. Dependent Variable: Improvements within client organization (Intervening - Lvl. 2)
 b. Predictors: (Constant), Equal contribution (Intervening - Lvl. 2), Collective participation (Intervening - Lvl. 2), Approach (Intervening - Lvl. 2)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2,579	,336		7,681	,000		
	Collective participation (Intervening - Lvl. 2)	,354	,064	,424	5,500	,000	,986	1,015
	Approach (Intervening - Lvl. 2)	-,091	,042	-,167	-2,146	,034	,965	1,036
	Equal contribution (Intervening - Lvl. 2)	,026	,049	,042	,540	,590	,963	1,039

a. Dependent Variable: Improvements within client organization (Intervening - Lvl. 2)



F8: Fulfillment of pre-agreements (part of the exploratory analyses - intra group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,371 ^a	,138	,119	,41660

a. Predictors: (Constant), Equal contribution (Intervening - Lvl. 2), Collective participation (Intervening - Lvl. 2), Approach (Intervening - Lvl. 2)
 b. Dependent Variable: Fulfillment of pre-agreements (Intervening - Lvl. 2)

ANOVA^a

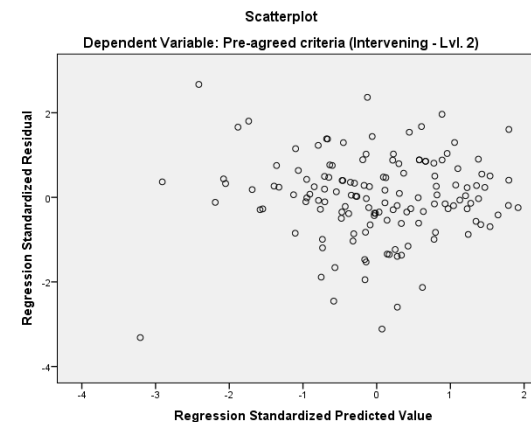
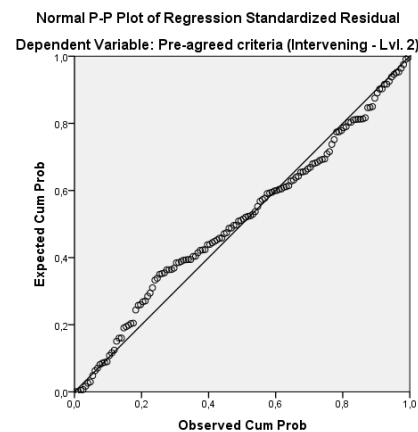
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3,778	3	1,259	7,256	,000 ^b
Residual	23,603	136	,174		
Total	27,381	139			

a. Dependent Variable: Fulfillment of pre-agreements (Intervening - Lvl. 2)
 b. Predictors: (Constant), Equal contribution criterion (Intervening - Lvl. 2), Collective participation (Intervening - Lvl. 2), Approach (Intervening - Lvl. 2)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2,318	,372		6,237	,000		
	Collective participation (Intervening - Lvl. 2)	,265	,071	,298	3,720	,000	,986	1,015
	Approach (Intervening - Lvl. 2)	,074	,047	,129	1,589	,114	,965	1,036
	Equal contribution (Intervening - Lvl. 2)	,107	,054	,161	1,981	,050	,963	1,039

a. Dependent Variable: Fulfillment of pre-agreements (Intervening - Lvl. 2)



F9: Collective participation (part of the exploratory analyses - intra group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,086 ^a	,007	,000	,49936

a. Predictors: (Constant), Equal contribution (Intervening - Lvl. 2)

b. Dependent Variable: Collective participation (Intervening - Lvl. 2)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	,255	1	,255	1,022	,314 ^b
	Residual	34,412	138	,249		
	Total	34,667	139			

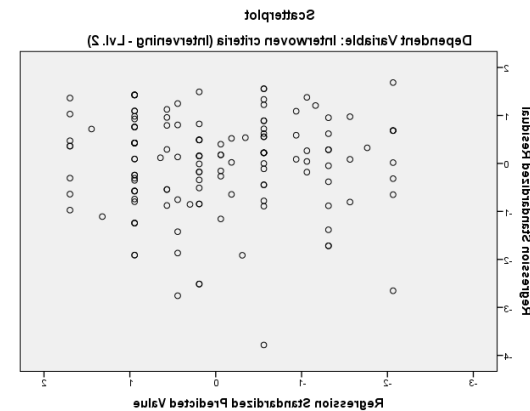
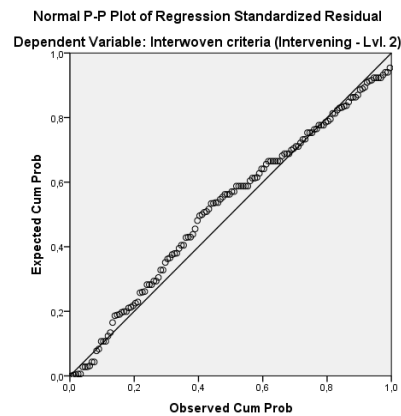
a. Dependent Variable: Collective participation (Intervening - Lvl. 2)

b. Predictors: (Constant), Equal contribution (Intervening - Lvl. 2)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4,029	,219		18,389	,000		
	Equal contribution (Intervening - Lvl. 2)	,064	,064	,086	1,011	,314	1,000	1,000

a. Dependent Variable: Collective participation (Intervening - Lvl. 2)



F10: Approach (part of the exploratory analyses - intra group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,167 ^a	,028	,021	,76042

a. Predictors: (Constant), Equal contribution (Intervening - Lvl. 2)

b. Dependent Variable: Approach (Intervening - Lvl. 2)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2,297	1	2,297	3,972	,048 ^b
	Residual	79,798	138	,578		
	Total	82,095	139			

a. Dependent Variable: Approach (Intervening - Lvl. 2)

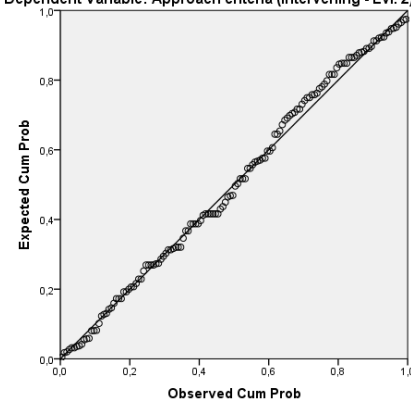
b. Predictors: (Constant), Equal contribution (Intervening - Lvl. 2)

Coefficients^a

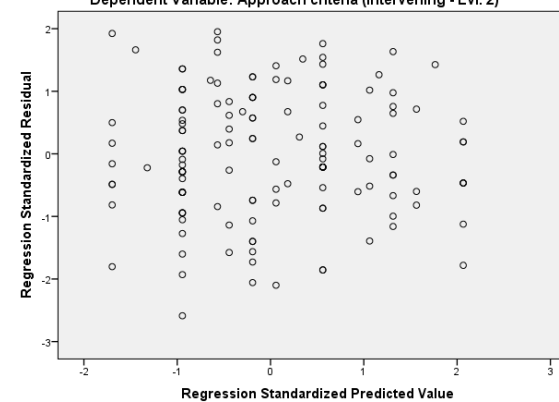
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3,742	,334		11,213	,000		
	Equal contribution (Intervening - Lvl. 2)	-,193	,097	-,167	-1,993	,048	1,000	1,000

a. Dependent Variable: Approach (Intervening - Lvl. 2)

Normal P-P Plot of Regression Standardized Residual
 Dependent Variable: Approach criteria (Intervening - Lvl. 2)



Scatterplot
 Dependent Variable: Approach criteria (Intervening - Lvl. 2)



F11: Personal benefits (part of the exploratory analyses - intra group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,490 ^a	,240	,211	,54614

a. Predictors: (Constant), Collaboration client members (Client - Lvl. 2), Team Diversity (Client - Lvl. 2), Client Readiness (Client - Lvl. 2), Top management Support (Client - Lvl. 2), Presence of a client leader/sponsor (Client - Lvl. 2)
 b. Dependent Variable: Personal benefits (Client - Lvl. 2)

ANOVA^a

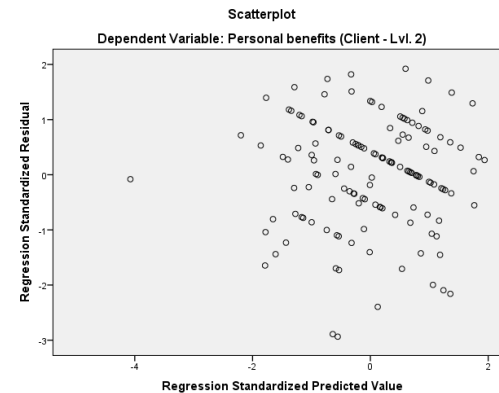
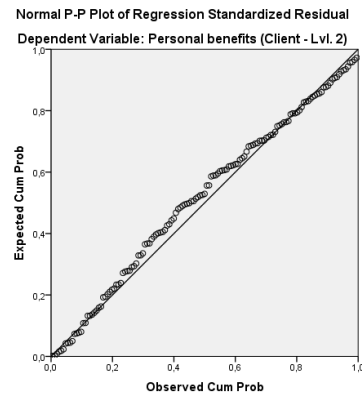
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12,506	5	2,501	8,386	,000 ^b
	Residual	39,669	133	,298		
	Total	52,175	138			

a. Dependent Variable: Personal benefits (Client - Lvl. 2)
 b. Predictors: (Constant), Collaboration client members (Client - Lvl. 2), Team Diversity (Client - Lvl. 2), Client Readiness (Client - Lvl. 2), Top management Support (Client - Lvl. 2), Presence of a client leader/sponsor (Client - Lvl. 2)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	,241	,619		,389	,698		
	Top management Support (Client - Lvl. 2)	,138	,083	,146	1,661	,099	,744	1,344
	Presence of a client leader/sponsor (Client - Lvl. 2)	,260	,144	,177	1,805	,073	,597	1,674
	Client Readiness (Client - Lvl. 2)	,170	,120	,121	1,417	,159	,782	1,278
	Team Diversity (Client - Lvl. 2)	,151	,091	,138	1,665	,098	,838	1,194
	Collaboration client members (Client - Lvl. 2)	,136	,108	,131	1,263	,209	,529	1,890

a. Dependent Variable: Personal benefits (Client - Lvl. 2)



F12: Personal involvement (part of the exploratory analyses - intra group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,354 ^a	,125	,092	,53350

a. Predictors: (Constant), Collaboration client members (Client - Lvl. 2), Team Diversity (Client - Lvl. 2), Client Readiness (Client - Lvl. 2), Top management Support (Client - Lvl. 2), Presence of a client leader/sponsor (Client - Lvl. 2)
 b. Dependent Variable: Personal involvement (Client - Lvl. 2)

ANOVA^a

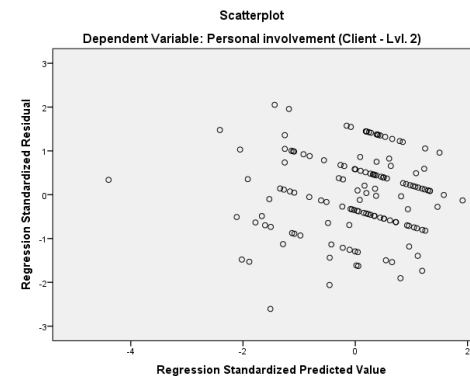
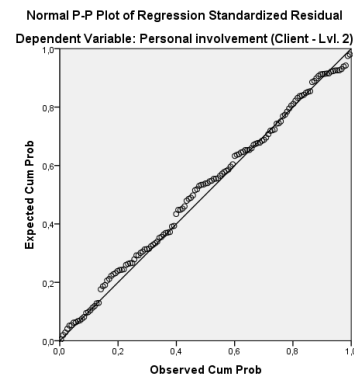
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5,425	5	1,085	3,812	,003 ^b
	Residual	37,855	133	,285		
	Total	43,280	138			

a. Dependent Variable: Personal involvement (Client - Lvl. 2)
 b. Predictors: (Constant), Collaboration client members (Client - Lvl. 2), Team Diversity (Client - Lvl. 2), Client Readiness (Client - Lvl. 2), Top management Support (Client - Lvl. 2), Presence of a client leader/sponsor (Client - Lvl. 2)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2,643	,605		4,367	,000		
	Top management Support (Client - Lvl. 2)	,035	,081	,041	,435	,665	,744	1,344
	Presence of a client leader/sponsor (Client - Lvl. 2)	-,111	,141	-,083	-,787	,432	,597	1,674
	Client Readiness (Client - Lvl. 2)	,205	,117	,161	1,752	,082	,782	1,278
	Team Diversity (Client - Lvl. 2)	-,026	,088	-,026	-,289	,773	,838	1,194
	Collaboration client members (Client - Lvl. 2)	,264	,105	,279	2,505	,013	,529	1,890

a. Dependent Variable: Personal involvement (Client - Lvl. 2)



F13: Presence of a client leader/sponsor (part of the exploratory analyses - intra group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,635 ^a	,403	,385	,32751

a. Predictors: (Constant), Collaboration client members (Client - Lvl. 2), Team Diversity (Client - Lvl. 2), Client Readiness (Client - Lvl. 2), Top management Support (Client - Lvl. 2)

b. Dependent Variable: Presence of a client leader/sponsor (Client - Lvl. 2)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9,691	4	2,423	22,587	,000 ^b
	Residual	14,374	134	,107		
	Total	24,065	138			

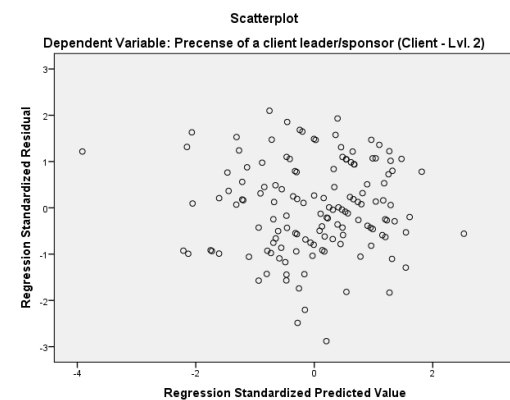
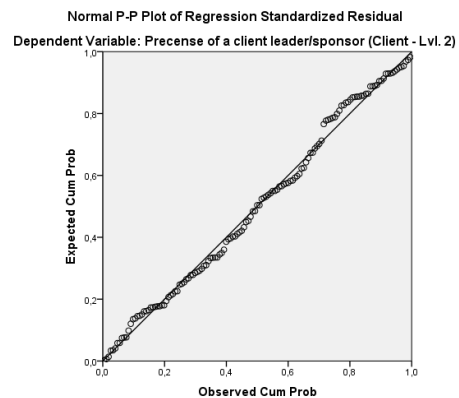
a. Dependent Variable: Presence of a client leader/sponsor (Client - Lvl. 2)

b. Predictors: (Constant), Collaboration client members (Client - Lvl. 2), Team Diversity (Client - Lvl. 2), Client Readiness (Client - Lvl. 2), Top management Support (Client - Lvl. 2)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2,348	,311		7,544	,000		
	Top management Support (Client - Lvl. 2)	,084	,049	,130	1,697	,092	,760	1,315
	Client Readiness (Client - Lvl. 2)	-,130	,071	-,137	-1,832	,069	,802	1,247
	Team Diversity (Client - Lvl. 2)	,113	,053	,152	2,125	,035	,866	1,155
	Collaboration client members (Client - Lvl. 2)	,393	,055	,557	7,121	,000	,729	1,371

a. Dependent Variable: Presence of a client leader/sponsor (Client - Lvl. 2)



F14: Team diversity (part of the exploratory analyses - intra group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,347 ^a	,121	,108	,52982

a. Predictors: (Constant), Client Readiness (Client - Lvl. 2), Top management Support (Client - Lvl. 2)

b. Dependent Variable: Team Diversity (Client - Lvl. 2)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5,277	2	2,638	9,399	,000 ^b
	Residual	38,457	137	,281		
	Total	43,734	139			

a. Dependent Variable: Team Diversity (Client - Lvl. 2)

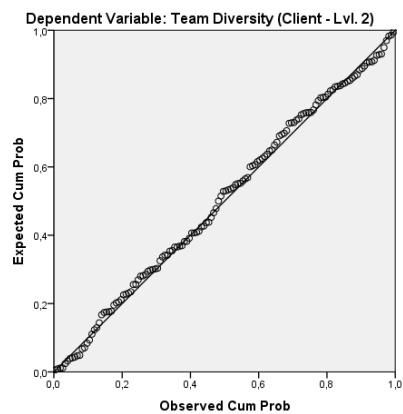
b. Predictors: (Constant), Client Readiness (Client - Lvl. 2), Top management Support (Client - Lvl. 2)

Coefficients^a

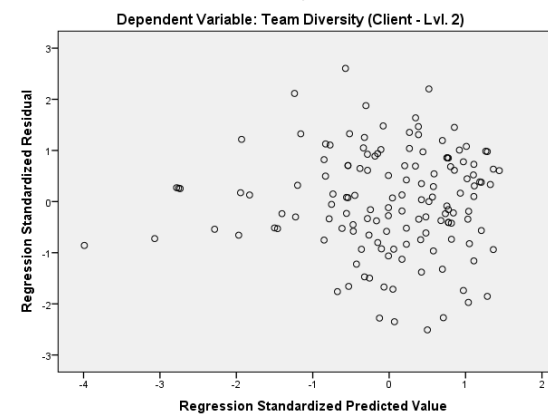
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2,194	,456		4,808	,000		
	Top management Support (Client - Lvl. 2)	,275	,073	,319	3,792	,000	,908	1,102
	Client Readiness (Client - Lvl. 2)	,091	,108	,071	,850	,397	,908	1,102

a. Dependent Variable: Team Diversity (Client - Lvl. 2)

Normal P-P Plot of Regression Standardized Residual



Scatterplot



F15: Collaboration client members (part of the exploratory analyses - intra group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,509 ^a	,260	,249	,51317

a. Predictors: (Constant), Client Readiness (Client - Lvl. 2), Top management Support (Client - Lvl. 2)
 b. Dependent Variable: Collaboration client members (Client - Lvl. 2)

ANOVA^a

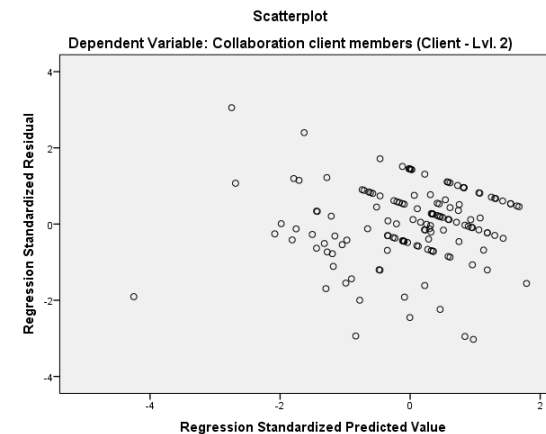
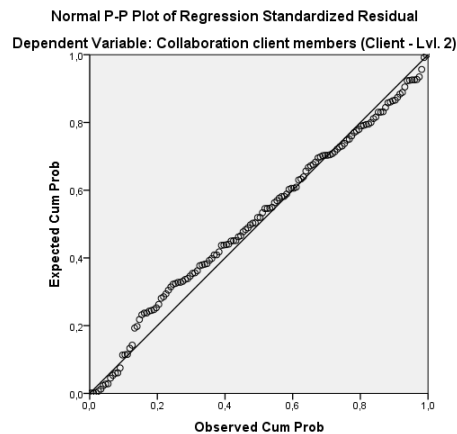
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12,646	2	6,323	24,011	,000 ^b
	Residual	36,077	137	,263		
	Total	48,723	139			

a. Dependent Variable: Collaboration client members (Client - Lvl. 2)
 b. Predictors: (Constant), Client Readiness (Client - Lvl. 2), Top management Support (Client - Lvl. 2)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1,281	,442		2,898	,004		
	Top management Support (Client - Lvl. 2)	,276	,070	,304	3,934	,000	,908	1,102
	Client Readiness (Client - Lvl. 2)	,442	,104	,327	4,241	,000	,908	1,102

a. Dependent Variable: Collaboration client members (Client - Lvl. 2)



F16: Skills (part of the exploratory analyses – intra group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,646 ^a	,417	,413	,23439

a. Predictors: (Constant), Knowledge (Consultant - Lvl. 2)

b. Dependent Variable: Skills (Consultant - Lvl. 2)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5,434	1	5,434	98,904	,000 ^b
	Residual	7,581	138	,055		
	Total	13,015	139			

a. Dependent Variable: Skills (Consultant - Lvl. 2)

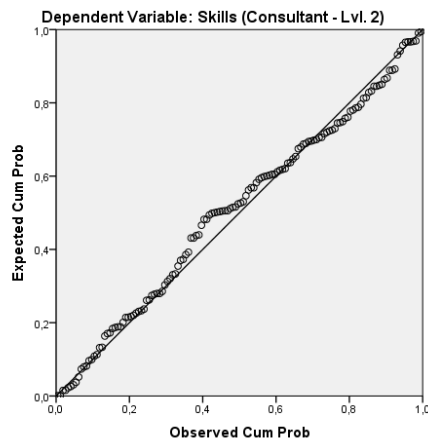
b. Predictors: (Constant), Knowledge (Consultant - Lvl. 2)

Coefficients^a

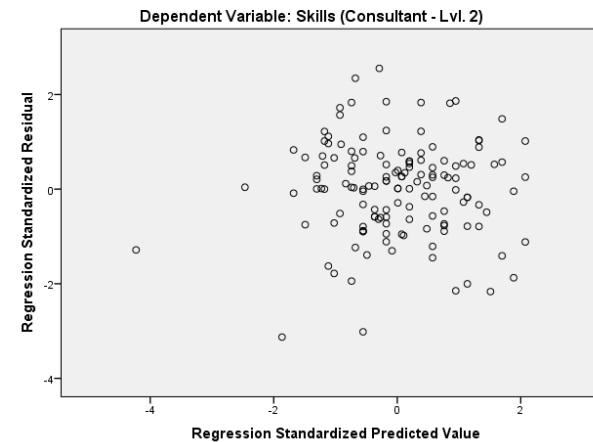
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2,394	,184		13,036	,000		
	Knowledge (Consultant - Lvl. 2)	,445	,045	,646	9,945	,000	1,000	1,000

a. Dependent Variable: Skills (Consultant - Lvl. 2)

Normal P-P Plot of Regression Standardized Residual



Scatterplot



F17: Knowledge of the consultant (part of the exploratory analyses - inter group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,586 ^a	,343	,308	,36948

a. Predictors: (Constant), Personal benefits (Client - Lvl. 2), Client Readiness (Client - Lvl. 2), Team Diversity (Client - Lvl. 2), Personal involvement (Client - Lvl. 2), Presence of a client leader/sponsor (Client - Lvl. 2), Top management Support (Client - Lvl. 2), Collaboration client members (Client - Lvl. 2)

b. Dependent Variable: Knowledge (Consultant - Lvl. 2)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9,349	7	1,336	9,784	,000 ^b
	Residual	17,883	131	,137		
	Total	27,233	138			

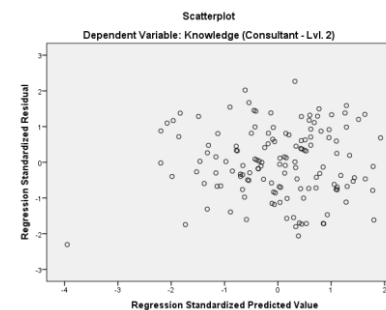
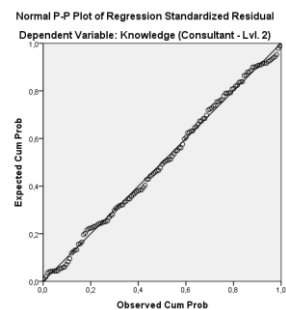
a. Dependent Variable: Knowledge (Consultant - Lvl. 2)

b. Predictors: (Constant), Personal benefits (Client - Lvl. 2), Client Readiness (Client - Lvl. 2), Team Diversity (Client - Lvl. 2), Personal involvement (Client - Lvl. 2), Presence of a client leader/sponsor (Client - Lvl. 2), Top management Support (Client - Lvl. 2), Collaboration client members (Client - Lvl. 2)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1,150	,449		2,564	,011		
	Top management Support (Client - Lvl. 2)	,141	,057	,207	2,492	,014	,729	1,372
	Presence of a client leader/sponsor (Client - Lvl. 2)	,167	,099	,157	1,688	,094	,577	1,733
	Client Readiness (Client - Lvl. 2)	,148	,082	,146	1,797	,075	,758	1,319
	Team Diversity (Client - Lvl. 2)	-,014	,062	-,017	-,221	,825	,818	1,222
	Collaboration client members (Client - Lvl. 2)	,076	,075	,101	1,015	,312	,503	1,987
	Personal involvement (Client - Lvl. 2)	,038	,061	,047	,611	,542	,836	1,197
	Personal benefits (Client - Lvl. 2)	,154	,060	,214	2,571	,011	,726	1,377

a. Dependent Variable: Knowledge (Consultant - Lvl. 2)



F18: Skills of the consultant (part of the exploratory analyses - inter group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,651 ^a	,423	,392	,23853

a. Predictors: (Constant), Personal benefits (Client - Lvl. 2), Client Readiness (Client - Lvl. 2), Team Diversity (Client - Lvl. 2), Personal involvement (Client - Lvl. 2), Presence of a client leader/sponsor (Client - Lvl. 2), Top management Support (Client - Lvl. 2), Collaboration client members (Client - Lvl. 2)

b. Dependent Variable: Skills (Consultant - Lvl. 2)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5,468	7	,781	13,729	,000 ^b
	Residual	7,454	131	,057		
	Total	12,921	138			

