

Table I:1 – Comparison of External and Internal Consultants

Aspects	Internal Consultants	External Consultants
Focus of attention	On desired outcomes from the project, maintaining one’s job and long-term relationships with other members	On desired outcomes from the project, on retaining current and all clients, and short-term relationships with members
Client’s perception of consultant skills	As another member with known roles, skills and performance	As a specialist having strong expertise
Source of credibility with client	From consultant’s authority, known performance and quality of relationships	From consultant’s reputation and apparent expertise
Biases of consultant	Influenced by the culture of the organization, and desires and personalities of other members	Influenced by personal and professional background
Consultant’s knowledge base	Already knows much about the organization, in addition to having certain professional knowledge	In addition to certain professional knowledge, has to learn about the organization “from scratch”
Client’s perception of consultant	As a member of the organization who also might be part of the problem	As an outsider, a “hired gun” who is not part of the problem
Client’s acceptance of consultant	Depends on the top leadership’s support of the project, consultant’s authority and client’s relationship with the consultant	Depends on the top leadership’s support of the project and the skills of the consultant to get buy-in from members
Influence of consultant	Depends on the top leadership’s support of the project, consultant’s authority and expertise, and client’s relationship with the consultant	Depends on the top leadership’s support of the project, and on the consultant’s interpersonal skills – the consultant has to learn about power and politics in the organization
Range of influence	Can often readily involve various resources throughout the organization	Operates within the scope and terms of the contract with the client
Options outside the project	Cannot readily opt out of the project	Can leave the project per any terms of the contract