

Proposal Template

PROPOSAL FOR XXX

SITUATION APPRAISAL

You have begun a major reorganization with the intent of improving supervision. You are seeking to ensure at minimum a continuation of the present levels of effectiveness during the approximately six-month transition period, and to improve that effectiveness still further upon completion of the new structure.

The new organization will rely heavily on a matrix management approach, and will necessitate the active support and ownership of virtually all employees at every level for ultimate success. You are seeking objective, skilled, third-party assistance to safeguard the transition and guarantee the efficacy of the approaches used during the transition period. In addition, you require ideas, insights, and proven methods used in similar situations elsewhere to deal with known dynamics such as a somewhat cynical employee base (by nature of the job), perceptions by some of diminished responsibilities, a loss of focus on the work product itself, and so on.

OBJECTIVES

The objectives of this consulting assistance include, but are not limited to:

- Adding value to the supervisory process for XXX.
- Increasing the effectiveness of supervision.
- Securing employee ownership of the changes, especially among formal and informal leadership.
- Bringing to bear world-class techniques from superb organizations that have undergone similar transitions.
- Preventing problems before the more expensive and sometimes embarrassing contingent actions must be used.
- Using the opportunity to improve teamwork, prevent elitism, and build skills in matrix resource sharing and apportionment.
- Institutionalizing knowledge and keeping turnover of needed talent to a minimum.

MEASURES OF SUCCESS

Progress toward the objectives will be measured by:

- Feedback opportunities created for employees to inform management.
- Actual observations and anecdotal information collected by management.
- Anticipation of and responsiveness to supervisory priorities.
- Over the longer term, more effective supervision for XXX.
- Completion of the transition within a six-month period.

VALUE TO XXX

The value of this project appears to be multifold, including:

- Improved supervision.
- Faster and more appropriate responsiveness.
- Protection and retention of key talent.
- Demonstration that major changes can be managed by existing staff without loss of focus or effectiveness on normal priorities.
- Avoidance of productivity loss by employees by focusing on the future and the job outputs, and not the transition and perceived disadvantages.
- Even greater stature in the eyes of XXX.

TIMING

The transition itself is estimated to take six months, which is a reasonable expectation, barring unforeseen developments. I am able to begin within a week of your approval, provided that it is forthcoming by mid-February.

METHODOLOGY AND OPTIONS

There are three levels of interaction that can be effective for this project, depending on the degree of help and participation you desire from your consultant.

1. **Advisory.** In this capacity I would serve as your backstage resource, meeting with the small team charged with effecting the transition. The role would include sounding board for plans, idea and technique source for implementation steps, devil's advocate on key moves, third-party objective review source, and facilitator of the transition process itself. We would meet as often as needed and without constraint, I would be constantly accessible by phone and e-mail for document review and advice, and I estimate the time together to encompass about 90 days, or the first half of the transition period.
2. **Consultative.** In addition to the responsibilities and contributions of option #1, I would also work with selected managers, team leaders, and others to help them individually with their role in the transition and with their accountabilities as exemplars to others; recommend adjustments to systems and procedures that require modification to work optimally within the new structure; attend predetermined work meetings to evaluate the effectiveness of critical elements (e.g., resource sharing, responsiveness, honesty, equality of various elements, etc.); and be available to selected others at their request in addition to the primary team. I estimate that this involvement would last for the duration of the transition period, about six months.
3. **Collaborative.** In addition to the roles described in both options #1 and #2, I would recommend specific work distribution changes; recommend appropriate personnel changes; provide specific skills development and/or counseling to any employees identified as requiring it by the primary team; and XXX. This option includes an audit at a future point determined by you (I suggest six months after the completed transition) to measure results against the baseline previously established. The involvement here would entail about nine months (90 days posttransition completion) and the additional later audit.

Note that all options include unlimited access to my time and help within the parameters described.

JOINT ACCOUNTABILITIES

You would be responsible for internal scheduling, reasonable access to key personnel, on-site administrative support, and reasonable access to past and current documentation that would aid the project. I would sign all required nondisclosure and confidentiality agreements, and would provide all administrative support off-site. We agree to immediately apprise each other of any intelligence or findings that would impact the success of the project so that rapid action could be considered. I am covered by comprehensive errors and omissions insurance.

TERMS AND CONDITIONS

I never assess an hourly or daily fee, since you should not have to make an investment decision every time my assistance may be needed, nor should your people have to seek permission to spend money if they need my help. This is a unique feature of my consulting practice.

Fees for the options are:

Option 1: \$45,000.

Option 2: \$72,000.

Option 3: \$126,000.

These fees are *inclusive* of expenses, so long as all work required is in the general XXX area. All travel, administrative, logistical, and communication expenses are included, so there is no further amount due for any option.

Payment terms for any of the options are:

- Fifty percent due on acceptance of this proposal.
- Fifty percent due 45 days after acceptance.

We offer a courtesy discount of 10 percent when the full fee is paid upon acceptance.

This project, once approved, is noncancelable for any reason, although it may be delayed, rescheduled, and otherwise postponed without any penalty whatsoever. My work is guaranteed. In the event you feel that I am not meeting the standards described herein or based on our mutual conversations and agreements, I will refund your entire fee upon such notification.

ACCEPTANCE

Your signature below indicates acceptance of this proposal and the terms and conditions herein. Alternatively, your initial payment per the terms above will also represent acceptance of this proposal.

Please check the option you prefer: #1 #2 #3

For Summit Consulting Group, Inc.:

For XXX:

Signature: _____

Signature: _____

Name: Alan Weiss, Ph.D.

Name: _____

Title: President

Title: _____

Date: February 3, 200X

Date: _____