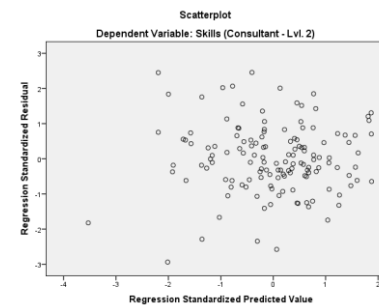
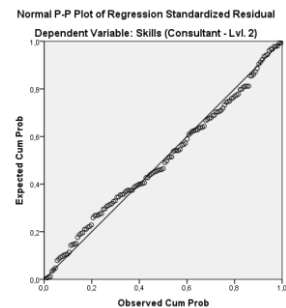
a. Dependent Variable: Skills (Consultant - Lvl. 2)

b. Predictors: (Constant), Personal benefits (Client - Lvl. 2), Client Readiness (Client - Lvl. 2), Team Diversity (Client - Lvl. 2), Personal involvement (Client - Lvl. 2), Presence of a client leader/sponsor (Client - Lvl. 2), Top management Support (Client - Lvl. 2), Collaboration client members (Client - Lvl. 2)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1,881	,290		6,495	,000		
	Top management Support (Client - Lvl. 2)	,048	,037	,102	1,310	,193	,729	1,372
	Presence of a client leader/sponsor (Client - Lvl. 2)	,184	,064	,252	2,880	,005	,577	1,733
	Client Readiness (Client - Lvl. 2)	,161	,053	,231	3,031	,003	,758	1,319
	Team Diversity (Client - Lvl. 2)	,029	,040	,052	,712	,478	,818	1,222
	Collaboration client members (Client - Lvl. 2)	,009	,048	,018	,188	,852	,503	1,987
	Personal involvement (Client - Lvl. 2)	-,008	,040	-,015	-,202	,841	,836	1,197
	Personal benefits (Client - Lvl. 2)	,150	,039	,302	3,884	,000	,726	1,377

a. Dependent Variable: Skills (Consultant - Lvl. 2)



F19: Top management support (part of the exploratory analyses - inter group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,452 ^a	,204	,192	,58414

a. Predictors: (Constant), Skills (Consultant - Lvl. 2), Knowledge (Consultant - Lvl. 2)
 b. Dependent Variable: Top management Support (Client - Lvl. 2)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11,975	2	5,988	17,548	,000 ^b
	Residual	46,748	137	,341		
	Total	58,723	139			

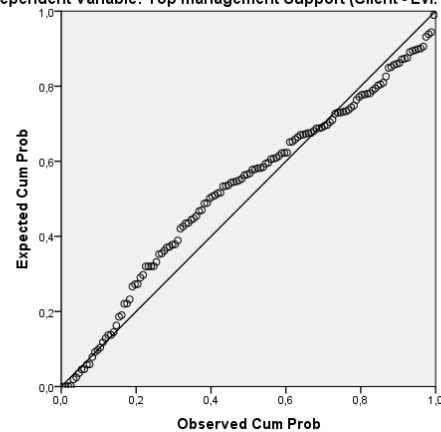
a. Dependent Variable: Top management Support (Client - Lvl. 2)
 b. Predictors: (Constant), Skills (Consultant - Lvl. 2), Knowledge (Consultant - Lvl. 2)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	,672	,684		,983	,327		
	Knowledge (Consultant - Lvl. 2)	,433	,146	,296	2,965	,004	,583	1,717
	Skills (Consultant - Lvl. 2)	,424	,212	,200	1,999	,048	,583	1,717

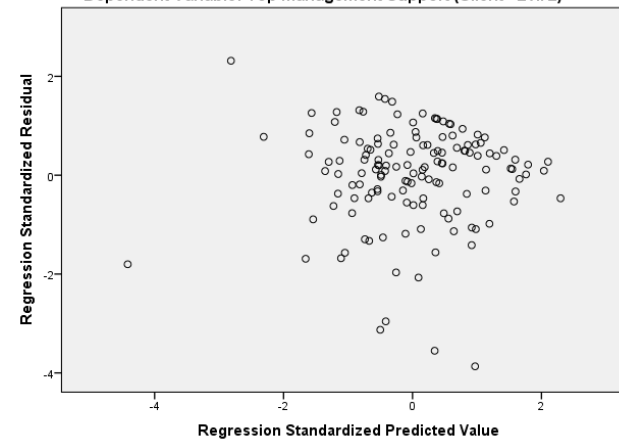
a. Dependent Variable: Top management Support (Client - Lvl. 2)

Normal P-P Plot of Regression Standardized Residual
 Dependent Variable: Top management Support (Client - Lvl. 2)



Scatterplot

Dependent Variable: Top management Support (Client - Lvl. 2)



F20: Presence of a client leader/sponsor (part of the exploratory analyses - inter group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,480 ^a	,231	,219	,36897

a. Predictors: (Constant), Skills (Consultant - Lvl. 2), Knowledge (Consultant - Lvl. 2)

b. Dependent Variable: Presence of a client leader/sponsor (Client - Lvl. 2)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5,550	2	2,775	20,384	,000 ^b
	Residual	18,515	136	,136		
	Total	24,065	138			

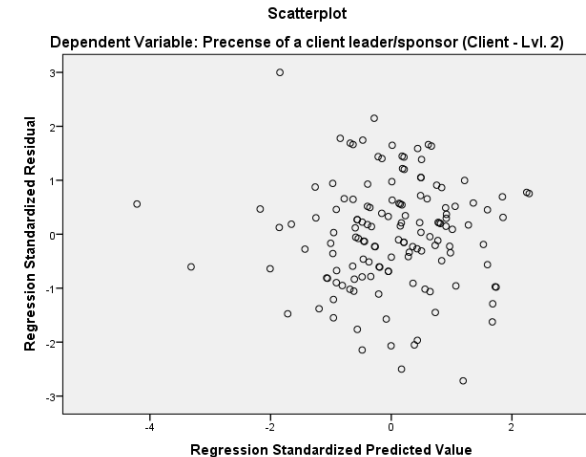
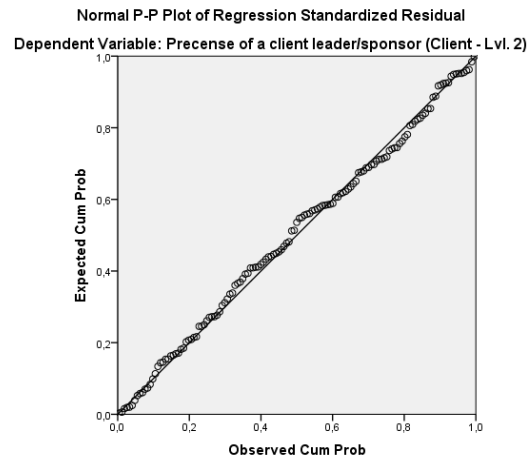
a. Dependent Variable: Presence of a client leader/sponsor (Client - Lvl. 2)

b. Predictors: (Constant), Skills (Consultant - Lvl. 2), Knowledge (Consultant - Lvl. 2)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1,581	,433		3,648	,000		
	Knowledge (Consultant - Lvl. 2)	,155	,093	,165	1,671	,097	,583	1,717
	Skills (Consultant - Lvl. 2)	,487	,134	,357	3,624	,000	,583	1,717

a. Dependent Variable: Presence of a client leader/sponsor (Client - Lvl. 2)



F21: Client readiness (part of the exploratory analyses - inter group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,414 ^a	,171	,159	,40194

a. Predictors: (Constant), Skills (Consultant - Lvl. 2), Knowledge (Consultant - Lvl. 2)
 b. Dependent Variable: Client Readiness (Client - Lvl. 2)

ANOVA^a

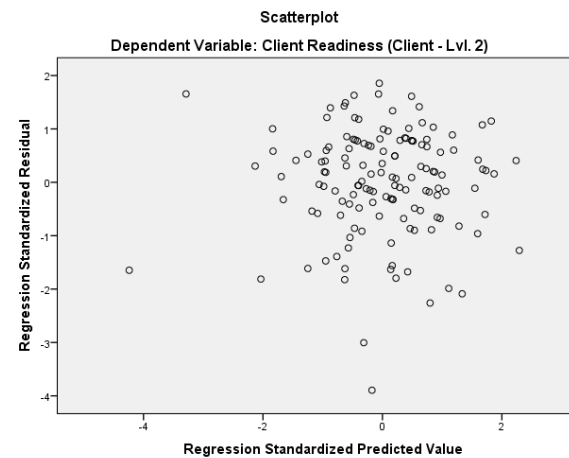
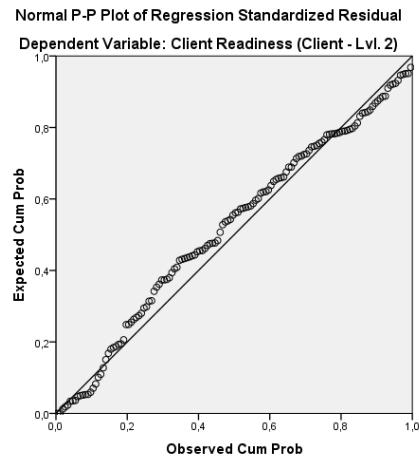
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4,569	2	2,284	14,140	,000 ^b
	Residual	22,133	137	,162		
	Total	26,701	139			

a. Dependent Variable: Client Readiness (Client - Lvl. 2)
 b. Predictors: (Constant), Skills (Consultant - Lvl. 2), Knowledge (Consultant - Lvl. 2)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1,684	,470		3,580	,000		
	Knowledge (Consultant - Lvl. 2)	,150	,101	,152	1,489	,139	,583	1,717
	Skills (Consultant - Lvl. 2)	,428	,146	,299	2,934	,004	,583	1,717

a. Dependent Variable: Client Readiness (Client - Lvl. 2)



F22: Team diversity (part of the exploratory analyses - inter group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,301 ^a	,091	,077	,53875

a. Predictors: (Constant), Skills (Consultant - Lvl. 2), Knowledge (Consultant - Lvl. 2)
 b. Dependent Variable: Team Diversity (Client - Lvl. 2)

ANOVA^a

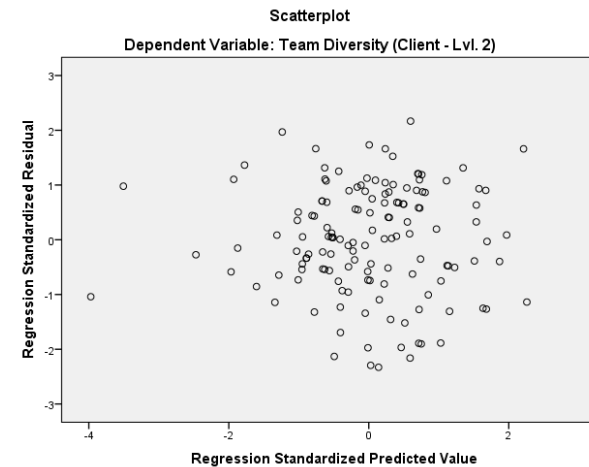
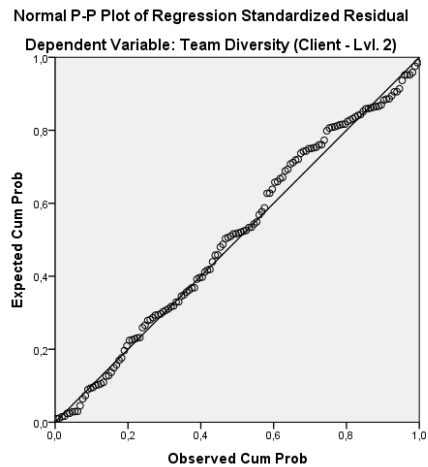
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3,969	2	1,984	6,836	,001 ^b
	Residual	39,765	137	,290		
	Total	43,734	139			

a. Dependent Variable: Team Diversity (Client - Lvl. 2)
 b. Predictors: (Constant), Skills (Consultant - Lvl. 2), Knowledge (Consultant - Lvl. 2)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1,416	,630		2,246	,026		
	Knowledge (Consultant - Lvl. 2)	,058	,135	,046	,431	,667	,583	1,717
	Skills (Consultant - Lvl. 2)	,494	,196	,269	2,524	,013	,583	1,717

a. Dependent Variable: Team Diversity (Client - Lvl. 2)



F23: Collaboration client members (part of the exploratory analyses - inter group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,473 ^a	,224	,213	,52538

a. Predictors: (Constant), Skills (Consultant - Lvl. 2), Knowledge (Consultant - Lvl. 2)
 b. Dependent Variable: Collaboration client members (Client - Lvl. 2)

ANOVA^a

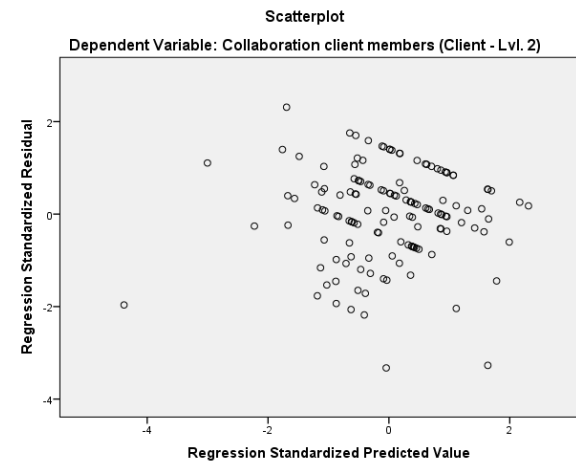
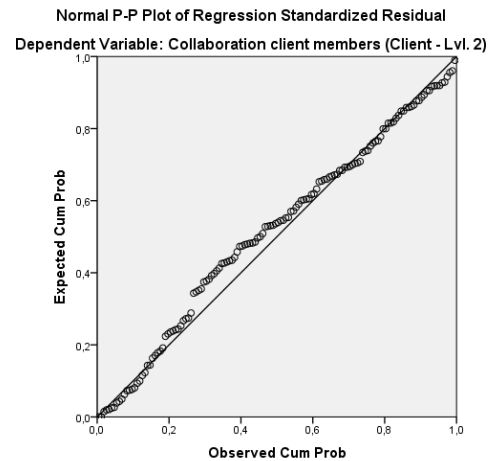
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10,908	2	5,454	19,759	,000 ^b
	Residual	37,816	137	,276		
	Total	48,723	139			

a. Dependent Variable: Collaboration client members (Client - Lvl. 2)
 b. Predictors: (Constant), Skills (Consultant - Lvl. 2), Knowledge (Consultant - Lvl. 2)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	,727	,615		1,182	,239		
	Knowledge (Consultant - Lvl. 2)	,351	,131	,264	2,674	,008	,583	1,717
	Skills (Consultant - Lvl. 2)	,499	,191	,258	2,614	,010	,583	1,717

a. Dependent Variable: Collaboration client members (Client - Lvl. 2)



F24: Personal involvement (part of the exploratory analyses - inter group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,239 ^a	,057	,044	,54769

a. Predictors: (Constant), Skills (Consultant - Lvl. 2), Knowledge (Consultant - Lvl. 2)
 b. Dependent Variable: Personal involvement (Client - Lvl. 2)

ANOVA^a

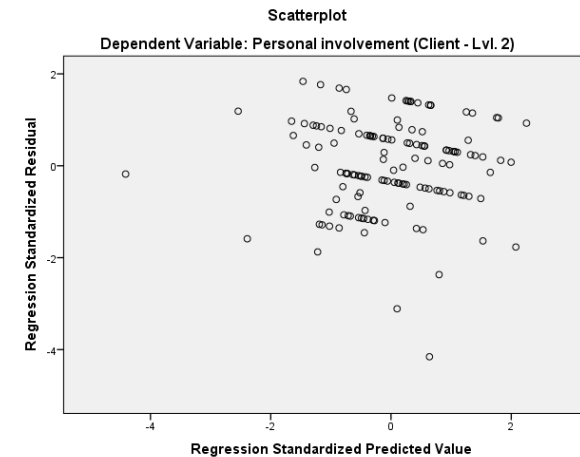
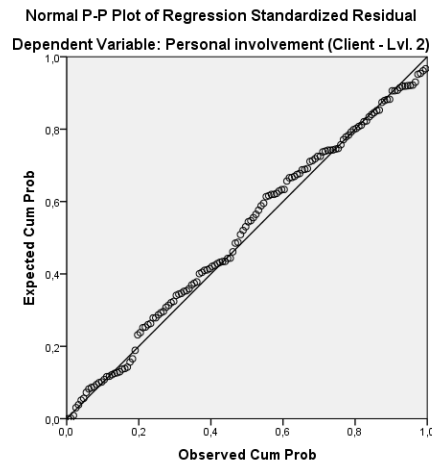
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2,499	2	1,250	4,166	,018 ^b
	Residual	41,094	137	,300		
	Total	43,593	139			

a. Dependent Variable: Personal involvement (Client - Lvl. 2)
 b. Predictors: (Constant), Skills (Consultant - Lvl. 2), Knowledge (Consultant - Lvl. 2)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2,675	,641		4,173	,000		
	Knowledge (Consultant - Lvl. 2)	,234	,137	,186	1,711	,089	,583	1,717
	Skills (Consultant - Lvl. 2)	,133	,199	,073	,668	,505	,583	1,717

a. Dependent Variable: Personal involvement (Client - Lvl. 2)



F25: Personal benefits (part of the exploratory analyses - inter group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,528 ^a	,279	,268	,52591

a. Predictors: (Constant), Skills (Consultant - Lvl. 2), Knowledge (Consultant - Lvl. 2)

b. Dependent Variable: Personal benefits (Client - Lvl. 2)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14,661	2	7,331	26,505	,000 ^b
	Residual	37,891	137	,277		
	Total	52,553	139			

a. Dependent Variable: Personal benefits (Client - Lvl. 2)

b. Predictors: (Constant), Skills (Consultant - Lvl. 2), Knowledge (Consultant - Lvl. 2)

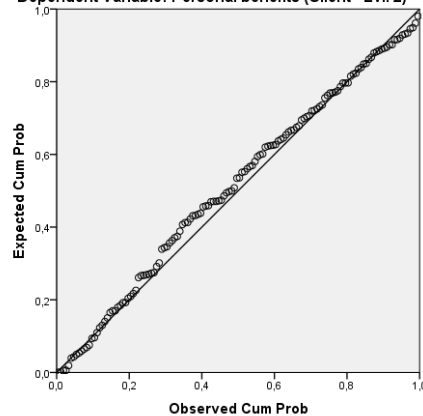
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-,588	,615		-,955	,341		
	Knowledge (Consultant - Lvl. 2)	,238	,132	,172	1,810	,072	,583	1,717
	Skills (Consultant - Lvl. 2)	,805	,191	,400	4,213	,000	,583	1,717

a. Dependent Variable: Personal benefits (Client - Lvl. 2)

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Personal benefits (Client - Lvl. 2)



Scatterplot

Dependent Variable: Personal benefits (Client - Lvl. 2)



F26: Priority of a consulting project (part of the exploratory analyses - inter group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,679 ^a	,462	,433	,59476

a. Predictors: (Constant), Personal benefits (Client - Lvl. 2), Client Readiness (Client - Lvl. 2), Team Diversity (Client - Lvl. 2), Personal involvement (Client - Lvl. 2), Presence of a client leader/sponsor (Client - Lvl. 2), Top management Support (Client - Lvl. 2), Collaboration client members (Client - Lvl. 2)

b. Dependent Variable: Priority of a consulting project (Context - Lvl. 2)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39,714	7	5,673	16,038	,000 ^b
	Residual	46,340	131	,354		
	Total	86,054	138			

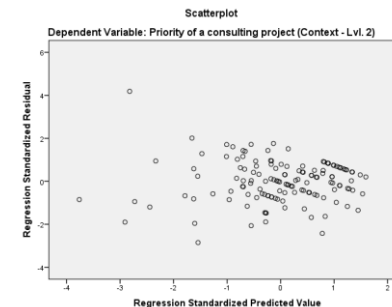
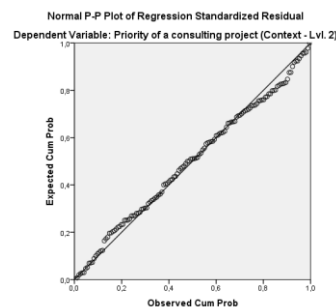
a. Dependent Variable: Priority of a consulting project (Context - Lvl. 2)

b. Predictors: (Constant), Personal benefits (Client - Lvl. 2), Client Readiness (Client - Lvl. 2), Team Diversity (Client - Lvl. 2), Personal involvement (Client - Lvl. 2), Presence of a client leader/sponsor (Client - Lvl. 2), Top management Support (Client - Lvl. 2), Collaboration client members (Client - Lvl. 2)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-,154	,722		-,213	,832		
	Top management Support (Client - Lvl. 2)	,670	,091	,552	7,347	,000	,729	1,372
	Presence of a client leader/sponsor (Client - Lvl. 2)	,111	,160	,058	,693	,490	,577	1,733
	Client Readiness (Client - Lvl. 2)	-,062	,133	-,035	-,469	,640	,758	1,319
	Team Diversity (Client - Lvl. 2)	,125	,100	,089	1,251	,213	,818	1,222
	Collaboration client members (Client - Lvl. 2)	,056	,121	,042	,469	,640	,503	1,987
	Personal involvement (Client - Lvl. 2)	-,052	,099	-,037	-,530	,597	,836	1,197
	Personal benefits (Client - Lvl. 2)	,171	,097	,133	1,766	,080	,726	1,377

a. Dependent Variable: Priority of a consulting project (Context - Lvl. 2)



F27: The timing of a consulting project (part of the exploratory analyses - inter group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,304 ^a	,093	,044	,90784

a. Predictors: (Constant), Personal benefits (Client - Lvl. 2), Client Readiness (Client - Lvl. 2), Team Diversity (Client - Lvl. 2), Personal involvement (Client - Lvl. 2), Presence of a client leader/sponsor (Client - Lvl. 2), Top management Support (Client - Lvl. 2), Collaboration client members (Client - Lvl. 2)

b. Dependent Variable: The timing of a consulting project (Context - Lvl. 2)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11,024	7	1,575	1,911	,073 ^b
	Residual	107,966	131	,824		
	Total	118,990	138			

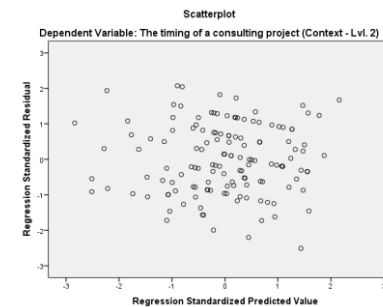
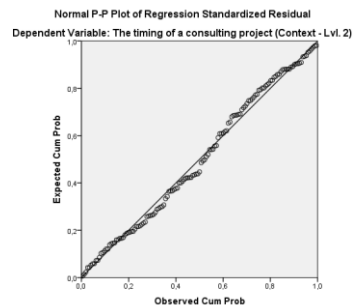
a. Dependent Variable: The timing of a consulting project (Context - Lvl. 2)

b. Predictors: (Constant), Personal benefits (Client - Lvl. 2), Client Readiness (Client - Lvl. 2), Team Diversity (Client - Lvl. 2), Personal involvement (Client - Lvl. 2), Presence of a client leader/sponsor (Client - Lvl. 2), Top management Support (Client - Lvl. 2), Collaboration client members (Client - Lvl. 2)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	,388	1,102		,352	,725		
	Top management Support (Client - Lvl. 2)	,356	,139	,249	2,556	,012	,729	1,372
	Presence of a client leader/sponsor (Client - Lvl. 2)	,193	,244	,087	,791	,431	,577	1,733
	Client Readiness (Client - Lvl. 2)	,253	,202	,119	1,249	,214	,758	1,319
	Team Diversity (Client - Lvl. 2)	-,145	,152	-,087	-,951	,343	,818	1,222
	Collaboration client members (Client - Lvl. 2)	-,115	,184	-,074	-,627	,532	,503	1,987
	Personal involvement (Client - Lvl. 2)	,184	,151	,111	1,216	,226	,836	1,197
	Personal benefits (Client - Lvl. 2)	-,163	,147	-,108	-1,104	,272	,726	1,377

a. Dependent Variable: The timing of a consulting project (Context - Lvl. 2)



F28: The quality reduction of the outcome (part of the exploratory analyses - inter group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,455 ^a	,207	,165	,73605

a. Predictors: (Constant), Personal benefits (Client - Lvl. 2), Client Readiness (Client - Lvl. 2), Team Diversity (Client - Lvl. 2), Personal involvement (Client - Lvl. 2), Presence of a client leader/sponsor (Client - Lvl. 2), Top management Support (Client - Lvl. 2), Collaboration client members (Client - Lvl. 2)

b. Dependent Variable: The quality reduction of the outcome (Context - Lvl. 2)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18,528	7	2,647	4,886	,000 ^b
	Residual	70,972	131	,542		
	Total	89,500	138			

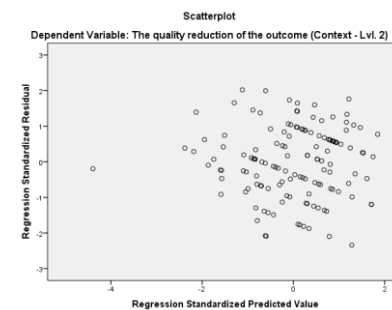
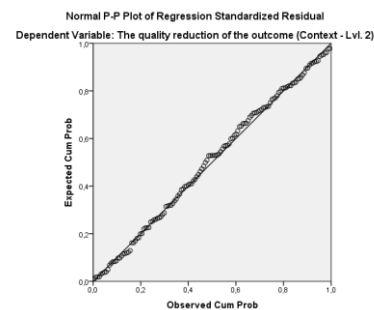
a. Dependent Variable: The quality reduction of the outcome (Context - Lvl. 2)

b. Predictors: (Constant), Personal benefits (Client - Lvl. 2), Client Readiness (Client - Lvl. 2), Team Diversity (Client - Lvl. 2), Personal involvement (Client - Lvl. 2), Presence of a client leader/sponsor (Client - Lvl. 2), Top management Support (Client - Lvl. 2), Collaboration client members (Client - Lvl. 2)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	,317	,894		,355	,723		
	Top management Support (Client - Lvl. 2)	,241	,113	,194	2,132	,035	,729	1,372
	Presence of a client leader/sponsor (Client - Lvl. 2)	-,116	,198	-,060	-,588	,558	,577	1,733
	Client Readiness (Client - Lvl. 2)	-,042	,164	-,023	-,254	,800	,758	1,319
	Team Diversity (Client - Lvl. 2)	,083	,123	,058	,674	,501	,818	1,222
	Collaboration client members (Client - Lvl. 2)	,369	,149	,272	2,477	,015	,503	1,987
	Personal involvement (Client - Lvl. 2)	-,006	,122	-,004	-,052	,958	,836	1,197
	Personal benefits (Client - Lvl. 2)	,193	,120	,148	1,617	,108	,726	1,377

a. Dependent Variable: The quality reduction of the outcome (Context - Lvl. 2)



F29: Client mandate (part of the exploratory analyses - inter group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,728 ^a	,531	,506	,43378

a. Predictors: (Constant), Personal benefits (Client - Lvl. 2), Client Readiness (Client - Lvl. 2), Team Diversity (Client - Lvl. 2), Personal involvement (Client - Lvl. 2), Presence of a client leader/sponsor (Client - Lvl. 2), Top management Support (Client - Lvl. 2), Collaboration client members (Client - Lvl. 2)

b. Dependent Variable: Client mandate (Context - Lvl. 2)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27,874	7	3,982	21,163	,000 ^b
	Residual	24,649	131	,188		
	Total	52,523	138			

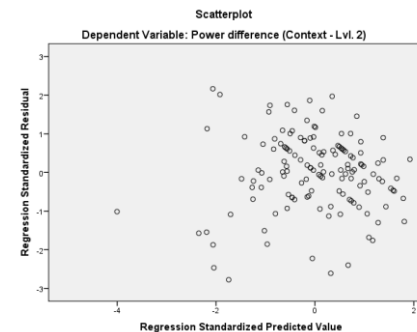
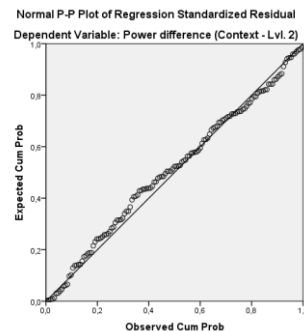
a. Dependent Variable: Client mandate (Context - Lvl. 2)

b. Predictors: (Constant), Personal benefits (Client - Lvl. 2), Client Readiness (Client - Lvl. 2), Team Diversity (Client - Lvl. 2), Personal involvement (Client - Lvl. 2), Presence of a client leader/sponsor (Client - Lvl. 2), Top management Support (Client - Lvl. 2), Collaboration client members (Client - Lvl. 2)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.886	,527		-1,682	,095		
	Top management Support (Client - Lvl. 2)	,330	,067	,348	4,963	,000	,729	1,372
	Presence of a client leader/sponsor (Client - Lvl. 2)	,321	,116	,217	2,755	,007	,577	1,733
	Client Readiness (Client - Lvl. 2)	,285	,097	,203	2,946	,004	,758	1,319
	Team Diversity (Client - Lvl. 2)	-.013	,073	-.012	-.179	,858	,818	1,222
	Collaboration client members (Client - Lvl. 2)	,077	,088	,074	,872	,385	,503	1,987
	Personal involvement (Client - Lvl. 2)	-.040	,072	-.037	-.558	,578	,836	1,197
	Personal benefits (Client - Lvl. 2)	,221	,070	,221	3,142	,002	,726	1,377

a. Dependent Variable: Client mandate (Context - Lvl. 2)



F30: Top management support (part of the exploratory analyses - inter group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,746 ^a	,557	,544	,43901

a. Predictors: (Constant), Client mandate (Context - Lvl. 2), The timing of a consulting project (Context - Lvl. 2), The quality reduction of the outcome (Context - Lvl. 2), Priority of a consulting project (Context - Lvl. 2)
 b. Dependent Variable: Top management Support (Client - Lvl. 2)

ANOVA^a

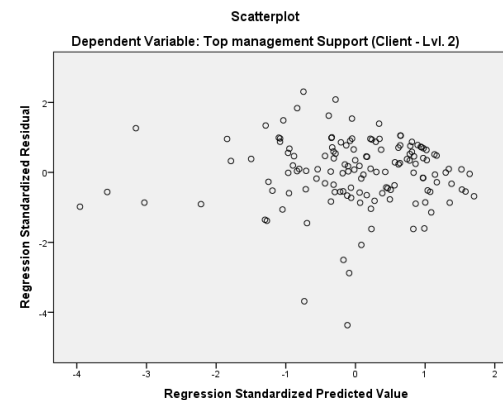
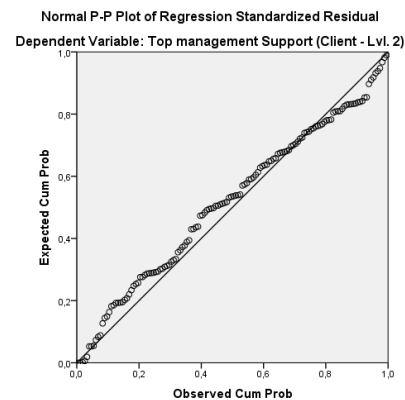
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32,705	4	8,176	42,424	,000 ^b
	Residual	26,018	135	,193		
	Total	58,723	139			

a. Dependent Variable: Top management Support (Client - Lvl. 2)
 b. Predictors: (Constant), Client mandate (Context - Lvl. 2), The timing of a consulting project (Context - Lvl. 2), The quality reduction of the outcome (Context - Lvl. 2), Priority of a consulting project (Context - Lvl. 2)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	,822	,276		2,981	,003		
	Priority of a consulting project (Context - Lvl. 2)	,389	,053	,473	7,285	,000	,780	1,282
	The timing of a consulting project (Context - Lvl. 2)	,050	,042	,072	1,186	,238	,902	1,109
	The quality reduction of the outcome (Context - Lvl. 2)	,107	,051	,133	2,089	,039	,815	1,227
	Client mandate (Context - Lvl. 2)	,337	,071	,320	4,720	,000	,714	1,400

a. Dependent Variable: Top management Support (Client - Lvl. 2)



F31: Presence of a client leader/sponsor (part of the exploratory analyses - inter group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,520 ^a	,271	,249	,36192

a. Predictors: (Constant), Client mandate (Context - Lvl. 2), The timing of a consulting project (Context - Lvl. 2), The quality reduction of the outcome (Context - Lvl. 2), Priority of a consulting project (Context - Lvl. 2)
 b. Dependent Variable: Presence of a client leader/sponsor (Client - Lvl. 2)

ANOVA^a

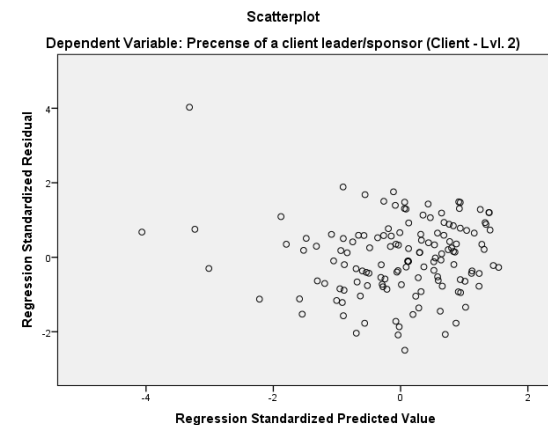
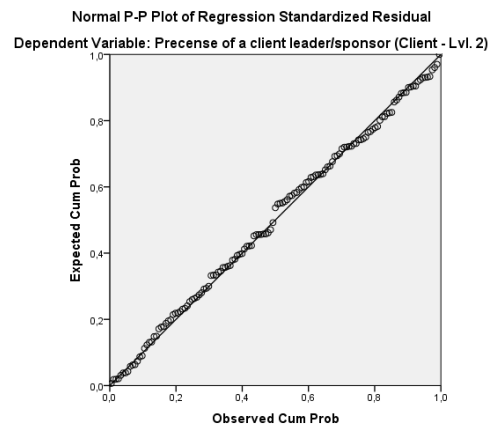
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6,513	4	1,628	12,431	,000 ^b
	Residual	17,552	134	,131		
	Total	24,065	138			

a. Dependent Variable: Presence of a client leader/sponsor (Client - Lvl. 2)
 b. Predictors: (Constant), Client mandate (Context - Lvl. 2), The timing of a consulting project (Context - Lvl. 2), The quality reduction of the outcome (Context - Lvl. 2), Priority of a consulting project (Context - Lvl. 2)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2,723	,228		11,937	,000		
	Priority of a consulting project (Context - Lvl. 2)	,088	,044	,166	1,989	,049	,780	1,282
	The timing of a consulting project (Context - Lvl. 2)	,001	,035	,003	,036	,971	,902	1,109
	The quality reduction of the outcome (Context - Lvl. 2)	,035	,042	,068	,827	,410	,815	1,227
	Client mandate (Context - Lvl. 2)	,268	,059	,396	4,534	,000	,714	1,400

a. Dependent Variable: Presence of a client leader/sponsor (Client - Lvl. 2)



F32: Client readiness (part of the exploratory analyses - inter group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,439 ^a	,192	,169	,39966

a. Predictors: (Constant), Client mandate (Context - Lvl. 2), The timing of a consulting project (Context - Lvl. 2), The quality reduction of the outcome (Context - Lvl. 2), Priority of a consulting project (Context - Lvl. 2)

b. Dependent Variable: Client Readiness (Client - Lvl. 2)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5,138	4	1,285	8,042	,000 ^b
	Residual	21,563	135	,160		
	Total	26,701	139			

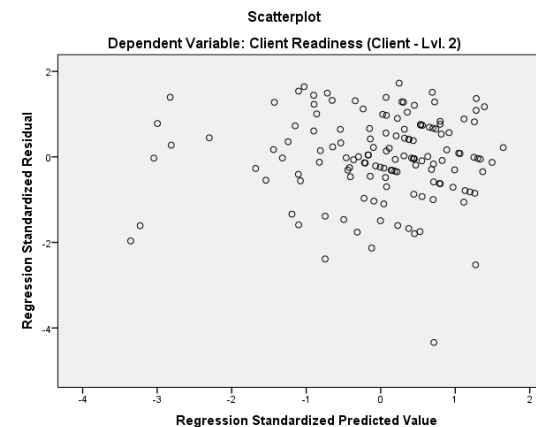
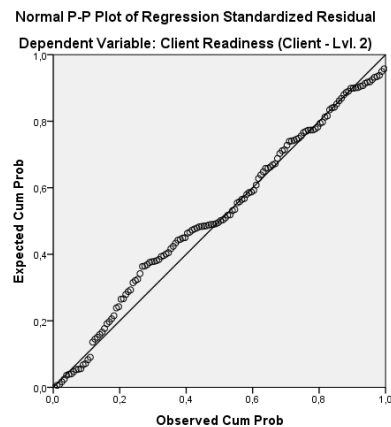
a. Dependent Variable: Client Readiness (Client - Lvl. 2)

b. Predictors: (Constant), Client mandate (Context - Lvl. 2), The timing of a consulting project (Context - Lvl. 2), The quality reduction of the outcome (Context - Lvl. 2), Priority of a consulting project (Context - Lvl. 2)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2,775	,251		11,053	,000		
	Priority of a consulting project (Context - Lvl. 2)	-,002	,049	-,004	-,044	,965	,780	1,282
	The timing of a consulting project (Context - Lvl. 2)	,055	,038	,117	1,439	,153	,902	1,109
	The quality reduction of the outcome (Context - Lvl. 2)	,006	,047	,010	,119	,906	,815	1,227
	Client mandate (Context - Lvl. 2)	,289	,065	,407	4,450	,000	,714	1,400

a. Dependent Variable: Client Readiness (Client - Lvl. 2)



F33: Team diversity (part of the exploratory analyses - inter group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,405 ^a	,164	,139	,52049

a. Predictors: (Constant), Client mandate (Context - Lvl. 2), The timing of a consulting project (Context - Lvl. 2), The quality reduction of the outcome (Context - Lvl. 2), Priority of a consulting project (Context - Lvl. 2)
 b. Dependent Variable: Team Diversity (Client - Lvl. 2)

ANOVA^a

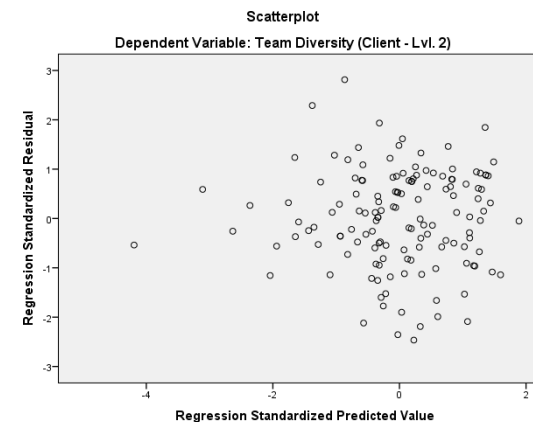
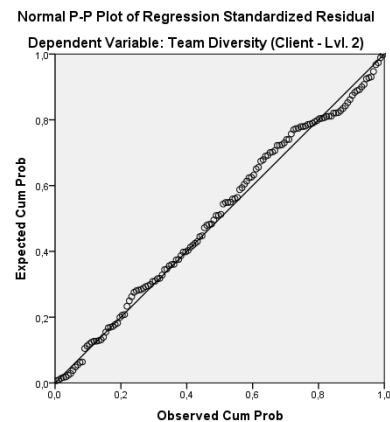
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7,160	4	1,790	6,608	,000 ^b
	Residual	36,573	135	,271		
	Total	43,734	139			

a. Dependent Variable: Team Diversity (Client - Lvl. 2)
 b. Predictors: (Constant), Client mandate (Context - Lvl. 2), The timing of a consulting project (Context - Lvl. 2), The quality reduction of the outcome (Context - Lvl. 2), Priority of a consulting project (Context - Lvl. 2)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2,323	,327		7,106	,000		
	Priority of a consulting project (Context - Lvl. 2)	,199	,063	,280	3,143	,002	,780	1,282
	The timing of a consulting project (Context - Lvl. 2)	-,067	,050	-,110	-1,330	,186	,902	1,109
	The quality reduction of the outcome (Context - Lvl. 2)	,106	,061	,153	1,750	,082	,815	1,227
	Client mandate (Context - Lvl. 2)	,114	,085	,125	1,342	,182	,714	1,400

a. Dependent Variable: Team Diversity (Client - Lvl. 2)



F34: Collaboration client members (part of the exploratory analyses - inter group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,558 ^a	,311	,290	,49870

a. Predictors: (Constant), Client mandate (Context - Lvl. 2), The timing of a consulting project (Context - Lvl. 2), The quality reduction of the outcome (Context - Lvl. 2), Priority of a consulting project (Context - Lvl. 2)
 b. Dependent Variable: Collaboration client members (Client - Lvl. 2)

ANOVA^a

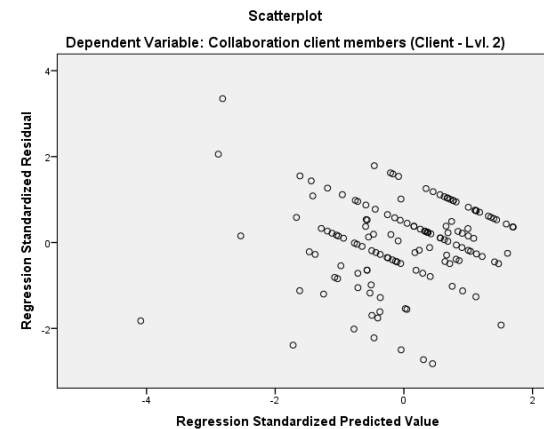
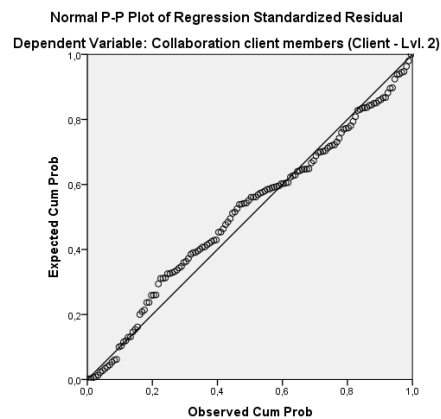
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15,148	4	3,787	15,227	,000 ^b
	Residual	33,575	135	,249		
	Total	48,723	139			

a. Dependent Variable: Collaboration client members (Client - Lvl. 2)
 b. Predictors: (Constant), Client mandate (Context - Lvl. 2), The timing of a consulting project (Context - Lvl. 2), The quality reduction of the outcome (Context - Lvl. 2), Priority of a consulting project (Context - Lvl. 2)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1,957	,313		6,248	,000		
	Priority of a consulting project (Context - Lvl. 2)	,124	,061	,165	2,036	,044	,780	1,282
	The timing of a consulting project (Context - Lvl. 2)	-,021	,048	-,034	-,447	,656	,902	1,109
	The quality reduction of the outcome (Context - Lvl. 2)	,170	,058	,231	2,919	,004	,815	1,227
	Client mandate (Context - Lvl. 2)	,330	,081	,343	4,062	,000	,714	1,400

a. Dependent Variable: Collaboration client members (Client - Lvl. 2)



F35: Personal involvement (part of the exploratory analyses - inter group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,227 ^a	,052	,024	,55338

a. Predictors: (Constant), Client mandate (Context - Lvl. 2), The timing of a consulting project (Context - Lvl. 2), The quality reduction of the outcome (Context - Lvl. 2), Priority of a consulting project (Context - Lvl. 2)
 b. Dependent Variable: Personal involvement (Client - Lvl. 2)

ANOVA^a

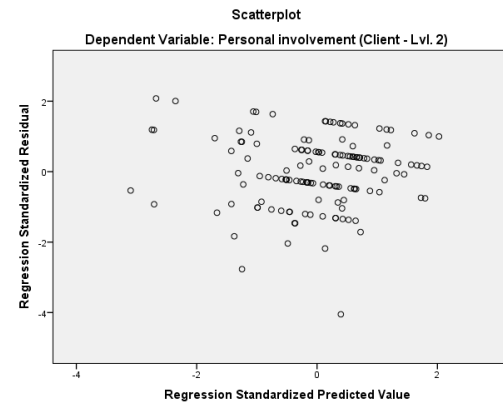
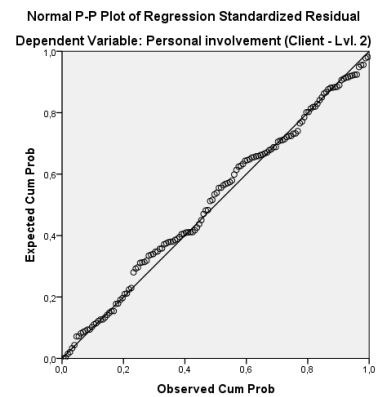
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2,253	4	,563	1,840	,125 ^b
	Residual	41,340	135	,306		
	Total	43,593	139			

a. Dependent Variable: Personal involvement (Client - Lvl. 2)
 b. Predictors: (Constant), Client mandate (Context - Lvl. 2), The timing of a consulting project (Context - Lvl. 2), The quality reduction of the outcome (Context - Lvl. 2), Priority of a consulting project (Context - Lvl. 2)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3,303	,348		9,502	,000		
	Priority of a consulting project (Context - Lvl. 2)	,009	,067	,013	,132	,895	,780	1,282
	The timing of a consulting project (Context - Lvl. 2)	,059	,053	,098	1,112	,268	,902	1,109
	The quality reduction of the outcome (Context - Lvl. 2)	,044	,065	,063	,681	,497	,815	1,227
	Client mandate (Context - Lvl. 2)	,135	,090	,149	1,500	,136	,714	1,400

a. Dependent Variable: Personal involvement (Client - Lvl. 2)



F36: Personal benefits (part of the exploratory analyses - inter group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,545 ^a	,297	,276	,52310

a. Predictors: (Constant), Client mandate (Context - Lvl. 2), The timing of a consulting project (Context - Lvl. 2), The quality reduction of the outcome (Context - Lvl. 2), Priority of a consulting project (Context - Lvl. 2)
 b. Dependent Variable: Personal benefits (Client - Lvl. 2)

ANOVA^a

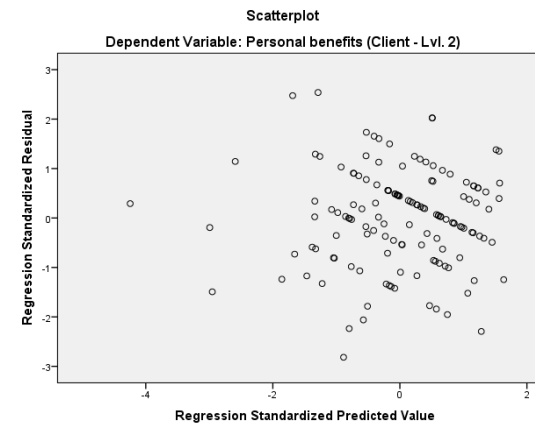
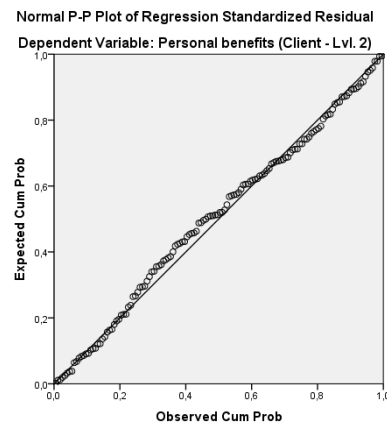
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15,612	4	3,903	14,263	,000 ^b
	Residual	36,941	135	,274		
	Total	52,553	139			

a. Dependent Variable: Personal benefits (Client - Lvl. 2)
 b. Predictors: (Constant), Client mandate (Context - Lvl. 2), The timing of a consulting project (Context - Lvl. 2), The quality reduction of the outcome (Context - Lvl. 2), Priority of a consulting project (Context - Lvl. 2)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1,508	,329		4,591	,000		
	Priority of a consulting project (Context - Lvl. 2)	,162	,064	,208	2,544	,012	,780	1,282
	The timing of a consulting project (Context - Lvl. 2)	-,069	,050	-,104	-1,368	,174	,902	1,109
	The quality reduction of the outcome (Context - Lvl. 2)	,131	,061	,172	2,153	,033	,815	1,227
	Client mandate (Context - Lvl. 2)	,346	,085	,347	4,068	,000	,714	1,400

a. Dependent Variable: Personal benefits (Client - Lvl. 2)



F37: Mutual trust (part of the exploratory analyses - inter group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,641 ^a	,411	,379	,30267

a. Predictors: (Constant), Personal benefits (Client - Lvl. 2), Client Readiness (Client - Lvl. 2), Team Diversity (Client - Lvl. 2), Personal involvement (Client - Lvl. 2), Presence of a client leader/sponsor (Client - Lvl. 2), Top management Support (Client - Lvl. 2), Collaboration client members (Client - Lvl. 2)

b. Dependent Variable: Mutual trust (Relation - Lvl. 2)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8,360	7	1,194	13,037	,000 ^b
	Residual	12,000	131	,092		
	Total	20,360	138			

a. Dependent Variable: Mutual trust (Relation - Lvl. 2)

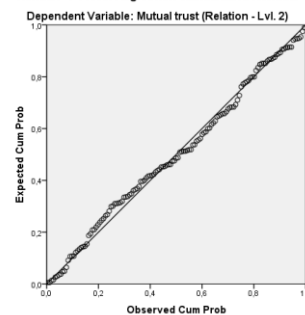
b. Predictors: (Constant), Personal benefits (Client - Lvl. 2), Client Readiness (Client - Lvl. 2), Team Diversity (Client - Lvl. 2), Personal involvement (Client - Lvl. 2), Presence of a client leader/sponsor (Client - Lvl. 2), Top management Support (Client - Lvl. 2), Collaboration client members (Client - Lvl. 2)

Coefficients^a

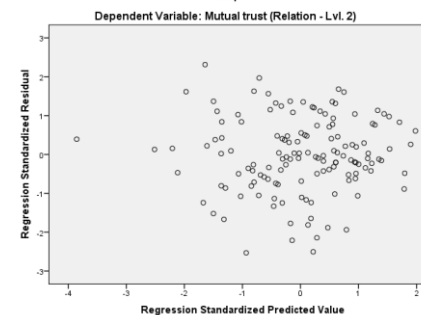
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1,600	,367		4,355	,000		
	Top management Support (Client - Lvl. 2)	,087	,046	,148	1,882	,062	,729	1,372
	Presence of a client leader/sponsor (Client - Lvl. 2)	,077	,081	,084	,952	,343	,577	1,733
	Client Readiness (Client - Lvl. 2)	,162	,068	,185	2,401	,018	,758	1,319
	Team Diversity (Client - Lvl. 2)	,091	,051	,133	1,795	,075	,818	1,222
	Collaboration client members (Client - Lvl. 2)	,033	,061	,051	,534	,594	,503	1,987
	Personal involvement (Client - Lvl. 2)	,032	,050	,047	,638	,524	,836	1,197
	Personal benefits (Client - Lvl. 2)	,199	,049	,319	4,055	,000	,726	1,377

a. Dependent Variable: Mutual trust (Relation - Lvl. 2)

Normal P-P Plot of Regression Standardized Residual



Scatterplot



F38: Top management support (part of the exploratory analyses - inter group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,419 ^a	,175	,169	,59242

a. Predictors: (Constant), Mutual trust (Relation - Lvl. 2)

b. Dependent Variable: Top management Support (Client - Lvl. 2)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10,290	1	10,290	29,320	,000 ^b
	Residual	48,433	138	,351		
	Total	58,723	139			

a. Dependent Variable: Top management Support (Client - Lvl. 2)

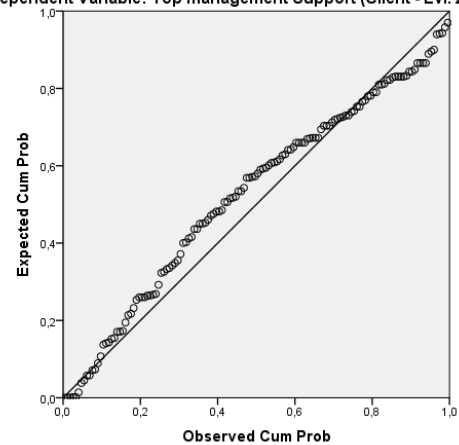
b. Predictors: (Constant), Mutual trust (Relation - Lvl. 2)

Coefficients^a

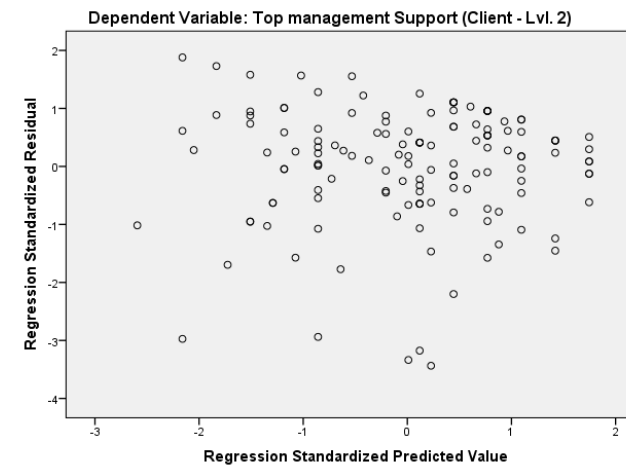
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1,157	,569		2,036	,044		
	Mutual trust (Relation - Lvl. 2)	,708	,131	,419	5,415	,000	1,000	1,000

a. Dependent Variable: Top management Support (Client - Lvl. 2)

Normal P-P Plot of Regression Standardized Residual
 Dependent Variable: Top management Support (Client - Lvl. 2)



Scatterplot



F39: Presence of a client leader/sponsor (part of the exploratory analyses - inter group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,364 ^a	,132	,126	,39041

a. Predictors: (Constant), Mutual trust (Relation - Lvl. 2)

b. Dependent Variable: Presence of a client leader/sponsor (Client - Lvl. 2)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3,183	1	3,183	20,886	,000 ^b
	Residual	20,881	137	,152		
	Total	24,065	138			

a. Dependent Variable: Presence of a client leader/sponsor (Client - Lvl. 2)

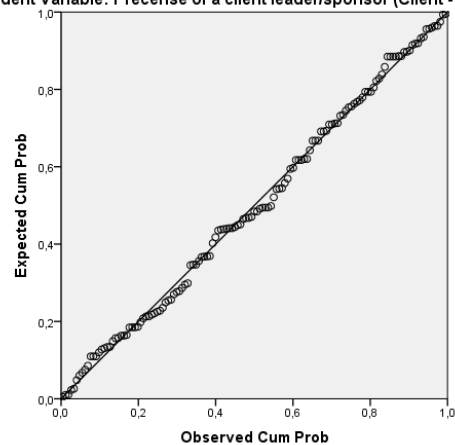
b. Predictors: (Constant), Mutual trust (Relation - Lvl. 2)

Coefficients^a

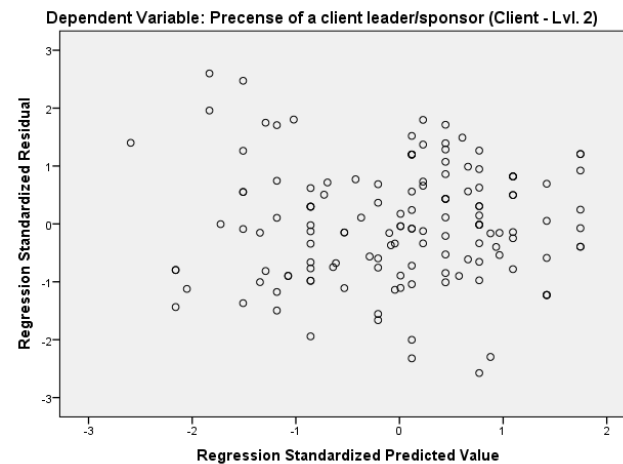
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2,552	,376		6,785	,000		
	Mutual trust (Relation - Lvl. 2)	,395	,087	,364	4,570	,000	1,000	1,000

a. Dependent Variable: Presence of a client leader/sponsor (Client - Lvl. 2)

Normal P-P Plot of Regression Standardized Residual
 Dependent Variable: Precense of a client leader/sponsor (Client - Lvl. 2)



Scatterplot



F40: Client readiness (part of the exploratory analyses - inter group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,387 ^a	,150	,143	,40565

a. Predictors: (Constant), Mutual trust (Relation - Lvl. 2)
 b. Dependent Variable: Client Readiness (Client - Lvl. 2)

ANOVA^a

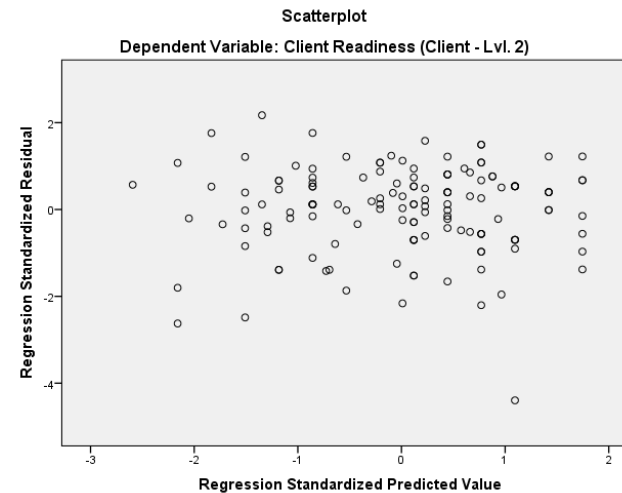
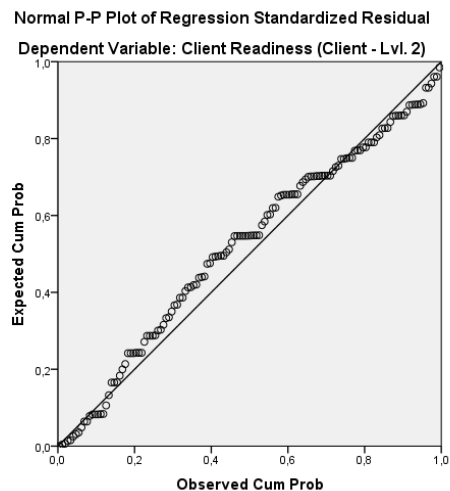
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3,993	1	3,993	24,267	,000 ^b
	Residual	22,708	138	,165		
	Total	26,701	139			

a. Dependent Variable: Client Readiness (Client - Lvl. 2)
 b. Predictors: (Constant), Mutual trust (Relation - Lvl. 2)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2,187	,389		5,617	,000		
	Mutual trust (Relation - Lvl. 2)	,441	,090	,387	4,926	,000	1,000	1,000

a. Dependent Variable: Client Readiness (Client - Lvl. 2)



F41: Team diversity (part of the exploratory analyses - inter group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,352 ^a	,124	,118	,52690

a. Predictors: (Constant), Mutual trust (Relation - Lvl. 2)

b. Dependent Variable: Team Diversity (Client - Lvl. 2)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5,422	1	5,422	19,528	,000 ^b
	Residual	38,312	138	,278		
	Total	43,734	139			

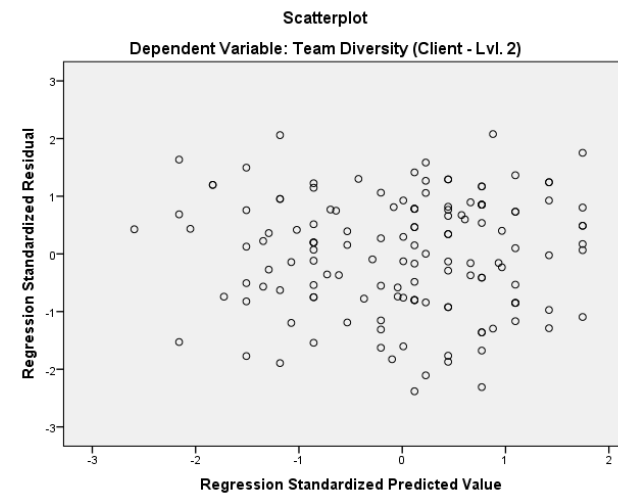
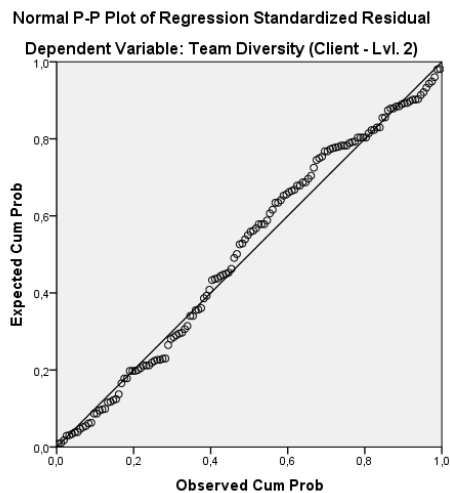
a. Dependent Variable: Team Diversity (Client - Lvl. 2)

b. Predictors: (Constant), Mutual trust (Relation - Lvl. 2)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1,506	,506		2,977	,003		
	Mutual trust (Relation - Lvl. 2)	,514	,116	,352	4,419	,000	1,000	1,000

a. Dependent Variable: Team Diversity (Client - Lvl. 2)



F42: Collaboration client members (part of the exploratory analyses - inter group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,408 ^a	,166	,160	,54261

a. Predictors: (Constant), Mutual trust (Relation - Lvl. 2)

b. Dependent Variable: Collaboration client members (Client - Lvl. 2)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8,093	1	8,093	27,488	,000 ^b
	Residual	40,630	138	,294		
	Total	48,723	139			

a. Dependent Variable: Collaboration client members (Client - Lvl. 2)

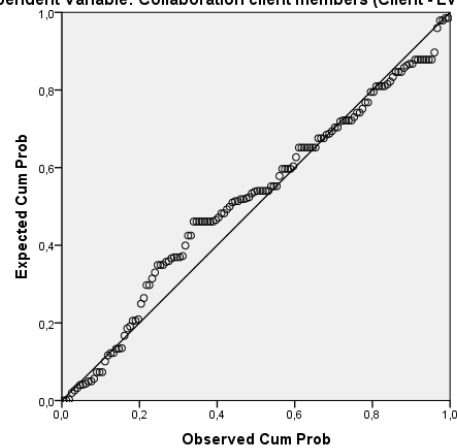
b. Predictors: (Constant), Mutual trust (Relation - Lvl. 2)

Coefficients^a

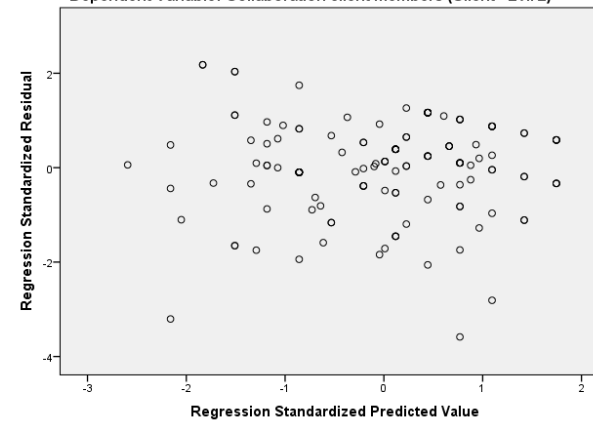
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1,540	,521		2,958	,004		
	Mutual trust (Relation - Lvl. 2)	,628	,120	,408	5,243	,000	1,000	1,000

a. Dependent Variable: Collaboration client members (Client - Lvl. 2)

Normal P-P Plot of Regression Standardized Residual
 Dependent Variable: Collaboration client members (Client - Lvl. 2)



Scatterplot
 Dependent Variable: Collaboration client members (Client - Lvl. 2)



F43: Personal involvement (part of the exploratory analyses - inter group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,250 ^a	,063	,056	,54419

a. Predictors: (Constant), Mutual trust (Relation - Lvl. 2)

b. Dependent Variable: Personal involvement (Client - Lvl. 2)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2,726	1	2,726	9,204	,003 ^b
	Residual	40,868	138	,296		
	Total	43,593	139			

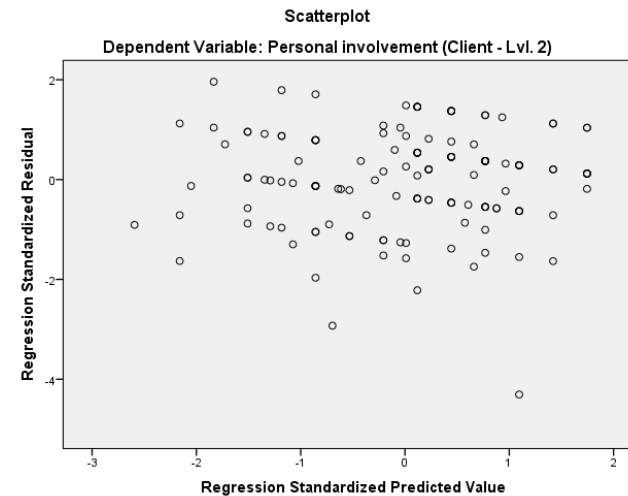
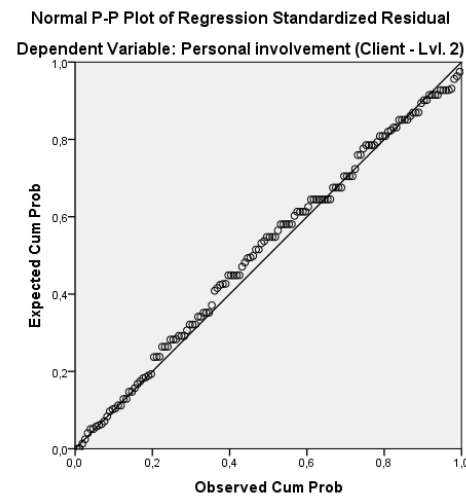
a. Dependent Variable: Personal involvement (Client - Lvl. 2)

b. Predictors: (Constant), Mutual trust (Relation - Lvl. 2)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2,612	,522		5,001	,000		
	Mutual trust (Relation - Lvl. 2)	,365	,120	,250	3,034	,003	1,000	1,000

a. Dependent Variable: Personal involvement (Client - Lvl. 2)



F44: Personal benefits (part of the exploratory analyses - inter group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,525 ^a	,275	,270	,52536

a. Predictors: (Constant), Mutual trust (Relation - Lvl. 2)

b. Dependent Variable: Personal benefits (Client - Lvl. 2)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14,465	1	14,465	52,410	,000 ^b
	Residual	38,088	138	,276		
	Total	52,553	139			

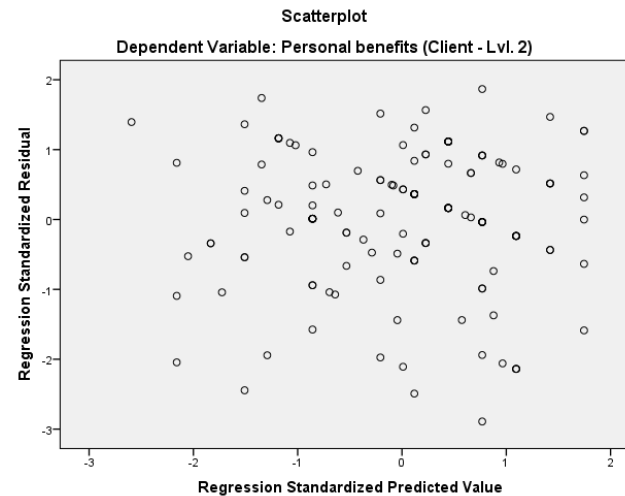
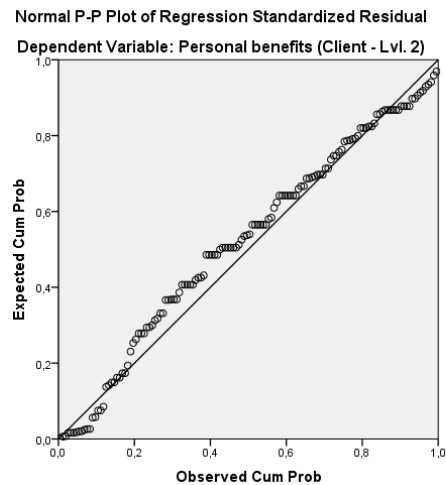
a. Dependent Variable: Personal benefits (Client - Lvl. 2)

b. Predictors: (Constant), Mutual trust (Relation - Lvl. 2)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	,135	,504		,267	,790		
	Mutual trust (Relation - Lvl. 2)	,840	,116	,525	7,239	,000	1,000	1,000

a. Dependent Variable: Personal benefits (Client - Lvl. 2)



F45: Knowledge of the consultant (part of the exploratory analyses - inter group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,533 ^a	,284	,263	,38147

a. Predictors: (Constant), Client mandate (Context - Lvl. 2), The timing of a consulting project (Context - Lvl. 2), The quality reduction of the outcome (Context - Lvl. 2), Priority of a consulting project (Context - Lvl. 2)
 b. Dependent Variable: Knowledge (Consultant - Lvl. 2)

ANOVA^a

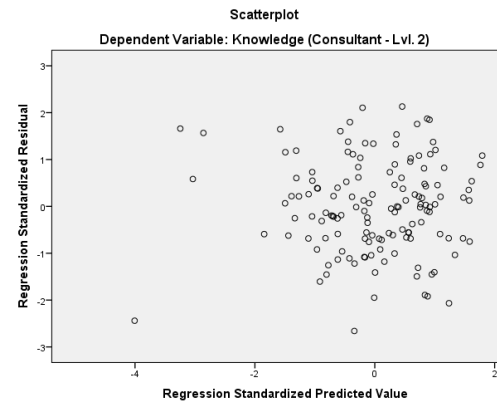
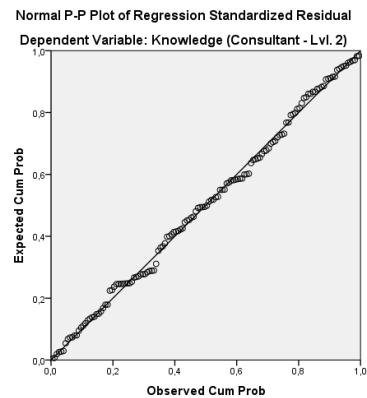
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7,785	4	1,946	13,375	,000 ^b
	Residual	19,645	135	,146		
	Total	27,430	139			

a. Dependent Variable: Knowledge (Consultant - Lvl. 2)
 b. Predictors: (Constant), Client mandate (Context - Lvl. 2), The timing of a consulting project (Context - Lvl. 2), The quality reduction of the outcome (Context - Lvl. 2), Priority of a consulting project (Context - Lvl. 2)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2,363	,240		9,862	,000		
	Priority of a consulting project (Context - Lvl. 2)	,123	,046	,219	2,656	,009	,780	1,282
	The timing of a consulting project (Context - Lvl. 2)	,024	,037	,049	,642	,522	,902	1,109
	The quality reduction of the outcome (Context - Lvl. 2)	,092	,044	,167	2,075	,040	,815	1,227
	Client mandate (Context - Lvl. 2)	,214	,062	,297	3,440	,001	,714	1,400

a. Dependent Variable: Knowledge (Consultant - Lvl. 2)



F46: Skills of the consultant (part of the exploratory analyses - inter group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,562 ^a	,316	,296	,25683

a. Predictors: (Constant), Client mandate (Context - Lvl. 2), The timing of a consulting project (Context - Lvl. 2), The quality reduction of the outcome (Context - Lvl. 2), Priority of a consulting project (Context - Lvl. 2)
 b. Dependent Variable: Skills (Consultant - Lvl. 2)

ANOVA^a

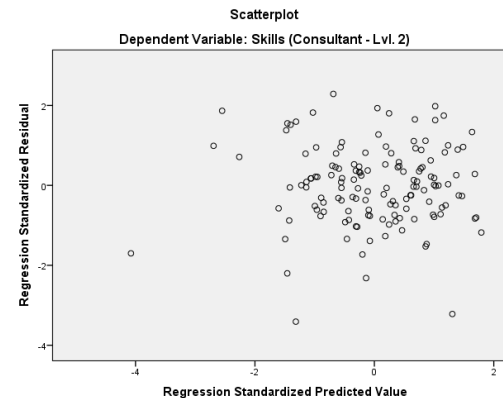
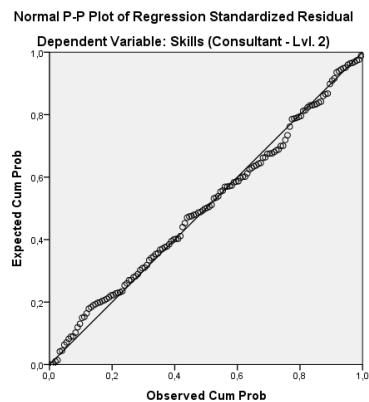
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4,110	4	1,027	15,576	,000 ^b
	Residual	8,905	135	,066		
	Total	13,015	139			

a. Dependent Variable: Skills (Consultant - Lvl. 2)
 b. Predictors: (Constant), Client mandate (Context - Lvl. 2), The timing of a consulting project (Context - Lvl. 2), The quality reduction of the outcome (Context - Lvl. 2), Priority of a consulting project (Context - Lvl. 2)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3,055	,161		18,935	,000		
	Priority of a consulting project (Context - Lvl. 2)	,068	,031	,175	2,170	,032	,780	1,282
	The timing of a consulting project (Context - Lvl. 2)	-,025	,025	-,075	-1,002	,318	,902	1,109
	The quality reduction of the outcome (Context - Lvl. 2)	,111	,030	,293	3,714	,000	,815	1,227
	Client mandate (Context - Lvl. 2)	,148	,042	,298	3,542	,001	,714	1,400

a. Dependent Variable: Skills (Consultant - Lvl. 2)



F47: Priority of a consulting project (part of the exploratory analyses - inter group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,404 ^a	,163	,151	,72760

a. Predictors: (Constant), Skills (Consultant - Lvl. 2), Knowledge (Consultant - Lvl. 2)
 b. Dependent Variable: Priority of a consulting project (Context - Lvl. 2)

ANOVA^a

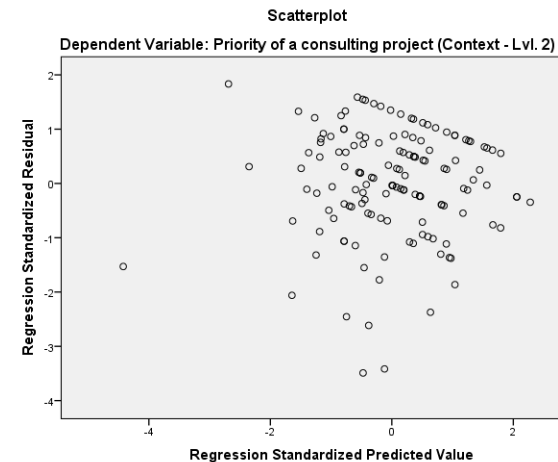
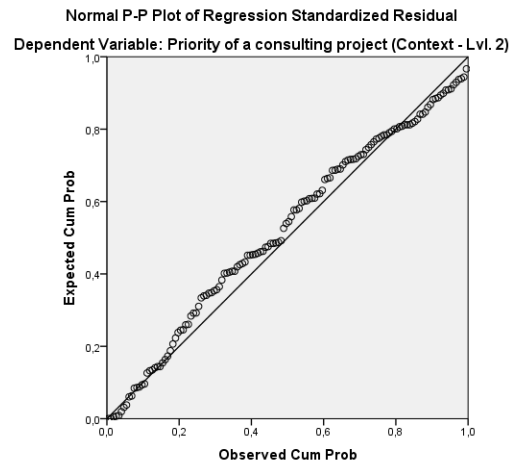
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14,149	2	7,074	13,363	,000 ^b
	Residual	72,529	137	,529		
	Total	86,677	139			

a. Dependent Variable: Priority of a consulting project (Context - Lvl. 2)
 b. Predictors: (Constant), Skills (Consultant - Lvl. 2), Knowledge (Consultant - Lvl. 2)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	,279	,851		,327	,744		
	Knowledge (Consultant - Lvl. 2)	,513	,182	,289	2,819	,006	,583	1,717
	Skills (Consultant - Lvl. 2)	,393	,264	,152	1,486	,140	,583	1,717

a. Dependent Variable: Priority of a consulting project (Context - Lvl. 2)



F48: The timing of a consulting project (part of the exploratory analyses - inter group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,179 ^a	,032	,018	,92028

a. Predictors: (Constant), Skills (Consultant - Lvl. 2), Knowledge (Consultant - Lvl. 2)
 b. Dependent Variable: The timing of a consulting project (Context - Lvl. 2)

ANOVA^a

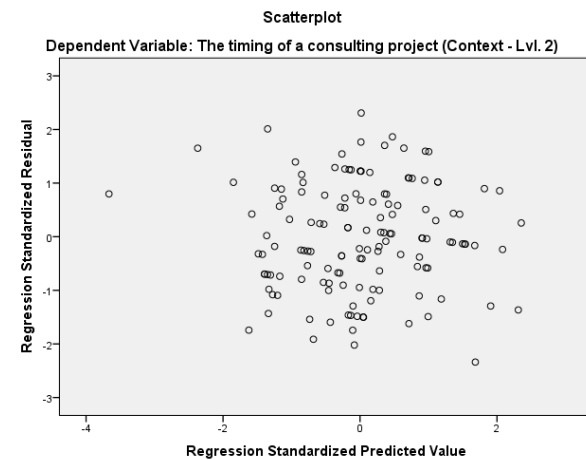
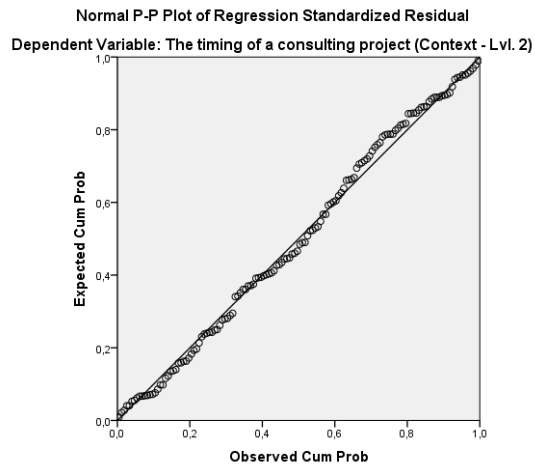
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3,824	2	1,912	2,258	,108 ^b
	Residual	116,028	137	,847		
	Total	119,852	139			

a. Dependent Variable: The timing of a consulting project (Context - Lvl. 2)
 b. Predictors: (Constant), Skills (Consultant - Lvl. 2), Knowledge (Consultant - Lvl. 2)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1,916	1,077		1,779	,077		
	Knowledge (Consultant - Lvl. 2)	,450	,230	,215	1,953	,053	,583	1,717
	Skills (Consultant - Lvl. 2)	-,208	,334	-,069	-,623	,534	,583	1,717

a. Dependent Variable: The timing of a consulting project (Context - Lvl. 2)



F49: The quality reduction of the outcome (part of the exploratory analyses - inter group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,418 ^a	,175	,163	,73692

a. Predictors: (Constant), Skills (Consultant - Lvl. 2), Knowledge (Consultant - Lvl. 2)
 b. Dependent Variable: The quality reduction of the outcome (Context - Lvl. 2)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15,749	2	7,875	14,501	,000 ^b
	Residual	74,399	137	,543		
	Total	90,148	139			

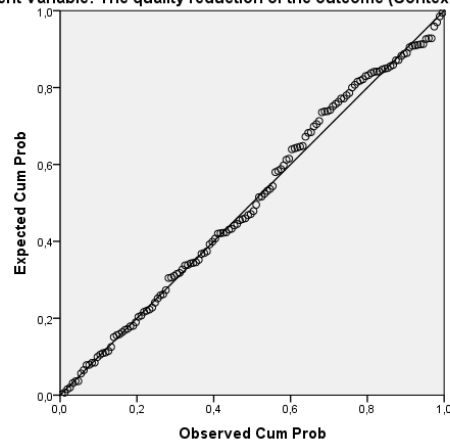
a. Dependent Variable: The quality reduction of the outcome (Context - Lvl. 2)
 b. Predictors: (Constant), Skills (Consultant - Lvl. 2), Knowledge (Consultant - Lvl. 2)

Coefficients^a

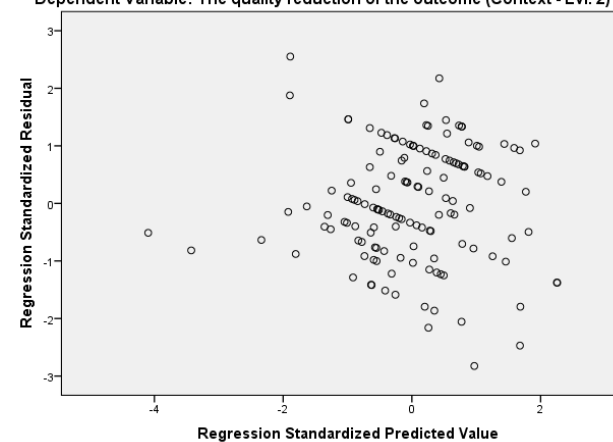
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-1,319	,862		-1,529	,128		
	Knowledge (Consultant - Lvl. 2)	,183	,184	,101	,995	,321	,583	1,717
	Skills (Consultant - Lvl. 2)	,909	,268	,345	3,396	,001	,583	1,717

a. Dependent Variable: The quality reduction of the outcome (Context - Lvl. 2)

Normal P-P Plot of Regression Standardized Residual
 Dependent Variable: The quality reduction of the outcome (Context - Lvl. 2)



Scatterplot
 Dependent Variable: The quality reduction of the outcome (Context - Lvl. 2)



F50: Client mandate (part of the exploratory analyses - inter group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,515 ^a	,265	,255	,53263

a. Predictors: (Constant), Skills (Consultant - Lvl. 2), Knowledge (Consultant - Lvl. 2)
 b. Dependent Variable: Client mandate (Context - Lvl. 2)

ANOVA^a

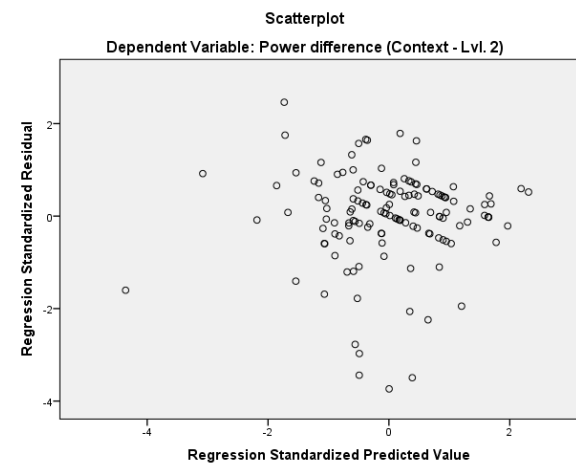
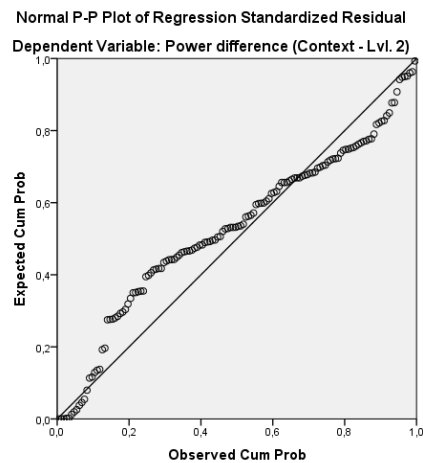
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14,037	2	7,018	24,739	,000 ^b
	Residual	38,867	137	,284		
	Total	52,903	139			

a. Dependent Variable: Client mandate (Context - Lvl. 2)
 b. Predictors: (Constant), Skills (Consultant - Lvl. 2), Knowledge (Consultant - Lvl. 2)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-,084	,623		-,135	,893		
	Knowledge (Consultant - Lvl. 2)	,366	,133	,263	2,744	,007	,583	1,717
	Skills (Consultant - Lvl. 2)	,613	,193	,304	3,171	,002	,583	1,717

a. Dependent Variable: Client mandate (Context - Lvl. 2)



F51: Mutual trust (part of the exploratory analyses - inter group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,712 ^a	,507	,500	,27164

a. Predictors: (Constant), Skills (Consultant - Lvl. 2), Knowledge (Consultant - Lvl. 2)
 b. Dependent Variable: Mutual trust (Relation - Lvl. 2)

ANOVA^a

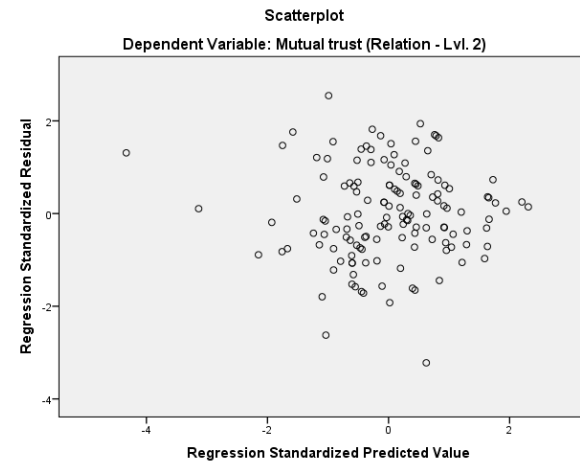
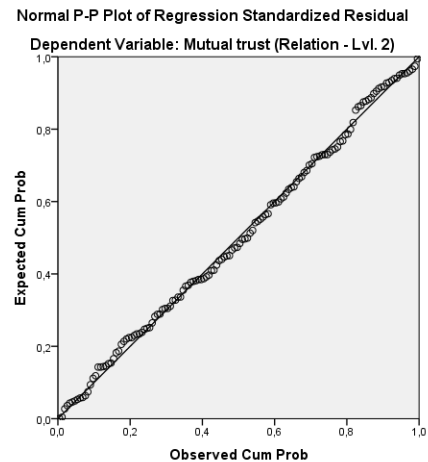
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10,399	2	5,200	70,470	,000 ^b
	Residual	10,109	137	,074		
	Total	20,508	139			

a. Dependent Variable: Mutual trust (Relation - Lvl. 2)
 b. Predictors: (Constant), Skills (Consultant - Lvl. 2), Knowledge (Consultant - Lvl. 2)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	,785	,318		2,470	,015		
	Knowledge (Consultant - Lvl. 2)	,293	,068	,339	4,307	,000	,583	1,717
	Skills (Consultant - Lvl. 2)	,558	,099	,445	5,660	,000	,583	1,717

a. Dependent Variable: Mutual trust (Relation - Lvl. 2)



F52: Knowledge of the consultant (part of the exploratory analyses - inter group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,626 ^a	,392	,387	,34769

a. Predictors: (Constant), Mutual trust (Relation - Lvl. 2)

b. Dependent Variable: Knowledge (Consultant - Lvl. 2)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10,747	1	10,747	88,904	,000 ^b
	Residual	16,682	138	,121		
	Total	27,430	139			

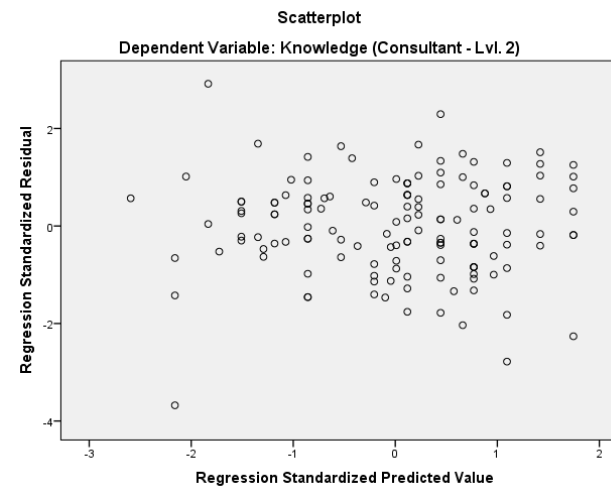
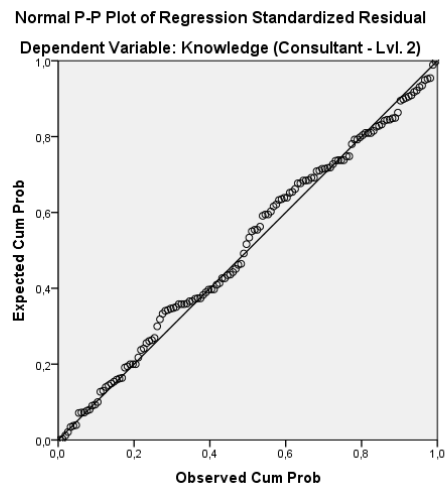
a. Dependent Variable: Knowledge (Consultant - Lvl. 2)

b. Predictors: (Constant), Mutual trust (Relation - Lvl. 2)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	,945	,334		2,831	,005		
	Mutual trust (Relation - Lvl. 2)	,724	,077	,626	9,429	,000	1,000	1,000

a. Dependent Variable: Knowledge (Consultant - Lvl. 2)



F53: Skills of the consultant (part of the exploratory analyses - inter group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,664 ^a	,440	,436	,22975

a. Predictors: (Constant), Mutual trust (Relation - Lvl. 2)

b. Dependent Variable: Skills (Consultant - Lvl. 2)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5,731	1	5,731	108,575	,000 ^b
	Residual	7,284	138	,053		
	Total	13,015	139			

a. Dependent Variable: Skills (Consultant - Lvl. 2)

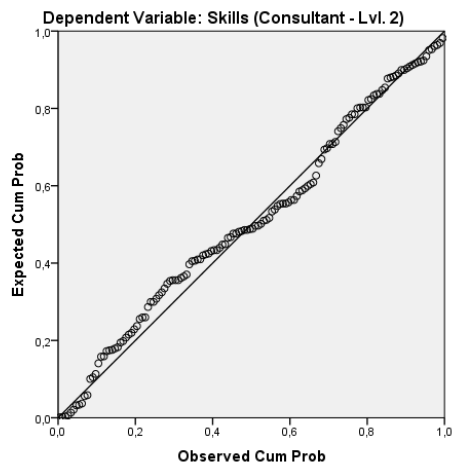
b. Predictors: (Constant), Mutual trust (Relation - Lvl. 2)

Coefficients^a

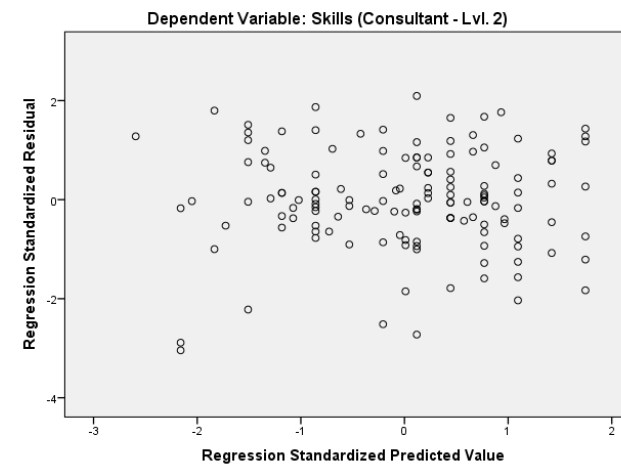
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1,920	,221		8,709	,000		
	Mutual trust (Relation - Lvl. 2)	,529	,051	,664	10,420	,000	1,000	1,000

a. Dependent Variable: Skills (Consultant - Lvl. 2)

Normal P-P Plot of Regression Standardized Residual



Scatterplot



F54: Mutual trust (part of the exploratory analyses - inter group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,464 ^a	,215	,192	,34527

a. Predictors: (Constant), Client mandate (Context - Lvl. 2), The timing of a consulting project (Context - Lvl. 2), The quality reduction of the outcome (Context - Lvl. 2), Priority of a consulting project (Context - Lvl. 2)
 b. Dependent Variable: Mutual trust (Relation - Lvl. 2)

ANOVA^a

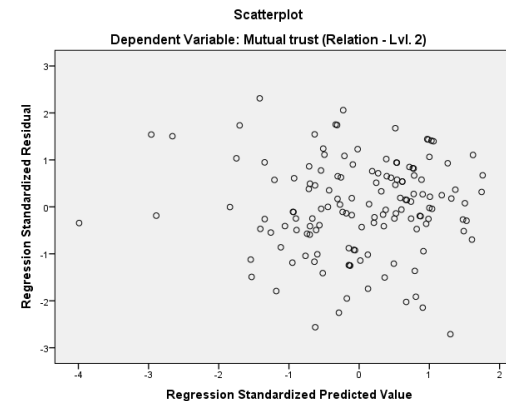
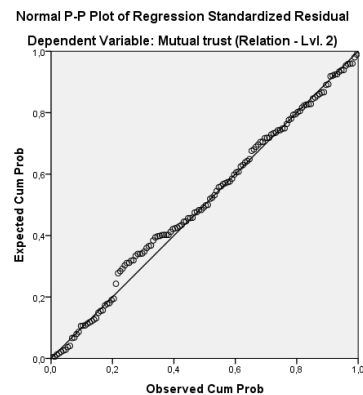
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4,414	4	1,104	9,257	,000 ^b
	Residual	16,094	135	,119		
	Total	20,508	139			

a. Dependent Variable: Mutual trust (Relation - Lvl. 2)
 b. Predictors: (Constant), Client mandate (Context - Lvl. 2), The timing of a consulting project (Context - Lvl. 2), The quality reduction of the outcome (Context - Lvl. 2), Priority of a consulting project (Context - Lvl. 2)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3,057	,217		14,094	,000		
	Priority of a consulting project (Context - Lvl. 2)	,063	,042	,129	1,496	,137	,780	1,282
	The timing of a consulting project (Context - Lvl. 2)	,008	,033	,020	,245	,807	,902	1,109
	The quality reduction of the outcome (Context - Lvl. 2)	,085	,040	,178	2,108	,037	,815	1,227
	Client mandate (Context - Lvl. 2)	,181	,056	,290	3,214	,002	,714	1,400

a. Dependent Variable: Mutual trust (Relation - Lvl. 2)



F55: Priority of a consulting project (part of the exploratory analyses - inter group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,290 ^a	,084	,077	,75850

a. Predictors: (Constant), Mutual trust (Relation - Lvl. 2)

b. Dependent Variable: Priority of a consulting project (Context - Lvl. 2)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7,283	1	7,283	12,659	,001 ^b
	Residual	79,395	138	,575		
	Total	86,677	139			

a. Dependent Variable: Priority of a consulting project (Context - Lvl. 2)

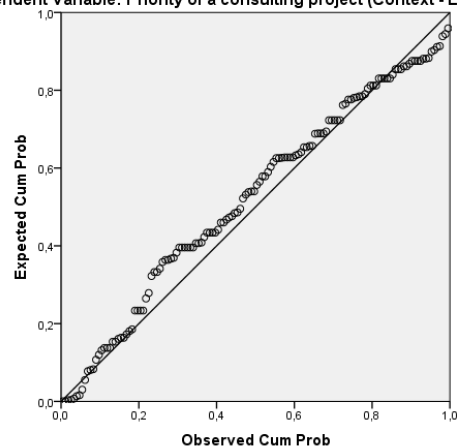
b. Predictors: (Constant), Mutual trust (Relation - Lvl. 2)

Coefficients^a

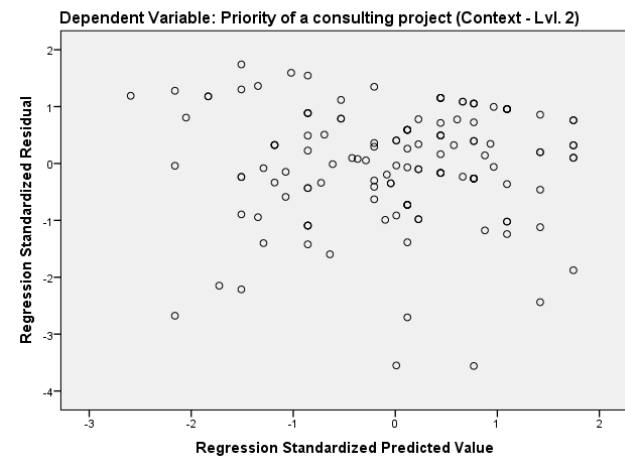
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1,444	,728		1,984	,049		
	Mutual trust (Relation - Lvl. 2)	,596	,167	,290	3,558	,001	1,000	1,000

a. Dependent Variable: Priority of a consulting project (Context - Lvl. 2)

Normal P-P Plot of Regression Standardized Residual
 Dependent Variable: Priority of a consulting project (Context - Lvl. 2)



Scatterplot



F56: The timing of a consulting project (part of the exploratory analyses - inter group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,125 ^a	,016	,008	,92464

a. Predictors: (Constant), Mutual trust (Relation - Lvl. 2)

b. Dependent Variable: The timing of a consulting project (Context - Lvl. 2)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1,868	1	1,868	2,185	,142 ^b
	Residual	117,984	138	,855		
	Total	119,852	139			

a. Dependent Variable: The timing of a consulting project (Context - Lvl. 2)

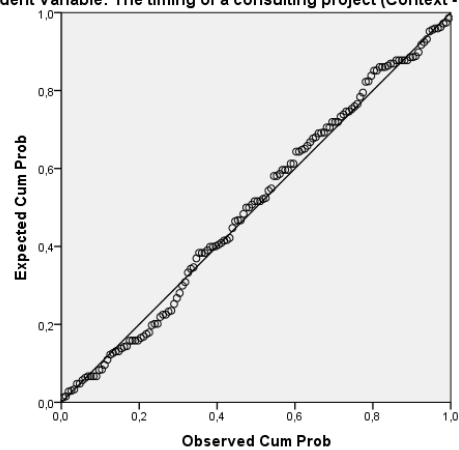
b. Predictors: (Constant), Mutual trust (Relation - Lvl. 2)

Coefficients^a

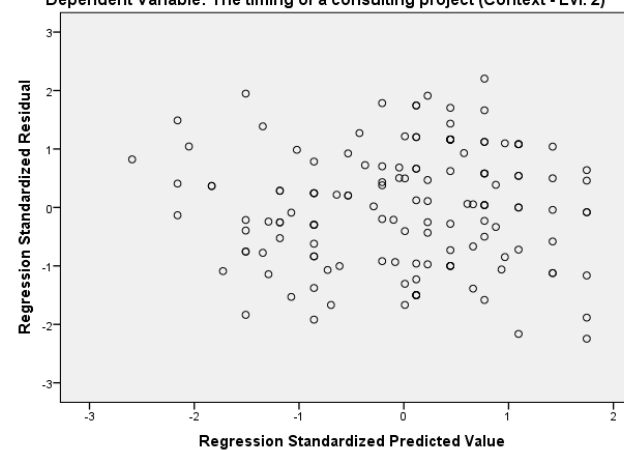
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1,567	,887		1,765	,080		
	Mutual trust (Relation - Lvl. 2)	,302	,204	,125	1,478	,142	1,000	1,000

a. Dependent Variable: The timing of a consulting project (Context - Lvl. 2)

Normal P-P Plot of Regression Standardized Residual
 Dependent Variable: The timing of a consulting project (Context - Lvl. 2)



Scatterplot
 Dependent Variable: The timing of a consulting project (Context - Lvl. 2)



F57: The quality reduction of the outcome (part of the exploratory analyses - inter group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,310 ^a	,096	,090	,76835

a. Predictors: (Constant), Mutual trust (Relation - Lvl. 2)

b. Dependent Variable: The quality reduction of the outcome (Context - Lvl. 2)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8,677	1	8,677	14,698	,000 ^b
	Residual	81,471	138	,590		
	Total	90,148	139			

a. Dependent Variable: The quality reduction of the outcome (Context - Lvl. 2)

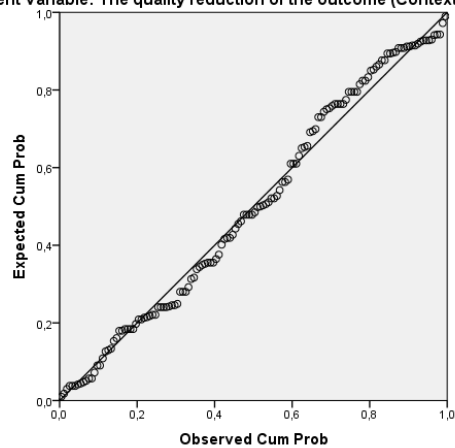
b. Predictors: (Constant), Mutual trust (Relation - Lvl. 2)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	,439	,737		,596	,552		
	Mutual trust (Relation - Lvl. 2)	,650	,170	,310	3,834	,000	1,000	1,000

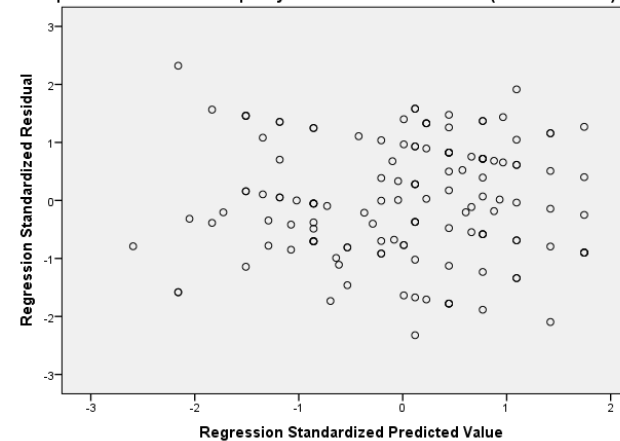
a. Dependent Variable: The quality reduction of the outcome (Context - Lvl. 2)

Normal P-P Plot of Regression Standardized Residual
 Dependent Variable: The quality reduction of the outcome (Context - Lvl. 2)



Scatterplot

Dependent Variable: The quality reduction of the outcome (Context - Lvl. 2)



F58: Client mandate (part of the exploratory analyses - inter group analyses)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,414 ^a	,172	,166	,56354

a. Predictors: (Constant), Mutual trust (Relation - Lvl. 2)
 b. Dependent Variable: Client mandate (Context - Lvl. 2)

ANOVA^a

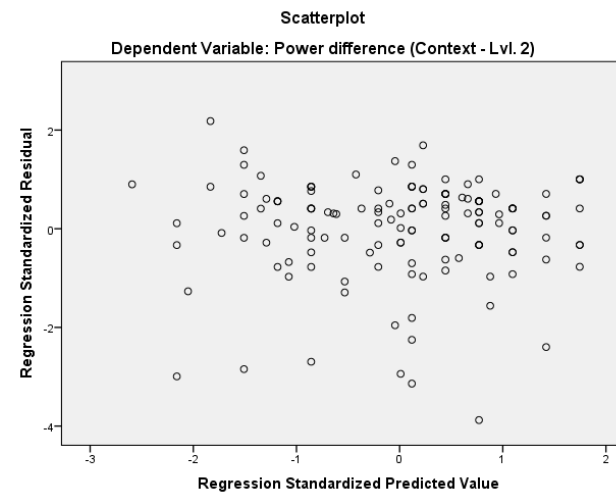
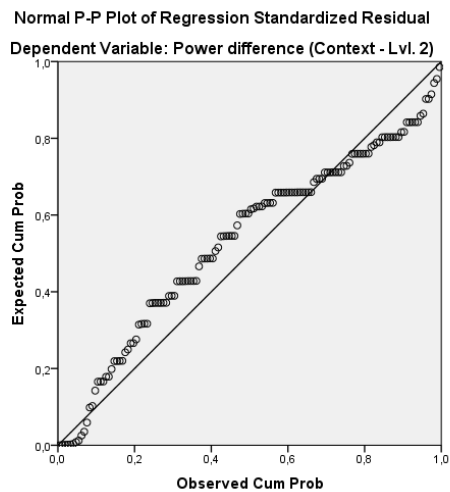
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9,078	1	9,078	28,584	,000 ^b
	Residual	43,826	138	,318		
	Total	52,903	139			

a. Dependent Variable: Client mandate (Context - Lvl. 2)
 b. Predictors: (Constant), Mutual trust (Relation - Lvl. 2)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1,108	,541		2,049	,042		
	Mutual trust (Relation - Lvl. 2)	,665	,124	,414	5,346	,000	1,000	1,000

a. Dependent Variable: Client mandate (Context - Lvl. 2)



Appendix G: The extended description of the exploratory analyses

G1: The intra-group analyses

G1.1: The assessment variables closely examined

Let's start with assessment variables. Looking at the primary analyses, it shows that the collective participation, the approach, and the equal contribution are excluded. As a result, 2 new models are constructed where one model contains the three excluded variables as independent variables and the improvements variable as a dependent variable, and the other model contains the same three excluded variables as independent variables and the pre-agreements variable as a dependent variable.

The table below shows the output of the multilevel analyses that are carried out to test the model with the improvements as the dependent variable. In the table, three models are shown. The first model is the null-model (M0), the second model is the model where all independent variables are included, including the controlling variable (M1), the third model is the model with the significant effects only (M2).

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept	3.88 (.03)*	2.62 (.33)*	2.71 (.29)*
Type of project		Not significant	-
Collective participation		0.36 (.06)*	0.35 (.06)*
Approach		-0.09 (.04)*	-0.11 (.04)*
Equal contribution		0.04 (.05)	-
Random part			
Residual (σ^2 : within)	0.25 (.02)*	0.25 (.02)*	0.25 (.02)*
Intercept (τ^2 : between)	0.07 (.02)*	0.03 (.02)*	0.04 (.02)*
ICC (ρ)	0.2189	0.1185	0.1284
Model fit			
-2LL	649.123	612.664	617.022
AIC	655.123	630.664	627.022
BIC	667.037	666.405	646.878
# of parameters	3	9	5

Dependent variable: Improvements within the client organization (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

M0 shows that the ICC is 0.2189, which suggests that conducting a multilevel analysis is warranted. M1 shows that the controlling variable is not significant. When the fixed part is examined, it shows that there are two direct effects present in the sub-model. It turns out that the collective participation influences the score on the improvements positively. The approach however, negatively influences the score on the improvements. The covariance parameters (random part) suggest that the intercept value of the random part is reduced substantially. Although a significant amount of variability can be explained between projects, the intercept value is very low. The reduction in variance observed at level-2 between M0 and M1 can be used to calculate the amount of variance accounted for at Level-2. Since the intercept is not redundant, the method Snijders & Bosker (2011) and Hox (2010) can be applied. The proportion of explained variances of group residuals is $0.2511 (1 - ((0.25/2.8) + 0.03) / ((0.25/2.8) + 0.07))$. This means that the variables explain about 25% of the level-2 variance in the realized improvements. In other words, the variables used in M1 reduce the variance component at the project level substantially. When the model fit part is examined, it shows that the -2LL is reduced substantially as well. To check whether or not the model fits the data better, compared to the null-model, a deviance test can be applied. The

difference in -2LL between M0 and M1 is 36.459. With a difference of 6 parameters, the corresponding χ^2 -value is 12.59 ($p = 0.05$). Since the difference in -2LL is larger than 12.59, it can be said that M1 fits the data better than M0. In other words: the variables, and in particular the variables that influence the improvements, significantly contribute to the explanation of variance in the realized improvements within the client organization.

M2 shows that the two variables maintain their significance by their own when all the redundant variables are removed from M1. The direction of the effects remains the same.

To double check whether or not the effects exist, a regression analysis is carried out with the sub model. The output of the regression analysis for this sub-model is presented in appendix F7. The output shows a significant model, which explains about 20.5% of the variance in the improvements variable at level-2. The analysis shows no presence of multicollinearity, with boundaries in tolerance values of less than .10 or VIF values of above 10 (Pallant, 2011), and no violation of the assumptions of outliers and normality. The regression also shows significant effects of the collective participation and the approach where the first is a positive effect and the latter is a negative effect. The results of the regression are similar to those of the multilevel analysis.

The table below shows the output of the multilevel analyses that are carried out to test the model with the pre-agreements variable as the dependent variable.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept	4.02 (.04)*	2.24 (.37)*	2.79 (.30)*
Type of project		Not significant	-
Collective participation		0.27 (.07)*	0.29 (.07)*
Approach		0.06 (.05)	-
Equal contribution		0.11 (.06)	-
Random part			
Residual (σ^2 : within)	0.27 (.02)*	0.27 (.02)*	0.27 (.02)*
Intercept (τ^2 : between)	0.08 (.02)*	0.06 (.02)*	0.06 (.02)*
ICC (ρ)	0.2318	0.1685	0.1856
Model fit			
-2LL	683.462	660.478	667.429
AIC	689.462	678.478	675.429
BIC	701.376	714.219	691.314
# of parameters	3	9	4

Dependent variable: Fulfillment of pre-agreements (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

M0 shows that the ICC is 0.2318, which means that conducting a multilevel analysis is warranted. M1 shows that the controlling variable is not significant. When the fixed part is examined, it shows that there is only one direct effect present in the sub-model. It turns out that the collective participation influences the score on the fulfillment of pre-agreements positively. The covariance parameters (random part) suggest that the intercept value of the random part is reduced. Although a significant amount of variability can be explained between projects, the intercept value is very low. The reduction in variance observed at level-2 between M0 and M1 can be used to calculate the amount of variance accounted for at Level-2. Since the intercept is not redundant, the method Snijders & Bosker (2011) and Hox (2010) can be applied. The proportion of explained variances of group residuals is $0.1134 (1 - ((0.27/2.8) + 0.06) / ((0.27/2.8) + 0.08))$. This means that the variables explain about 11% of the level-2 variance in pre-agreements. In other words, the variables used in M1 reduce the variance component at the project level substantially. When the model fit part is examined, it shows that the

-2LL is reduced substantially as well. To check whether or not the model fits the data better, compared to the null-model, a deviance test can be applied. The difference in -2LL between M0 and M1 is 22.984. With a difference of 6 parameters, the corresponding χ^2 -value is 12.59 ($p = 0.05$). Since the difference in -2LL is larger than 12.59, it can be said that M1 fits the data better than M0. In other words: the variables, and in particular the variable that influence the fulfillment of pre-agreements, significantly contribute to the explanation of variance in the pre-agreement variable.

M2 shows that the variable maintains its significance by its own when all the redundant variables are removed from M1. The direction of the effect remains the same.

To double check whether or not the effects exist, a regression analysis is carried out with the sub model. The output of the regression analysis for this sub-model is presented in appendix F8. The output shows a significant model, which explains about 13.8% of the variance in the pre-agreement variable at level-2. The analysis shows no presence of multicollinearity, with boundaries in tolerance values of less than .10 or VIF values of above 10 (Pallant, 2011), and no violation of the assumptions of outliers and normality. The regression also shows a positive significant effect of the collective participation on the fulfillment of pre-agreements. The results of the regression are similar to those of the multilevel analysis.

Notice that the equal contribution does not affect the improvements or the pre-agreements variables and are therefore still excluded from the model. To check whether or not the assessment variables still play a role in the conceptual model, two sub-models are analyzed where the equal contribution variable is considered as an independent variable. The difference between the two models is that one model has the collective participation as a dependent variable and the other model has the approach as a dependent variable. The results of both models are presented below. Because of the simplicity of the models, the results are presented briefly.

Model	M0: Intercept only	M1: with predictor
	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part		
Intercept	4.25 (.04)*	2.24 (.37)*
Type of project		Not significant
Equal contribution		0.04 (.06)
Random part		
Residual (σ^2 : within)	0.37 (.03)*	0.37 (.03)*
Intercept (τ^2 : between)	0.09 (.03)*	0.09 (.03)*
ICC (ρ)	0.1998	0.1918
Model fit		
-2LL	792.294	789.602
AIC	798.294	803.602
BIC	810.193	831.365
# of parameters	3	7

Dependent variable: Collective participation (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The table above shows the results of the model where the collective participation is taken as a dependent variable. The results show that the equal contribution does not affect the collective participation. The effect is not significant. The deviance test shows that M1 does not fit the data better than M0. The output of the regression analysis for this sub-model is presented in appendix F9. The output shows an insignificant model, which explains only 0.7% of the variance in the collective participation at level-2. Since the model is insignificant, further interpretation of the regression analysis is pointless. Both analyses suggest that the equal contribution does not influence the collective participation.

The table below concerns the model where the approach is taken as a dependent variable. The results show that the equal contribution negatively affects the collective participation. The deviance test shows that M1 fits the data better than M0. The output of the regression analysis for this sub-model is presented in appendix F10. The output shows a significant model, which explains 2.8% of the variance in the approach at level-2. This is expected since the ICC of M1 is very high. The regression analysis also shows a negative effect of the equal contribution on the approach. Since both analyses present the same results, it can be stated that the equal contribution affects the approach.

Model	M0: Intercept only	M1: with predictor
	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part		
Intercept	3.11 (.06)*	3.58 (.35)*
Type of project		Not significant
Equal contribution		-0.23 (.10)*
Random part		
Residual (σ^2 : within)	0.47 (.04)*	0.47 (.04)*
Intercept (τ^2 : between)	0.39 (.07)*	0.35 (.07)*
ICC (ρ)	0.4569	0.4302
Model fit		
-2LL	961.537	951.732
AIC	967.537	965.732
BIC	979.397	993.405
# of parameters	3	7

Dependent variable: Approach (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

G1.2: The client variables closely examined

The client variables form the second group of variables that are closely examined. Looking at the primary analyses, it shows that only the personal benefits variable is included. The variables top management support, the presence of a client leader/sponsor, the client readiness, the team diversity, the personal involvement, and the client collaboration are excluded. Since the personal involvement of client team members affect the collective participation, this variable is not being used as an independent variable in further analyses but as a dependent variable. The same applies to the personal benefits variable, because it affects the improvements variable. As a result, two new models are constructed where one model contains the five excluded variables as independent variables and the personal benefits as a dependent variable, and the other model contains the same five excluded variables as independent variables and the personal involvement as a dependent part variable.

The table below shows the output of the multilevel analyses that are carried out to test the model with the personal benefits as the dependent variable.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept	3.75 (.05)*	0.13 (.62)	1.28 (.49)*
Type of project		Not significant	-
Top management support		0.14 (.08)	-
Presence client leader/sponsor		0.33 (.14)*	0.58 (.12)*
Client Readiness		0.18 (.13)	-
Team diversity		0.12 (.09)	-

Collaboration client members		0.11 (.11)	-
Random part			
Residual (σ^2 : within)	0.74 (.07)*	0.73 (.05)*	0.74 (.07)*
Intercept (τ^2 : between)	0.08 (.05)	Redundant	0.02 (.04)
ICC (ρ)	0.0920		0.0225
Model fit			
-2LL	992.995	947.253	962.490
AIC	998.995	969.253	970.490
BIC	1010.800	1012.479	986.208
# of parameters	3	11	4

Dependent variable: personal benefits (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

M0 shows that the ICC is 0.0920, which suggests that conducting a multilevel analysis is justified. M1 shows that the controlling variable is not significant. When the fixed part is examined, it turns out that the presence of the client leader/sponsor influences the score on the personal benefits positively. The covariance parameters (random part) show that after the introduction of the variables into the null-model, the intercept value of the random part becomes redundant. It might suggest that the variables account for all the level-2 variance in the personal benefits. In other words, the variables used in M1 reduce the variance component at the project level almost completely. When the model fit part is examined, it shows that the -2LL is reduced substantially as well. To check whether or not the model fits the data better, compared to the null-model, a deviance test can be applied. The difference in -2LL between M0 and M1 is 45.742. With a difference of 8 parameters, the corresponding χ^2 -value is 15.51 ($p = 0.05$). Since the difference in -2LL is larger than 15.51, it can be said that M1 fits the data better than M0. In other words: the variables, and in particular the variables that influence the personal benefits, significantly contribute to the explanation of variance in the personal benefits.

M2 shows that the presence of a client leader/sponsor maintains its significance by its own when all the redundant variables are removed from M1. The direction of the effect remains the same.

To double check whether or not the effect exists, a regression analysis is carried out with the sub model. The output of the regression analysis for this sub-model is presented in appendix F11. The output shows a significant model, which explains about 24% of the variance in personal benefits at level-2. The analysis shows no presence of multicollinearity, with boundaries in tolerance values of less than .10 or VIF values of above 10 (Pallant, 2011), and no violation of the assumptions of outliers and normality. The regression shows that there are no significant effects present in the sub-model. So, some caution is required in order to interpret the effect.

The table below shows the output of the multilevel analyses that are carried out to test the model with the personal involvement as the dependent variable. In the table, only two models are shown. The first model is the null-model (M0), and the second model is the model where all independent variables are included, including the controlling variable (M1).

Model	M0: Intercept only	M1: with predictors
	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part		
Intercept	4.14 (.05)*	2.51 (.69)*
Type of project		Not significant
Top management support		0.11 (.09)
Presence client leader/sponsor		-0.15 (.16)
Client Readiness		0.23 (.14)
Team diversity		-0.03 (.10)
Collaboration client members		0.23 (.12)
Random part		
Residual (σ^2 : within)	0.94 (.07)*	0.87 (.06)*

Intercept (τ^2 : between)	Redundant	Redundant
ICC (ρ)		
Model fit		
-2LL	1035.588	1002.572
AIC	1041.588	1024.572
BIC	1053.352	1067.650
# of parameters	3	11

Dependent variable: personal involvement (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

M0 shows that the ICC cannot be calculated because the intercept value is redundant. This suggests that there is no variance to be explained in personal involvement at level-2, which is confirmed in M1. M1 shows that there are no significant effects present in the sub-model. In other words, the top management support, the presence of a client leader/sponsor, the client readiness, the team diversity, and the collaboration of the client members do not contribute to the explanation of the variance in personal involvement at the project level. The output of the regression analysis for this sub-model is presented in appendix F12. The output shows a significant model, which explains about 12.5% of the variance in personal involvement at level-2. The analysis shows no presence of multicollinearity, with boundaries in tolerance values of less than .10 or VIF values of above 10 (Pallant, 2011), and no violation of the assumptions of outliers and normality. Exceptional is that the analysis shows a positive significant effect of the collaboration variable on personal involvement. Since the multilevel analysis is more accurate (Hox, 2010; Heck et al., 2010), it is assumed that there are no effects present in the sub-model.

Since there are still 4 client variables not included into any sub-model, a new sub-model is analyzed where the presence of a client leader/sponsor is the dependent variable and the four remaining client variables are the independent variables. The table below shows the output of the multilevel analyses that are carried out to test the model with the presence of a client leader/sponsor as the dependent variable.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only	M3: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part				
Intercept	4.24 (.03)*	2.25 (.32)*	1.99 (.26)*	2.13 (.25)*
Type of project		Not significant	-	-
Top management support		0.11 (.05)*	0.09 (.05)	-
Client Readiness		-0.13 (.08)	-	-
Team diversity		0.11 (.05)*	0.12 (.05)*	0.14 (.05)*
Collaboration client members		0.38 (.06)*	0.34 (.05)*	0.37 (.05)*
Random part				
Residual (σ^2 : within)	0.28 (.03)*	0.27 (.02)*	0.27 (.02)*	0.27 (.02)*
Intercept (τ^2 : between)	0.05 (.02)	Redundant	Redundant	Redundant
ICC (ρ)	0.1537			
Model fit				
-2LL	637.812	565.207	569.139	572.281
AIC	643.812	585.207	581.139	582.281
BIC	655.569	624.396	604.652	601.875
# of parameters	3	10	6	5

Dependent variable: presence client leader/sponsor (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

M0 shows that the ICC is 0.1537, which suggests that conducting a multilevel analysis is justified. M1 shows that the controlling variable is not significant. When the fixed part is examined, it shows that there are three positive direct effects present in the sub-model. It turns out that the top management support, the team diversity, and the collaboration of client members influence the score on the presence of a client leader/sponsor. The covariance parameters (random part) suggest that after the introduction of the variables into the null-model, the intercept value of the random part becomes redundant.

When the model fit part is examined, it shows that the -2LL is reduced substantially as well. The difference in -2LL between M0 and M1 is 72.605. With a difference of 7 parameters, the corresponding χ^2 -value is 14.07 ($p = 0.05$). Since the difference in -2LL is larger than 14.07, it can be said that M1 fits the data better than M0. In other words: the variables, and in particular the variables that influence the presence of a client leader/sponsor, significantly contribute to the explanation of variance in the presence of a client leader/sponsor.

M2 shows that the variables do not maintain their significance by their own when all the redundant variables are removed from M1. It shows that the support of the top management loses its significance in M2. The deviance tests between M1, M2, and M3 also point out that the support of the top management does not contribute to the fit of the data corresponding to a certain model. The other variables maintain their significance as shown in M2 and M3, where the direction of the effects remain the same.

To double check whether or not the effects exist, a regression analysis is carried out with the sub model. The output of the regression analysis for this sub-model is presented in appendix F13. The output shows a significant model, which explains about 40% of the variance in the presence of a client leader/sponsor at level-2. The analysis shows no presence of multicollinearity, with boundaries in tolerance values of less than .10 or VIF values of above 10 (Pallant, 2011), and no violation of the assumptions of outliers and normality. The regression also shows positive significant effects of the team diversity variable and the collaboration of the client team members only. Therefore, the results of the regression are similar to those of the multilevel analysis.

Two new sub-models are constructed where both models include the remaining client variables as independent variables. The difference between the two models is the dependent variable. In one model, the dependent variable is the team diversity and in the other model the dependent variable is the collaboration of client team members.

The table below shows the output of the multilevel analyses that are carried out to test the model with team diversity as the dependent variable.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept	3.73 (.05)*	2.31 (.46)*	2.55 (.29)*
Type of project		Not significant	-
Top management support		0.26 (.07)*	0.28 (.07)*
Client Readiness		0.09 (.11)	-
Random part			
Residual (σ^2 : within)	0.38 (.03)*	0.38 (.04)*	0.38 (.03)*
Intercept (τ^2 : between)	0.15 (.04)*	0.12 (.03)*	0.12 (.03)*
ICC (ρ)	0.2839	0.2446	0.2323
Model fit			
-2LL	825.306	805.160	809.243
AIC	831.306	821.160	817.243
BIC	843.174	852.807	833.066
# of parameters	3	8	4

Dependent variable: team diversity (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

M0 shows that the ICC is 0.2839, which suggests that conducting a multilevel analysis is justified. M1 shows that the controlling variable is not significant. When the fixed part is examined, it shows that there is only one effect namely that the top management support positively influences the team diversity. The reduction in variance observed at level-2 between M0 and M1 can be used to calculate the amount of variance accounted for at Level-2. The proportion of explained variances of group residuals is $0.105 (1 - ((0.38/2.8) + 0.12) / ((0.38/2.8) + 0.15))$. This means that the variables explain about 11% of the level-2 variance in team diversity. In other words, the variables used in M1 reduce the variance component at the project level substantially. When the model fit part is examined, it shows that the -2LL is reduced substantially as well. The difference in -2LL between M0 and M1 is 20.146. With a difference of 5 parameters, the corresponding χ^2 -value is 11.07 ($p = 0.05$). Since the difference in -2LL is larger than 11.07, it can be said that M1 fits the data better than M0. In other words: the variables, and in particular the variable that influences the team diversity, significantly contribute to the explanation of variance in the team diversity.

M2 shows that top management support maintains its significance by its own when all the redundant variables are removed from M1. The direction of the effect remains the same.

To double check whether or not the effect exists, a regression analysis is carried out with the sub model. The output of the regression analysis for this sub-model is presented in appendix F14. The output shows a significant model, which explains about 12% of the variance in the presence of team diversity at level-2. The analysis shows no presence of multicollinearity, with boundaries in tolerance values of less than .10 or VIF values of above 10 (Pallant, 2011), and no violation of the assumptions of outliers and normality. The regression also shows a positive significant effect of the top management support on the team diversity variable. Therefore, the results of the regression are similar to those of the multilevel analysis.

The table below shows the output of the multilevel analyses that are carried out to test the model with collaboration of client team members as the dependent variable.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept	4.24 (.05)*	0.82 (.45)	0.82 (.44)
Type of project		Not significant	-
Top management support		0.25 (.07)*	0.26 (.07)*
Client Readiness		0.57 (.10)*	0.57 (.10)*
Random part			
Residual (σ^2 : within)	0.54 (.05)*	0.54 (.05)*	0.54 (.05)*
Intercept (τ^2 : between)	0.13 (.04)*	0.04 (.03)	0.03 (.03)*
ICC (ρ)	0.1986	0.0609	0.0592
Model fit			
-2LL	927.469	877.112	877.459
AIC	933.469	893.112	887.459
BIC	945.329	924.738	907.226
# of parameters	3	8	5

Dependent variable: collaboration team members (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

M0 shows that the ICC is 0.1986, which suggests that conducting a multilevel analysis is justified. M1 shows that the controlling variable is not significant. When the fixed part is examined, it shows that both the variables positively influence the collaboration of the team members. The random part shows that that the intercept value is reduced substantially. The reduction in variance observed at level-2 between M0 and M1 can be used to calculate the amount of variance

accounted for at Level-2. The proportion of explained variances of group residuals is 0.2788 ($1 - ((0.54/2.8)+0.04)/((0.54/2.8)+0.13)$). This means that the variables explain about 28% of the level-2 variance in the collaboration of team members. In other words, the variables used in M1 reduce the variance component at the project level substantially. When the model fit part is examined, it shows that the -2LL is reduced substantially as well. The difference in -2LL between M0 and M1 is 50.357. With a difference of 5 parameters, the corresponding χ^2 -value is 11.07 ($p = 0.05$). Since the difference in -2LL is larger than 11.07, it can be said that M1 fits the data better than M0. In other words: the variables significantly contribute to the explanation of variance in the collaboration of the team members. M2 shows that the variables maintain their significance by their own when the control variable is excluded from M1. The direction of the effects remains the same.

To double check whether or not the effect exists, a regression analysis is carried out with the sub model. The output of the regression analysis for this sub-model is presented in appendix F15. The output shows a significant model, which explains about 26% of the variance in the collaboration of team members at level-2. The analysis shows no presence of multicollinearity, with boundaries in tolerance values of less than .10 or VIF values of above 10 (Pallant, 2011), and no violation of the assumptions of outliers and normality. The regression also shows positive significant effects of the top management support and the client readiness on the collaboration of team members. Therefore, the results of the regression are similar to those of the multilevel analysis.

G1.3: The consultant variables closely examined

The third group of variables that is examined is the group of consultant variables. This is the last group of variables that contains a variable that is not included into the primary analyses. The context variables all have an influence on the assessment variables. The same goes for the relation variable. The knowledge variable of the consultant is the only variable that has not got its 'place' in the whole spectrum of variables and effects. Looking at the primary analyses, it shows that the skills of the consultant influence the realization of client improvements and the fulfillment of pre-agreements. Therefore, a new sub-model is analyzed in order to see whether or not the knowledge of the consultant influences the skills the consultant.

The table below shows the output of the multilevel analyses that are carried out to test the model with the skills of a consultant as the dependent variable.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept	4.20 (.03)*	2.33 (.21)*	2.35 (.19)*
Type of project		Not significant	-
Knowledge		0.46 (.05)*	0.46 (.05)*
Random part			
Residual (σ^2 : within)	0.16 (.01)*	0.15 (.01)*	0.15 (.01)*
Intercept (τ^2 : between)	0.03 (.01)*	Redundant	Redundant
ICC (ρ)	0.1348		
Model fit			
-2LL	444.360	366.772	368.428
AIC	450.360	380.772	376.428
BIC	462.274	408.571	392.313
# of parameters	3	7	4

Dependent variable: skills (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

M0 shows that the ICC is 0.1348, which suggests that conducting a multilevel analysis is justified. M1 shows that the controlling variable is not significant. When the fixed part is examined, it shows that the knowledge of the consultant

influences the skills of the consultant positively. The random part shows that the intercept is redundant. When the model fit part is examined, it shows that the -2LL is reduced substantially. The difference in -2LL between M0 and M1 is 77.588. With a difference of 4 parameters, the corresponding χ^2 -value is 9.49 ($p = 0.05$). Since the difference in -2LL is much larger than 9.49, it can be said that M1 fits the data a lot better than M0. In other words: the variable that influences the skills of the consultant, significantly contributes to the explanation of variance in the skills of the consultant.

M2 shows that the knowledge variable maintains its significance by its own when control variable is removed from M1. The direction of the effect remains the same.

To double check whether or not the effect exists, a regression analysis is carried out with the sub model. The output of the regression analysis for this sub-model is presented in appendix F16. The output shows a significant model, which explains about 41.7% of the variance in the skills of the consultant at level-2. The analysis shows no presence of multicollinearity, with boundaries in tolerance values of less than .10 or VIF values of above 10 (Pallant, 2011), and no violation of the assumptions of outliers and normality. The regression also shows a positive significant effect of the knowledge variable on the skills variable. Therefore, the results of the regression are similar to those of the multilevel analysis.

Although all variables are analyzed, there is one aspect that is not unraveled. That aspect concerns the inter-group effects of the independent variables. The next section discusses the effects between the client group variables, the consultant group variables, the context group variables, and the relationship group variables.

G2: The inter-group analyses

The previous section showed the intra-group effects of the group of variables analyzed in this research. Although the relations or effects between the independent, intervening, and dependent variables are analyzed, it is interesting to analyze the possible relations between the groups of independent variables. It is very plausible to assume that the skills of the consultant might influence the relationship between the client and the consultant, or that the top management support influences the priority of the consulting project. Therefore, this section shows the so-called inter-group effects by taking every group of independent variables separately and analyzing what other group of variables they might influence. Because the procedures and the explanations of the multilevel analyses have been presented many times now, the results in the following sections will be discussed briefly.

G2.1: The client group versus the consultant group

Let's start with client variables versus the consultant variables. The table below shows the output of the multilevel analyses of the sub-model where the client variables are the independent variables and the knowledge of the consultant is the dependent variable.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only	M3: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part				
Intercept	4.06 (.04)*	1.25 (.40)*	2.38 (.25)*	2.37 (.24)*
Type of project		Significant	Not significant	-
Top management support		0.13 (.05)*	0.21 (.05)*	0.20 (.05)*
Presence client leader/sponsor		0.18 (.09)	-	-
Client Readiness		0.13 (.08)	-	-
Team diversity		-0.03 (.06)	-	-
Collaboration client members		0.07 (.07)	-	-
Personal involvement team members		0.08 (.06)	-	-
Personal benefits team members		0.13 (.05)*	0.22 (.05)*	0.22 (.05)*
Random part				
Residual (σ^2 : within)	0.28 (.03)*	0.28 (.03)*	0.27 (.03)*	0.28 (.03)*
Intercept (τ^2 : between)	0.07 (.02)*	0.00 (.02)	0.02 (.02)	0.02 (.02)
ICC (ρ)	0.1963	0.0100	0.0612	0.0743

Model fit				
-2LL	678.820	605.261	626.675	634.138
AIC	684.820	631.261	642.675	644.138
BIC	696.734	682.821	674.445	663.994
# of parameters	3	13	8	5

Dependent variable: Knowledge of the consultant (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The table shows that top management support and the personal benefits of the team members positively influence the score on the knowledge of the consultant(s). In M1, the type of project seems to be significant. However, the significance does not hold in M2. This emphasizes that the differences in the scores of the knowledge, between the type of projects, can be explained primarily by the two independent variables that have a significant effect on the knowledge of a consultant. The deviance test shows that M2 does fit the data better than M0. The output of the regression analysis for this sub-model is presented in appendix F17. It shows a significant model, which explains about 34% of the variance in the knowledge of consultants at level-2. The analysis shows no presence of multicollinearity, with boundaries in tolerance values of less than .10 or VIF values of above 10 (Pallant, 2011), and no violation of the assumptions of outliers and normality. The regression shows the same positive significant effects as the multilevel analysis.

The table below shows the output of the multilevel analyses of the sub-model where the client variables are the independent variables and the skills of the consultant are the dependent variable.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept	4.20 (.03)*	1.99 (.29)*	1.97 (.26)*
Type of project		Not significant	-
Top management support		0.05 (.04)	-
Presence client leader/sponsor		0.18 (.07)*	0.22 (.05)*
Client Readiness		0.15 (.06)*	0.17 (.05)*
Team diversity		0.02 (.04)	-
Collaboration client members		0.03 (.05)	-
Personal involvement team members		-0.01 (.04)	-
Personal benefits team members		0.14 (.04)*	0.16 (.04)*
Random part			
Residual (σ^2 : within)	0.16 (.02)*	0.15 (.01)*	0.15 (.01)*
Intercept (τ^2 : between)	0.03 (.01)*	Redundant	Redundant
ICC (ρ)	0.1348		
Model fit			
-2LL	444.360	365.231	371.531
AIC	450.360	391.231	383.531
BIC	462.274	442.791	407.328
# of parameters	3	13	6

Dependent variable: Skills of the consultant (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The table shows that the presence of a client leader/sponsor, the client readiness, and the personal benefits of the team members positively influence the skills of the consultants. The controlling variable seems not significant. The deviance

test shows that M2 does fit the data better than M0, but that M1 does not fit the data better than M2. The output of the regression analysis for this sub-model is presented in appendix F18. It shows a significant model, which explains about 42% of the variance in the skills of consultants at level-2. The analysis shows no presence of multicollinearity and no violation of the assumptions of outliers and normality. The regression shows the same positive significant effects as the multilevel analysis.

So far, the effects of the client variables on the consultant variables are analyzed. This suggests a causal effect, which is not the case. The effects can also occur from the consultant variables on the client variables. Therefore, the effects of the consultant variables on the client variables are analyzed. This is executed for all the inter-group effects.

The following table shows that both consultant variables influence the top management support variable positively. The controlling variable seems not significant. The deviance test shows that M1 does fit the data better than M0.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept	4.23 (.05)*	0.61 (.66)	0.53 (.66)
Type of project		Not significant	-
Knowledge		0.49 (.14)*	0.44 (.14)*
Skills		0.42 (.20)*	0.45 (.20)*
Random part			
Residual (σ^2 : within)	0.36 (.03)*	0.37 (.03)*	0.37 (.03)*
Intercept (τ^2 : between)	0.25 (.05)*	0.15 (.04)*	0.16 (.04)*
ICC (ρ)	0.4088	0.2900	0.3021
Model fit			
-2LL	856.775	816.244	821.451
AIC	862.775	832.244	831.451
BIC	874.666	863.952	851.269
# of parameters	3	8	6

Dependent variable: Top Management Support (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The output of the regression analysis for this sub-model is presented in appendix F19. It shows a significant model, which explains about 20% of the variance in the top management support at level-2. The analysis shows no presence of multicollinearity and no violation of the assumptions of outliers and normality. The regression shows the same positive significant effects as the multilevel analysis.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept	4.24 (.03)*	1.31 (.43)*	1.39 (.42)*
Type of project		Not significant	-
Knowledge		0.18 (.10)	-
Skills		0.52 (.13)*	0.68 (.10)*
Random part			
Residual (σ^2 : within)	0.28 (.03)*	0.28 (.03)*	0.28 (.03)*
Intercept (τ^2 : between)	0.05 (.02)*	0.01 (.02)	0.01 (.02)*
ICC (ρ)	0.1537	0.0352	0.0433
Model fit			
-2LL	637.812	595.110	598.902
AIC	643.812	611.110	606.902
BIC	655.569	642.461	622.578
# of parameters	3	8	4

Dependent variable: Presence client leader/sponsor (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The table above shows that the skills of the consultant, positively influences the presence of a client leader/sponsor. The controlling variable seems not significant. The deviance test shows that M2 does fit the data better than M0, but that M1 does not fit the data better than M2. The output of the regression analysis for this sub-model is presented in appendix F20. It shows a significant model, which explains about 23% of the variance in the presence of the client leader/sponsor at level-2. The analysis shows no presence of multicollinearity and no violation of the assumptions of outliers and normality. The regression shows the same positive significant effect as the multilevel analysis.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept	4.10 (.04)*	1.31 (.43)*	1.72 (.48)*
Type of project		Not significant	-
Knowledge		0.17 (.10)	-
Skills		0.42 (.15)*	0.57 (.11)*
Random part			
Residual (σ^2 : within)	0.33 (.03)*	0.33 (.03)*	0.33 (.03)*
Intercept (τ^2 : between)	0.05 (.02)*	0.02 (.02)	0.03 (.02)
ICC (ρ)	0.1380	0.0608	0.0827
Model fit			
-2LL	724.999	694.518	701.686
AIC	730.999	710.518	709.686
BIC	742.882	742.206	725.531
# of parameters	3	8	4

Dependent variable: Client readiness (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The previous table shows that the skills of the consultant, positively influences the client readiness. The controlling variable seems not significant. The deviance test shows that M2 does fit the data better than M0, but that M1 does not fit the data better than M2. The output of the regression analysis for this sub-model is presented in appendix F21. It shows a significant model, which explains about 17% of the variance in the presence of the client readiness at level-2. The analysis shows no presence of multicollinearity and no violation of the assumptions of outliers and normality. The regression shows the same positive significant effect as the multilevel analysis.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept	3.73 (.05)*	1.58 (.64)*	1.41 (.63)*
Type of project		Not significant	-
Knowledge		0.17 (.10)	-
Skills		0.42 (.15)*	0.55 (.15)*
Random part			
Residual (σ^2 : within)	0.38 (.03)*	0.38 (.03)*	0.38 (.03)*
Intercept (τ^2 : between)	0.15 (.04)*	0.12 (.03)*	0.13 (.04)*
ICC (ρ)	0.1380	0.2431	0.2477
Model fit			
-2LL	825.306	809.822	812.169
AIC	831.306	825.822	820.169
BIC	843.174	857.468	835.992
# of parameters	3	8	4

Dependent variable: Team diversity (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The table above shows that the skills of the consultant, positively influences the team diversity. The controlling variable seems not significant. The deviance test shows that M2 does fit the data better than M0, but that M1 does not fit the data better than M2. The output of the regression analysis for this sub-model is presented in appendix F22. It shows a significant model, which explains only 9% of the variance in the presence of the team diversity at level-2. The analysis shows no presence of multicollinearity and no violation of the assumptions of outliers and normality. The regression shows the same positive significant effect as the multilevel analysis.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept	4.24 (.05)*	0.22 (.63)	0.36 (.62)
Type of project		Not significant	-
Knowledge		0.36 (.14)*	0.33 (.14)*
Skills		0.59 (.20)*	0.60 (.20)*
Random part			
Residual (σ^2 : within)	0.54 (.05)*	0.54 (.05)*	0.54 (.05)*
Intercept (τ^2 : between)	0.13 (.04)*	0.06 (.03)*	0.06 (.03)*
ICC (ρ)	0.1986	0.0943	0.0980
Model fit			
-2LL	927.469	886.944	889.238
AIC	933.469	902.944	899.238

BIC	945.329	934.570	919.004
# of parameters	3	8	5

Dependent variable: Collaboration client members (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The table above shows that both consultant variables positively influence the collaboration of client members. The controlling variable seems not significant. The deviance test shows that M2 does fit the data better than M0, but that M1 does not fit the data better than M2. The output of the regression analysis for this sub-model is presented in appendix F23. It shows a significant model, which explains about 22% of the variance in the presence of the client collaboration at level-2. The analysis shows no presence of multicollinearity and no violation of the assumptions of outliers and normality. The regression shows the same positive significant effects as the multilevel analysis.

Model	M0: Intercept only	M1: with predictors
	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part		
Intercept	4.14 (.05)*	2.15 (.74)*
Type of project		Not significant
Knowledge		0.25 (.16)
Skills		0.22 (.23)
Random part		
Residual (σ^2 : within)	0.94 (.07)*	0.92 (.07)*
Intercept (τ^2 : between)	Redundant	Redundant
ICC (ρ)		
Model fit		
-2LL	1035.588	1026.486
AIC	1041.588	1042.486
BIC	1053.352	1073.858
# of parameters	3	8

Dependent variable: personal involvement (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The table above shows that both consultant variables do not influence the personal involvement of client members. The controlling variable seems not significant as well. The output of the regression analysis for this sub-model is presented in appendix F24. It shows a significant model, which explains only 5% of the variance in the personal involvement at level-2. The analysis shows no presence of multicollinearity and no violation of the assumptions of outliers and normality. The regression shows no significant effects as well.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept	3.75 (.05)*	-0.66 (.65)	-0.54 (.64)
Type of project		Not significant	-
Knowledge		0.21 (.14)	-
Skills		0.83 (.20)*	1.02 (.15)*
Random part			
Residual (σ^2 : within)	0.74 (.07)*	0.73 (.05)*	0.73 (.06)*

Intercept (τ^2 : between)	0.08 (.05)	Redundant	0.00 (.04)
ICC (ρ)	0.0920		0.0032

Model fit

-2LL	992.995	950.893	953.345
AIC	998.995	966.893	961.345
BIC	1010.800	998.372	977.084
# of parameters	3	8	4

Dependent variable: Personal benefits (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The table above shows that the skills of the consultant, positively influences the personal benefits. The controlling variable seems not significant. The deviance test shows that M2 does fit the data better than M0, but that M1 does not fit the data better than M2. The output of the regression analysis for this sub-model is presented in appendix F25. It shows a significant model, which explains about 28% of the variance in personal benefits at level-2. The analysis shows no presence of multicollinearity and no violation of the assumptions of outliers and normality. The regression shows the same positive significant effect as the multilevel analysis.

G2.2 The client group versus the context group

The second groups of variables to be analyzed are the client variables versus the context variables.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept		-0.11 (.69)	0.75 (.32)*
Type of project	4.03 (.07)*	Not significant	
Top management support		0.65 (.09)*	0.78 (.08)*
Presence client leader/sponsor		0.14 (.15)	-
Client Readiness		-0.08 (.13)	-
Team diversity		0.12 (.09)	-
Collaboration client members		0.06 (.12)	-
Personal involvement team members		-0.01 (.10)	-
Personal benefits team members		0.15 (.09)	-
Random part			
Residual (σ^2 : within)	0.52 (.05)*	0.52 (.05)*	0.52 (.05)*
Intercept (τ^2 : between)	0.38 (.07)*	0.10 (.04)*	0.13 (.04)*
ICC (ρ)	0.4215	0.1661	0.1965
Model fit			
-2LL	1006.035	912.036	927.262
AIC	1012.035	938.036	935.262
BIC	1023.941	989.562	951.137
# of parameters	3	13	4

Dependent variable: Priority of a consulting project (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The table above shows that top management support, positively influences the priority of a consulting project. The controlling variable seems not significant. The deviance test shows that M2 does fit the data better than M0, but that M1 does not fit the data better than M2. The output of the regression analysis for this sub-model is presented in appendix

F26. It shows a significant model, which explains about 46% of the variance in the priority of a consulting project at level-2. The analysis shows no presence of multicollinearity and no violation of the assumptions of outliers and normality. The regression shows the same positive significant effect as the multilevel analysis.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept	2.86 (.08)*	0.28 (1.08)	1.38 (.51)*
Type of project		Not significant	-
Top management support		0.39 (.14)*	0.35 (.12)*
Presence client leader/sponsor		0.19 (.24)	-
Client Readiness		0.26 (.21)	-
Team diversity		-0.18 (.15)	-
Collaboration client members		-0.13 (.18)	-
Personal involvement team members		0.20 (.15)	-
Personal benefits team members		-0.19 (.14)	-
Random part			
Residual (σ^2 : within)	0.93 (.09)*	0.93 (.09)*	0.93 (.09)*
Intercept (τ^2 : between)	0.48 (.11)*	0.37 (.09)*	0.43 (.10)*
ICC (ρ)	0.3408	0.2824	0.3165
Model fit			
-2LL	1151.576	1125.271	1143.164
AIC	1157.576	1151.271	1151.164
BIC	1169.348	1202.216	1166.861
# of parameters	3	13	4

Dependent variable: Timing of a consulting project (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The table above shows that top management support, positively influences the timing of a consulting project. The controlling variable seems not significant. The deviance test shows that M1 does fit the data better than M0 and M1. The output of the regression analysis for this sub-model is presented in appendix F27, which shows a non-significant model. Further interpretation of the regression results is pointless. However, the effect found is the same as found in the multilevel analysis.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept		-0.57 (.81)	-0.28 (.49)
Type of project	3.24 (.07)*	Significant	Significant
Top management support		0.23 (.10)*	0.29 (.10)*
Presence client leader/sponsor		-0.11 (.18)	-
Client Readiness		-0.11 (.16)	-
Team diversity		0.13 (.11)	-
Collaboration client members		0.42 (.14)*	0.44 (.11)*
Personal involvement team members		0.09 (.12)	-
Personal benefits team members		0.18 (.11)	-
Random part			

Residual (σ^2 : within)	1.04 (.09)*	1.04 (.09)*	1.04 (.09)*
Intercept (τ^2 : between)	0.23 (.08)*	0.03 (.05)	0.04 (.06)
ICC (ρ)	0.1804	0.0260	0.0354
Model fit			
-2LL	1179.678	1120.381	1131.106
AIC	1185.678	1146.381	1147.106
BIC	1197.561	1197.807	1178.794
# of parameters	3	13	8

Dependent variable: Quality reduction of the outcome (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The table above shows that top management support and the collaboration of the client team members positively influence the quality reduction of the outcome. The controlling variable seems to be significant, which means that not all differences in the scores of the quality reduction of the outcome can be explained by the client variables. The deviance test shows that M2 does fit the data better than M0, but that M1 does not fit the data better than M2. The output of the regression analysis for this sub-model is presented in appendix F28. It shows a significant model, which explains about 21% of the variance in the quality reduction of the outcome at level-2. The analysis shows no presence of multicollinearity and no violation of the assumptions of outliers and normality. The regression shows the same positive significant effects as the multilevel analysis.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept		-0.88 (.51)	-1.03 (.46)*
Type of project	3.99 (.05)*	Not significant	-
Top management support		0.30 (.06)*	0.30 (.06)*
Presence client leader/sponsor		0.32 (.11)*	0.40 (.10)*
Client Readiness		0.23 (.10)*	0.31 (.09)*
Team diversity		-0.02 (.07)	-
Collaboration client members		0.12 (.09)	-
Personal involvement team members		0.00 (.07)	-
Personal benefits team members		0.21 (.07)*	0.21 (.07)*
Random part			
Residual (σ^2 : within)	0.43 (.04)*	0.42 (.04)*	0.42 (.04)*
Intercept (τ^2 : between)	0.18 (.05)*	0.01 (.02)	0.01 (.02)
ICC (ρ)	0.2944	0.0147	0.0269
Model fit			
-2LL	878.017	770.187	773.220
AIC	884.017	796.187	787.220
BIC	895.892	847.613	814.911
# of parameters	3	13	7

Dependent variable: Client mandate (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The previous table shows that top management support, the presence of a client leader/sponsor, the client readiness, and the personal benefits of client team members, positively influence the client mandate. The controlling variable seems not significant. The deviance test shows that M2 does fit the data better than M0, but that M1 does not fit the data better

than M2. The output of the regression analysis for this sub-model is presented in appendix F29. It shows a significant model, which explains about 53% of the variance in the client mandate at level-2. The analysis shows no presence of multicollinearity and no violation of the assumptions of outliers and normality. The regression shows the same positive significant effects as the multilevel analysis.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept	4.23 (.05)*	0.94 (.27)*	0.88 (.26)*
Type of project		Not significant	-
Priority of a consulting project		0.37 (.05)*	0.40 (.05)*
Timing of a consulting project		0.06 (.04)	-
Quality reduction of the outcome		0.13 (.05)*	0.13 (.05)*
Client mandate		0.35 (.07)*	0.33 (.07)*
Random part			
Residual (σ^2 : within)	0.36 (.03)*	0.36 (.03)*	0.36 (.03)*
Intercept (τ^2 : between)	0.25 (.05)*	0.02 (.02)	0.03 (.02)
ICC (ρ)	0.4088	0.0529	0.1844
Model fit			
-2LL	856.775	729.336	736.575
AIC	862.775	749.336	748.575
BIC	874.666	788.972	772.357
# of parameters	3	10	6

Dependent variable: Top management support (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The table above shows that the priority of a consulting project, the quality reduction of the outcome, and the client mandate, positively influence the top management support. The controlling variable seems not significant. The deviance test shows that M2 does fit the data better than M0, but that M1 does not fit the data better than M2. The output of the regression analysis for this sub-model is presented in appendix F30. It shows a significant model, which explains about 56% of the variance in top management support at level-2. The analysis shows no presence of multicollinearity and no violation of the assumptions of outliers and normality. The regression shows the same positive significant effects as the multilevel analysis.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept	4.24 (.03)*	2.51 (.22)*	1.58 (.21)*
Type of project		Not significant	-
Priority of a consulting project		0.09 (.04)*	0.10 (.04)*
Timing of a consulting project		0.00 (.03)	-
Quality reduction of the outcome		0.04 (.04)	-
Client mandate		0.30 (.06)*	0.32 (.05)*
Random part			
Residual (σ^2 : within)	0.28 (.03)*	0.28 (.02)*	0.28 (.03)*
Intercept (τ^2 : between)	0.05 (.02)*	Redundant	0.00 (.01)
ICC (ρ)	0.1537		0.0050

Model fit			
-2LL	637.812	582.564	584.875
AIC	643.812	602.564	594.875
BIC	655.569	641.753	614.469
# of parameters	3	10	5

Dependent variable: Presence client leader/sponsor (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The table above shows that the priority of a consulting project and the client mandate positively influence the presence of the client leader/sponsor. The controlling variable seems not significant. The deviance test shows that M2 does fit the data better than M0, but that M1 does not fit the data better than M2. The output of the regression analysis for this sub-model is presented in appendix F31. It shows a significant model, which explains about 27% of the variance in the presence of client leader/sponsor at level-2. The analysis shows no presence of multicollinearity and no violation of the assumptions of outliers and normality. The regression shows the same positive significant effects as the multilevel analysis.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept	4.10 (.04)*	2.66 (.25)*	2.88 (.22)*
Type of project		Not significant	-
Priority of a consulting project		-0.00 (.05)	-
Timing of a consulting project		0.06 (.04)	-
Quality reduction of the outcome		0.01 (.05)	-
Client mandate		0.29 (.06)*	0.31 (.05)*
Random part			
Residual (σ^2 : within)	0.33 (.03)*	0.34 (.03)*	0.33 (.03)*
Intercept (τ^2 : between)	0.05 (.02)*	0.01 (.02)	0.02 (.05)*
ICC (ρ)	0.1380	0.0355	0.0596
Model fit			
-2LL	724.999	690.153	696.325
AIC	730.999	710.153	704.325
BIC	742.882	749.763	720.169
# of parameters	3	10	4

Dependent variable: Client readiness (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The table above shows that the client mandate, positively influences the client readiness. The controlling variable seems not significant. The deviance test shows that M2 does fit the data better than M0, but that M1 does not fit the data better than M2. The output of the regression analysis for this sub-model is presented in appendix F32. It shows a significant model, which explains about 19% of the variance in client readiness at level-2. The analysis shows no presence of multicollinearity and no violation of the assumptions of outliers and normality. The regression shows the same positive significant effects as the multilevel analysis.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)

Fixed part			
Intercept	3.73 (.05)*	2.48 (.33)*	2.51 (.27)*
Type of project		Not significant	-
Priority of a consulting project		0.18 (.06)*	0.21 (.06)*
Timing of a consulting project		-0.08 (.05)	-
Quality reduction of the outcome		0.15 (.06)*	0.11 (.06)*
Client mandate		0.10 (.08)	-
Random part			
Residual (σ^2 : within)	0.38 (.03)*	0.38 (.03)*	0.38 (.03)*
Intercept (τ^2 : between)	0.15 (.04)*	0.10 (.03)*	0.12 (.03)*
ICC (ρ)	0.1380	0.2041	0.2328
Model fit			
-2LL	825.306	796.010	805.483
AIC	831.306	816.010	815.483
BIC	843.174	855.568	835.262
# of parameters	3	10	4

Dependent variable: Team diversity (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The table above shows that the priorities of a consulting project and the quality reduction of the outcome positively influence the team diversity. The controlling variable seems not significant. The deviance test shows that M2 does fit the data better than M0, but that M1 does not fit the data better than M2. The output of the regression analysis for this sub-model is presented in appendix F33. It shows a significant model, which explains about 16% of the variance in team diversity at level-2. The analysis shows no presence of multicollinearity and no violation of the assumptions of outliers and normality. The regression shows that the priority of a consulting project positively influences the team diversity only.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept	4.24 (.05)*	1.78 (.33)*	1.93 (.29)*
Type of project		Not significant	-
Priority of a consulting project		0.11 (.06)	-
Timing of a consulting project		-0.01 (.05)	-
Quality reduction of the outcome		0.19 (.06)*	0.17 (.06)*
Client mandate		0.38 (.08)*	0.44 (.08)*
Random part			
Residual (σ^2 : within)	0.54 (.05)*	0.54 (.05)*	0.54 (.05)*
Intercept (τ^2 : between)	0.13 (.04)*	0.03 (.03)	0.03 (.03)
ICC (ρ)	0.1986	0.0476	0.0536
Model fit			
-2LL	927.469	869.672	873.825
AIC	933.469	889.672	883.825
BIC	945.329	929.204	903.591
# of parameters	3	10	5

Dependent variable: Collaboration client members (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The table above shows that the quality reduction of the outcome and the client mandate, positively influences the collaboration of client members. The controlling variable seems not significant. The deviance test shows that M2 does fit the data better than M0, but that M1 does not fit the data better than M2. The output of the regression analysis for this sub-model is presented in appendix F34. It shows a significant model, which explains about 31% of the variance in collaboration of client members at level-2. The analysis shows no presence of multicollinearity and no violation of the assumptions of outliers and normality. The regression shows the same positive significant effects as the multilevel analysis. However, it shows that the priority of a consulting project has a significant positive effect on the collaboration of client members as well.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept	4.14 (.05)*	3.00 (.40)*	3.21 (.34)*
Type of project		Not significant	-
Priority of a consulting project		-0.03 (.08)	-
Timing of a consulting project		0.07 (.06)	-
Quality reduction of the outcome		0.06 (.08)	-
Client mandate		0.22 (0.10)*	0.24 (.09)*
Random part			
Residual (σ^2 : within)	0.94 (.07)*	0.91 (.07)*	0.92 (.07)*
Intercept (τ^2 : between)	Redundant	Redundant	Redundant
ICC (ρ)			
Model fit			
-2LL	1035.588	1025.280	1028.126
AIC	1041.588	1045.280	1036.126
BIC	1053.352	1084.496	1051.813
# of parameters	3	10	4

Dependent variable: Personal involvement (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The table above shows that the client mandate, positively influences the personal involvement. The controlling variable seems not significant. The deviance test shows that M2 does fit the data better than M0, but that M1 does not fit the data better than M2. The output of the regression analysis for this sub-model is presented in appendix F35. It shows a non-significant model in which no effects are found.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only	M3: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part				
Intercept	3.75 (.05)*	1.50 (.35)*	1.35 (.33)*	1.47 (.32)*
Type of project		Not significant	-	-
Priority of a consulting project		0.15 (.07)*	0.13 (.06)*	0.13 (.06)*
Timing of a consulting project		-0.09 (.05)	-	-
Quality reduction of the outcome		0.14 (.07)*	0.10 (.06)	-
Client mandate		0.37 (.09)*	0.39 (.09)*	0.44 (.08)*
Random part				
Residual (σ^2 : within)	0.74 (.07)*	0.71 (.05)*	0.71 (.05)*	0.72 (.05)*
Intercept (τ^2 : between)	0.08 (.05)	Redundant	Redundant	Redundant

ICC (ρ)	0.0920			
Model fit				
-2LL	992.995	941.776	945.350	947.911
AIC	998.995	961.776	957.350	957.911
BIC	1010.800	1001.125	980.959	977.585
# of parameters	3	10	6	5

Dependent variable: Personal benefits (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The table above shows that the priority of a consulting project and the client mandate, positively influences the personal benefits. The controlling variable seems not significant. The deviance test shows that M3 fits the data best. The output of the regression analysis for this sub-model is presented in appendix F36. It shows a significant model, which explains about 30% of the variance in personal benefits. The analysis shows no presence of multicollinearity and no violation of the assumptions of outliers and normality. The regression shows the same positive significant effects as the multilevel analysis. However, it shows that the quality reduction of the outcome has a significant positive effect on the personal benefits as well.

G2.3 The client group versus the mutual trust variable

The following analyses concern the effects between the client variables and the mutual trust variable. The table below shows the output of the multilevel analyses of the sub-model where the client variables are the independent variables and the mutual trust is the dependent variable.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept		1.57 (.42)*	2.61 (.23)*
Type of project	4.31 (.03)*	Not significant	-
Top management support		0.11 (.05)*	0.18 (.05)*
Presence client leader/sponsor		0.09 (.09)	-
Client Readiness		0.13 (.08)	-
Team diversity		0.07 (.06)	-
Collaboration client members		0.05 (.07)	-
Personal involvement team members		0.06 (.06)	-
Personal benefits team members		0.18 (.06)*	0.26 (.05)*
Random part			
Residual (σ^2 : within)	0.34 (.03)*	0.30 (.02)*	0.31 (.02)*
Intercept (τ^2 : between)	0.02 (.02)	Redundant	Redundant
ICC (ρ)	0.0444		
Model fit			
-2LL	702.895	630.946	651.726
AIC	708.895	656.946	661.726
BIC	720.786	708.405	681.544
# of parameters	3	13	5

Dependent variable: Mutual trust (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The results show that top management support and the personal benefits of the client team members, positively influence the mutual trust between the client and the consultant. The controlling variable seems not significant and the ICC of M0 is beneath .05. The deviance test shows that M2 fits the data best. The output of the regression analysis for this sub-model is presented in appendix F37. The regression shows a significant model that explains about 41% of the variance in the mutual trust. The analysis shows no presence of multicollinearity and no violation of the assumptions of outliers and normality. The regression shows positive significant effects of the client readiness and the personal benefits of the team members on mutual trust. Although the ICC is beneath the cut-off point, the results of the multilevel analysis are used.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept	4.23 (.05)*	1.06 (.55)	1.07 (.54)
Type of project		Not significant	-
Mutual trust		0.76 (.12)*	0.73 (.13)*
Random part			
Residual (σ^2 : within)	0.36 (.03)*	0.37 (.03)*	0.37 (.03)*
Intercept (τ^2 : between)	0.25 (.05)*	0.16 (.04)*	0.17 (.04)*
ICC (ρ)	0.4088	0.2992	0.3151
Model fit			
-2LL	856.775	820.892	826.756
AIC	862.775	834.892	834.756
BIC	874.666	862.637	850.610
# of parameters	3	7	4

Dependent variable: Top management support (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The table above shows that the mutual trust between the consultant and the client, positively influences top management support. The controlling variable seems not significant. The deviance test shows that M2 fits the data best. The output of the regression analysis for this sub-model is presented in appendix F38. It shows a significant model, which explains about 18% of the variance in top management support. The analysis shows no presence of multicollinearity and no violation of the assumptions of outliers and normality. The regression shows the same positive significant effect as the multilevel analysis.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept	4.24 (.03)*	2.26 (.37)*	2.29 (.36)*
Type of project		Not significant	-
Mutual trust		0.45 (.08)*	0.45 (.08)*
Random part			
Residual (σ^2 : within)	0.28 (.03)*	0.28 (.03)*	0.28 (.03)*
Intercept (τ^2 : between)	0.05 (.02)*	0.02 (.02)	0.02 (.02)
ICC (ρ)	0.1537	0.0700	0.0688
Model fit			
-2LL	637.812	611.561	611.908
AIC	643.812	625.561	619.908

BIC	655.569	652.994	635.583
# of parameters	3	7	4

Dependent variable: Presence client leader/sponsor (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The table above shows that the mutual trust between the consultant and the client, positively influences the presence of a client leader/sponsor. The controlling variable seems not significant. The deviance test shows that M2 fits the data best. The output of the regression analysis for this sub-model is presented in appendix F39. It shows a significant model, which explains about 13% of the variance in the presence of a client leader/sponsor. The analysis shows no presence of multicollinearity and no violation of the assumptions of outliers and normality. The regression shows the same positive significant effect as the multilevel analysis.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept	4.10 (.04)*	2.09 (.39)*	2.24 (.39)*
Type of project		Not significant	-
Mutual trust		0.44 (.09)*	0.43 (.09)*
Random part			
Residual (σ^2 : within)	0.33 (.03)*	0.33 (.03)*	0.33 (.03)*
Intercept (τ^2 : between)	0.05 (.02)*	0.03 (.02)	0.03 (.02)
ICC (ρ)	0.1380	0.0729	.00885
Model fit			
-2LL	724.999	699.062	703.450
AIC	730.999	713.062	711.450
BIC	742.882	740.789	727.294
# of parameters	3	7	4

Dependent variable: Client readiness (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The table above shows that the mutual trust between the consultant and the client, positively influences the client readiness. The controlling variable seems not significant. The deviance test shows that M2 fits the data best. The output of the regression analysis for this sub-model is presented in appendix F40. It shows a significant model, which explains about 15% of the variance in client readiness. The analysis shows no presence of multicollinearity and no violation of the assumptions of outliers and normality. The regression shows the same positive significant effect as the multilevel analysis.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept	3.73 (.05)*	1.72 (.52)*	1.57 (.51)*
Type of project		Not significant	-
Mutual trust		0.49 (.12)*	0.50 (.12)*
Random part			
Residual (σ^2 : within)	0.38 (.03)*	0.38 (.03)*	0.38 (.03)*
Intercept (τ^2 : between)	0.15 (.04)*	0.12 (.03)*	0.12 (.03)*

ICC (ρ)	0.1380	0.2359	0.2395
Model fit			
-2LL	825.306	805.819	807.902
AIC	831.306	819.819	815.902
BIC	843.174	847.510	831.726
# of parameters	3	7	4

Dependent variable: Team diversity (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The table above shows that the mutual trust between the consultant and the client, positively influences the team diversity. The controlling variable seems not significant. The deviance test shows that M2 fits the data best. The output of the regression analysis for this sub-model is presented in appendix F41. It shows a significant model, which explains about 12% of the variance in team diversity. The analysis shows no presence of multicollinearity and no violation of the assumptions of outliers and normality. The regression shows the same positive significant effect as the multilevel analysis.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept	4.24 (.05)*	1.15 (.53)*	1.29 (.52)*
Type of project		Not significant	-
Mutual trust		0.71 (.12)*	0.68 (.12)*
Random part			
Residual (σ^2 : within)	0.54 (.05)*	0.54 (.05)*	0.54 (.03)*
Intercept (τ^2 : between)	0.13 (.04)*	0.07 (.03)*	0.07 (.03)*
ICC (ρ)	0.1986	0.1137	0.1161
Model fit			
-2LL	927.469	896.511	898.691
AIC	933.469	910.511	906.691
BIC	945.329	938.183	922.504
# of parameters	3	7	4

Dependent variable: Collaboration client members (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The previous table shows that the mutual trust between the consultant and the client, positively influences the team diversity. The controlling variable seems not significant. The deviance test shows that M2 fits the data best. The output of the regression analysis for this sub-model is presented in appendix F42. It shows a significant model, which explains about 17% of the variance in the collaboration of client team members. The analysis shows no presence of multicollinearity and no violation of the assumptions of outliers and normality. The regression shows the same positive significant effect as the multilevel analysis.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept	4.14 (.05)*	2.29 (.60)*	2.40 (.58)*
Type of project		Not significant	-
Mutual trust		0.42 (.14)*	0.40 (.13)*

Random part			
Residual (σ^2 : within)	0.94 (.07)*	0.92 (.07)*	0.92 (.07)*
Intercept (τ^2 : between)	Redundant	Redundant	Redundant
ICC (ρ)			0.1161
Model fit			
-2LL	1035.588	1026.017	1026.584
AIC	1041.588	1040.017	1034.584
BIC	1053.352	1067.468	1050.270
# of parameters	3	7	4

Dependent variable: Personal involvement (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The table above shows that the mutual trust between the consultant and the client, positively influences the personal involvement. The controlling variable seems not significant. The deviance test shows that M2 fits the data best. The output of the regression analysis for this sub-model is presented in appendix F43. It shows a significant model, which explains only 6% of the variance in the personal involvement. The analysis shows no presence of multicollinearity and no violation of the assumptions of outliers and normality. The regression shows the same positive significant effect as the multilevel analysis.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept	3.75 (.05)*	0.19 (.54)	0.27 (.52)
Type of project		Not significant	-
Mutual trust		0.82 (.12)*	0.81 (.12)*
Random part			
Residual (σ^2 : within)	0.74 (.07)*	0.72 (.06)*	0.72 (.06)*
Intercept (τ^2 : between)	0.08 (.05)	0.01 (.04)	0.01 (.04)
ICC (ρ)	0.0920	0.0096	0.0102
Model fit			
-2LL	992.995	952.6111	953.131
AIC	998.995	966.611	961.131
BIC	1010.800	994.155	976.871
# of parameters	3	7	4

Dependent variable: Personal benefits (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The table above shows that the mutual trust between the consultant and the client, positively influences the personal benefits. The controlling variable seems not significant. The deviance test shows that M2 fits the data best. The output of the regression analysis for this sub-model is presented in appendix F44. It shows a significant model, which explains about 28% of the variance in the personal benefits. This is quite a lot for a single variable. The analysis shows no presence of multicollinearity and no violation of the assumptions of outliers and normality. The regression shows the same positive significant effect as the multilevel analysis.

G2.4 The consultant group versus the context group

The following analyses concern the effects between the consultant variables and the context variables. The table below shows the output of the multilevel analyses of the sub-model where the context variables are the independent variables and the knowledge of the consultant is the dependent variable.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept	4.06 (.04)*	2.47 (.23)*	2.53 (.22)*
Type of project		Significant	Significant
Priority of a consulting project		0.10 (.04)*	0.11 (.04)*
Timing of a consulting project		0.05 (.03)	-
Quality reduction of the outcome		0.11 (.04)*	0.13 (.04)*
Client mandate		0.20 (.06)*	0.19 (.06)*
Random part			
Residual (σ^2 : within)	0.28 (.03)*	0.27 (.02)*	0.27 (.02)*
Intercept (τ^2 : between)	0.07 (.02)*	0.01 (.02)	0.02 (.02)
ICC (ρ)	0.1963	0.0490	0.0565
Model fit			
-2LL	678.820	620.853	622.881
AIC	684.820	640.853	640.881
BIC	696.734	680.565	676.622
# of parameters	3	10	9

Dependent variable: Knowledge of the consultant (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The table shows that the priority of a consulting project, the quality reduction of the outcome, and the client mandate, positively influence the knowledge of a consultant. The controlling variable seems significant. The deviance test shows that M1 does not fit the data better than M2. The output of the regression analysis for this sub-model is presented in appendix F45. It shows a significant model, which explains about 28% of the variance in the knowledge of the consultant. The analysis shows no presence of multicollinearity and no violation of the assumptions of outliers and normality. The regression shows the same positive significant effects as the multilevel analysis.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept	4.20 (.03)*	3.09 (.16)*	3.10 (.14)*
Type of project		Not significant	-
Priority of a consulting project		0.05 (.03)	-
Timing of a consulting project		-0.02 (.02)	-
Quality reduction of the outcome		0.14 (.03)*	0.11 (.03)*
Client mandate		0.15 (.04)*	0.19 (.04)*
Random part			
Residual (σ^2 : within)	0.16 (.02)*	0.15 (.01)*	0.16 (.01)*
Intercept (τ^2 : between)	0.03 (.01)*	Redundant	Redundant
ICC (ρ)	0.1348		
Model fit			

-2LL	444.360	378.843	390.818
AIC	450.360	398.843	400.818
BIC	462.274	438.555	420.674
# of parameters	3	10	5

Dependent variable: Skills of the consultant (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The table above shows that the quality reduction of the outcome and the client mandate positively influence the skills of a consultant. The controlling variable seems not significant. The deviance test shows that M1 fits the data best. The output of the regression analysis for this sub-model is presented in appendix F46. It shows a significant model, which explains about 32% of the variance in the skills of the consultant. The analysis shows no presence of multicollinearity and no violation of the assumptions of outliers and normality. The regression shows the same positive significant effects as the multilevel analysis. However, the regression shows that the priority of a consulting project positively influences the skills of a consultant as well.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept	4.03 (.07)*	0.46 (.85)	1.30 (0.57)*
Type of project		Not significant	-
Knowledge		0.51 (.18)*	0.67 (.14)*
Skills		0.39 (.26)	
Random part			
Residual (σ^2 : within)	0.52 (.05)*	0.52 (.05)*	0.52 (.05)*
Intercept (τ^2 : between)	0.38 (.07)*	0.28 (.06)*	0.30 (.06)*
ICC (ρ)	0.4215	0.3532	0.3664
Model fit			
-2LL	1006.035	978.546	984.176
AIC	1012.035	994.546	992.176
BIC	1023.941	1026.296	1008.051
# of parameters	3	8	4

Dependent variable: Priority of a consulting project (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The table above shows that the knowledge of a consultant, positively influences the priority of a consulting project. The controlling variable seems insignificant. The deviance test shows that M1 fits the data best, but that the model does not fit the data significantly better than M2. The output of the regression analysis for this sub-model is presented in appendix F47. It shows a significant model, which explains about 16% of the variance in the priority of a consulting project. The analysis shows no presence of multicollinearity and no violation of the assumptions of outliers and normality. The regression shows the same positive significant effect as the multilevel analysis.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept	2.86 (.08)*	1.47 (1.08)	1.34 (.73)
Type of project		Not significant	-

Knowledge		0.60 (.24)*	0.37 (.18)*
Skills		-0.29 (.33)	-
Random part			
Residual (σ^2 : within)	0.93 (.09)*	0.93 (.08)*	0.93 (.09)*
Intercept (τ^2 : between)	0.48 (.11)*	0.41 (.10)*	0.45 (.10)*
ICC (ρ)	0.3408	0.3074	0.3279
Model fit			
-2LL	1151.576	1139.455	1147.275
AIC	1157.576	1155.455	1155.275
BIC	1169.348	1186.849	1170.972
# of parameters	3	8	4

Dependent variable: Timing of a consulting project (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The table above shows that the knowledge of a consultant, positively influences the timing of a consulting project. The controlling variable seems not significant. The deviance test shows that M1 fits the data best, but that the model does not fit the data significantly better than M2. The output of the regression analysis for this sub-model is presented in appendix F48. It shows a significant model, which explains only 3% of the variance in the timing of a consulting project. The analysis shows no presence of multicollinearity and no violation of the assumptions of outliers and normality. The regression shows no presence of significant effects.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept	3.24 (.07)*	-2.50 (.82)*	-2.45 (.82)*
Type of project		Significant	Significant
Knowledge		0.22 (.18)	-
Skills		1.05 (.25)*	1.25 (.19)*
Random part			
Residual (σ^2 : within)	1.04 (.09)*	1.03 (.09)*	1.03 (.09)*
Intercept (τ^2 : between)	0.23 (.08)*	0.05 (.05)	0.05 (.05)
ICC (ρ)	0.1804	0.0427	0.0454
Model fit			
-2LL	1179.678	1129.437	1130.969
AIC	1185.678	1145.437	1144.969
BIC	1197.561	1177.125	1172.696
# of parameters	3	8	7

Dependent variable: Quality reduction of the outcome (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The table above shows that the skills of a consultant, positively influences the quality reduction of the outcome. Notice that the intercept is reduced drastically. The controlling variable seems significant. The deviance test shows that M1 fits the data best, but that the model does not fit the data significantly better than M2. The output of the regression analysis for this sub-model is presented in appendix F49. It shows a significant model, which explains about 18% of the variance in the quality reduction of the outcome. The analysis shows no presence of multicollinearity and no violation of the assumptions of outliers and normality. The regression shows the same positive significant effect as the multilevel analysis.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept	3.99 (.05)*	-0.39 (.61)	-0.19 (.60)
Type of project		Not significant	-
Knowledge		0.33 (.13)*	0.29 (.13)*
Skills		0.70 (.19)*	0.72 (.19)*
Random part			
Residual (σ^2 : within)	0.43 (.04)*	0.43 (.04)*	0.43 (.04)*
Intercept (τ^2 : between)	0.18 (.05)*	0.08 (.03)*	0.09 (.03)*
ICC (ρ)	0.2944	0.1557	0.1680
Model fit			
-2LL	878.017	829.561	833.454
AIC	884.017	845.561	843.454
BIC	895.892	877.229	863.246
# of parameters	3	8	5

Dependent variable: Client mandate (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The table above shows that both variables positively influence the client mandate. The controlling variable seems not significant. The deviance test shows that M1 fits the data best, but that the model does not fit the data significantly better than M2. The output of the regression analysis for this sub-model is presented in appendix F50. It shows a significant model, which explains about 27% of the variance in the client mandate. The analysis shows no presence of multicollinearity and no violation of the assumptions of outliers and normality. The regression shows the same positive significant effects as the multilevel analysis.

G2.5 The consultant group versus the mutual trust variable

The following analyses concern the effects between the consultant variables and the relationship variable. The table below shows the output of the multilevel analyses of the sub-model where the consultant variables are the independent variables and the relationship variables is the dependent variable.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept	4.31 (.03)*	0.67 (.41)	0.66 (.40)
Type of project		Not significant	-
Knowledge		0.23 (.09)*	0.24 (.09)*
Skills		0.64 (.13)*	0.64 (.12)*
Random part			
Residual (σ^2 : within)	0.34 (.03)*	0.29 (.02)*	0.29 (.02)*
Intercept (τ^2 : between)	0.02 (.02)	Redundant	Redundant
ICC (ρ)	0.0444		

Model fit			
-2LL	702.895	621.948	622.998
AIC	708.895	637.948	632.998
BIC	720.786	669.657	652.816
# of parameters	3	8	5

Dependent variable: Mutual trust (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The table above shows that both variables positively influence the mutual trust. The controlling variable seems not significant. The deviance test shows that M1 fits the data best, but that M1 does not fit the data significantly better than M2. The output of the regression analysis for this sub-model is presented in appendix F51. It shows a significant model, which explains about 51% of the variance in mutual trust. The analysis shows no presence of multicollinearity and no violation of the assumptions of outliers and normality. The regression shows the same positive significant effects as the multilevel analysis.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept	4.06 (.04)*	1.26 (.34)*	1.16 (.33)*
Type of project		Not significant	-
Mutual trust		0.66 (.08)*	0.67 (.08)*
Random part			
Residual (σ^2 : within)	0.28 (.03)*	0.27 (.02)*	0.27 (.02)*
Intercept (τ^2 : between)	0.07 (.02)*	0.01 (.02)	0.01 (.02)
ICC (ρ)	0.1963	0.0421	0.0482
Model fit			
-2LL	678.820	610.619	613.170
AIC	684.820	624.619	621.170
BIC	696.734	652.418	637.055
# of parameters	3	7	4

Dependent variable: Knowledge of a consultant (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The table above shows that mutual trust, positively influences the knowledge of a consultant. The controlling variable seems not significant. The deviance test shows that M1 fits the data best, but that M1 does not fit the data significantly better than M2. The output of the regression analysis for this sub-model is presented in appendix F52. It shows a significant model, which explains about 39% of the variance in the knowledge of a consultant. The analysis shows no presence of multicollinearity and no violation of the assumptions of outliers and normality. The regression shows the same positive significant effect as the multilevel analysis.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept	4.20 (.03)*	1.94 (.24)*	0.27 (.52)
Type of project		Not significant	-
Mutual trust		0.53 (.05)*	0.53 (.05)*

Random part			
Residual (σ^2 : within)	0.16 (.01)*	0.15 (.01)*	0.15 (.01)*
Intercept (τ^2 : between)	0.03 (.01)*	Redundant	Redundant
ICC (ρ)	0.1348		
Model fit			
-2LL	444.360	360.253	361.072
AIC	450.360	374.253	369.072
BIC	462.274	402.052	384.957
# of parameters	3	7	4

Dependent variable: Skills of a consultant (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The table above shows that mutual trust, positively influences the skills of a consultant. The controlling variable seems not significant. The deviance test shows that M1 fits the data best, but that M1 does not fit the data significantly better than M2. The output of the regression analysis for this sub-model is presented in appendix F53. It shows a significant model, which explains about 44% of the variance in the skills of a consultant. The analysis shows no presence of multicollinearity and no violation of the assumptions of outliers and normality. The regression shows the same positive significant effect as the multilevel analysis.

G2.6 The context group versus the mutual trust variable

The following analyses concern the effects between the context variables and the relationship variable. The table below shows the output of the multilevel analyses of the sub-model where the context variables are the independent variables and the relationship variable is the dependent variable.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept	4.31 (.03)*	2.99 (.23)*	3.13 (.21)*
Type of project		Significant	Significant
Priority of a consulting project		0.05 (.04)	-
Timing of a consulting project		0.01 (.03)	-
Quality reduction of the outcome		0.13 (.04)*	0.14 (.04)*
Client mandate		0.19 (.06)*	0.21 (.05)*
Random part			
Residual (σ^2 : within)	0.34 (.03)*	0.32 (.02)*	0.32 (.02)*
Intercept (τ^2 : between)	0.02 (.02)	Redundant	Redundant
ICC (ρ)	0.0444		
Model fit			
-2LL	702.895	658.453	660.195
AIC	708.895	678.453	676.195
BIC	720.786	718.089	707.903
# of parameters	3	10	8

Dependent variable: Mutual trust (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The table shows that the quality reduction of the outcome and the client mandate, positively influence the mutual trust. The controlling variable seems not significant. The deviance test shows that M1 fits the data best, but that M1 does not

fit the data significantly better than M2. The output of the regression analysis for this sub-model is presented in appendix F54. It shows a significant model, which explains about 22% of the variance in mutual trust. The analysis shows no presence of multicollinearity and no violation of the assumptions of outliers and normality. The regression shows the same positive significant effects as the multilevel analysis.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept	4.03 (.07)*	1.65 (.73)*	1.52 (.71)*
Type of project		Not significant	-
Mutual trust		0.59 (.17)*	0.58 (.16)*
Random part			
Residual (σ^2 : within)	0.52 (.05)*	0.52 (.05)*	0.52 (.05)*
Intercept (τ^2 : between)	0.38 (.07)*	0.32 (.07)*	0.33 (.07)*
ICC (ρ)	0.4215	0.3834	0.3894
Model fit			
-2LL	1006.035	991.150	993.943
AIC	1012.035	1005.150	1001.943
BIC	1023.941	1032.931	1017.818
# of parameters	3	7	4

Dependent variable: Priority of a consulting project (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The table above shows that the mutual trust, positively influences the priority of a consulting project. The controlling variable seems not significant. The deviance test shows that M1 fits the data best, but that M1 does not fit the data significantly better than M2. The output of the regression analysis for this sub-model is presented in appendix F55. It shows a significant model, which explains only 8% of the variance in the priority of a consulting project. The analysis shows no presence of multicollinearity and no violation of the assumptions of outliers and normality. The regression shows the same positive significant effect as the multilevel analysis.

Model	M0: Intercept only	M1: with predictors
	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part		
Intercept	2.86 (.08)*	1.20 (.91)
Type of project		Not significant
Mutual trust		0.34 (.21)
Random part		
Residual (σ^2 : within)	0.93 (.09)*	0.93 (.08)*
Intercept (τ^2 : between)	0.48 (.11)*	0.44 (.10)*
ICC (ρ)	0.3408	0.3221
Model fit		
-2LL	1151.576	1144.067
AIC	1157.576	1158.067
BIC	1169.348	1185.536
# of parameters	3	7

Dependent variable: Timing of a consulting project (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The previous table shows that the mutual trust does not influence the timing of a consulting project. The controlling variable seems not significant as well. The output of the regression analysis for this sub-model shows a non-significant model, see appendix F56.

Model	M0: Intercept only	M1: with predictors
	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part		
Intercept	3.24 (.07)*	-0.80 (.69)
Type of project		Significant
Mutual trust		0.84 (.16)*
Random part		
Residual (σ^2 : within)	1.04 (.09)*	1.05 (.09)*
Intercept (τ^2 : between)	0.23 (.08)*	0.06 (.06)
ICC (ρ)	0.1804	0.0573
Model fit		
-2LL	1179.678	1142.655
AIC	1185.678	1156.655
BIC	1197.561	1184.382
# of parameters	3	7

Dependent variable: Quality reduction of the outcome (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The table above shows that the mutual trust, positively influences the quality reduction of the outcome. The controlling variable seems significant. The output of the regression analysis for this sub-model is presented in appendix F57. It shows a significant model, which explains about 10% of the variance in the quality reduction of the outcome. The analysis shows no presence of multicollinearity and no violation of the assumptions of outliers and normality. The regression shows the same positive significant effect as the multilevel analysis.

Model	M0: Intercept only	M1: with predictors	M2: with sign. predictors only
	Coefficient (s.e.)	Coefficient (s.e.)	Coefficient (s.e.)
Fixed part			
Intercept	3.99 (.05)*	0.94 (.53)	1.14 (.52)*
Type of project		Not significant	-
Mutual trust		0.69 (.12)*	0.66 (.12)*
Random part			
Residual (σ^2 : within)	0.43 (.04)*	0.43 (.04)*	0.43 (.04)*
Intercept (τ^2 : between)	0.18 (.05)*	0.11 (.04)*	0.12 (.04)*
ICC (ρ)	0.2944	0.2009	0.2118
Model fit			
-2LL	878.017	847.648	850.725
AIC	884.017	861.648	858.725
BIC	895.892	889.357	874.558
# of parameters	3	7	4

Dependent variable: Client mandate (lvl. 1)

Predictors are aggregated from lvl. 1 --> lvl. 2

* : significant at $p < 0.05$ (random part significance divided by 2)

The table above shows that the mutual trust, positively influences the client mandate. The controlling variable seems not significant. The deviance test shows that M1 fits the data best, but that M1 does not fit the data significantly better than M2. The output of the regression analysis for this sub-model is presented in appendix F58. It shows a significant model, which explains about 17% of the variance in the client mandate. The analysis shows no presence of multicollinearity and no violation of the assumptions of outliers and normality. The regression shows the same positive significant effect as the multilevel analysis.