



TRANSFORMING  
THE SUPPLY CHAIN

# Management Consulting Competencies

Personal Report

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## Introduction

This feedback report provides information on your management consulting competencies and impact based on responses to the Supply Chain Management Consulting Questionnaire (SCMCQ). The purpose of the report is to help you identify and develop the knowledge, skills, and competencies that you need to be an excellent management consultant in the health supply chain.

The questionnaire measures management consulting competencies in critical areas of health supply work set out in the Supply Chain Management Consulting Competency Framework (SCMCCF). The framework provides a standardised approach to measuring professional knowledge, skills and behaviours and provides a benchmark to showcase consultant capabilities and expertise.

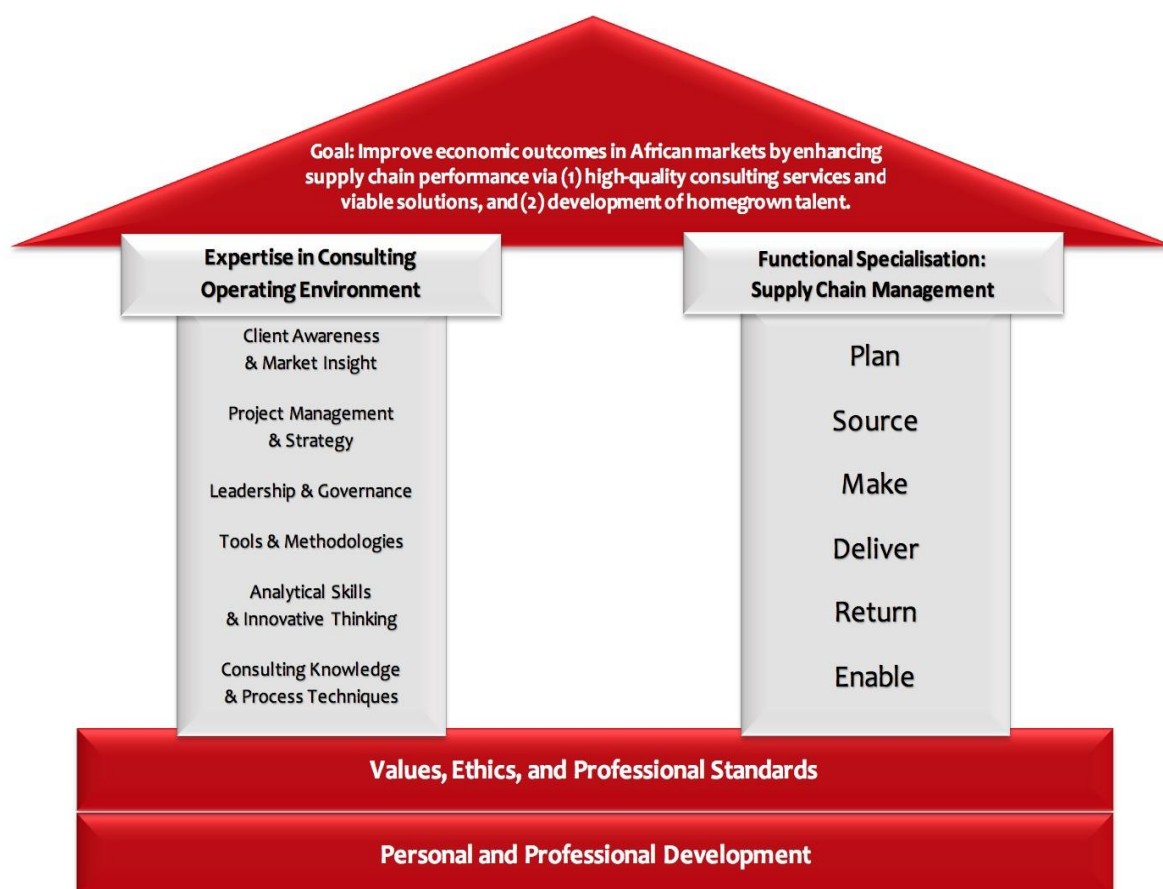
The competency framework covers four key areas/building blocks of competence (two are defined as **Foundational Elements** and two are defined as **Constructive Pillars**) shown in the diagram below.

### Foundational Elements

1. Personal and Professional Development
2. Values, Ethics, and Professional Standards

### Constructive Pillars

3. Expertise in Consulting Operating Environment
4. Functional Specialisation: Supply Chain Management



## PSA Transforming the Supply Chain

Please keep the following points in mind as you consider the results of your assessment.

- Your profile is based on what you have said about yourself through your responses to the questionnaire, so what we are measuring is your own perception of your consulting skills and competencies.
- Your results can be affected by your strategy for answering the questionnaire—whether this was conscious or unconscious—for example, whether you felt under pressure to convey an overly positive impression of your consulting skills or whether you have been very self-critical.
- The assessment is intended to help you clarify your view of yourself and help you to develop your skills and achieve your potential. If you do not recognize yourself in the following pages, check what other people think by taking views from bosses, peers, customers, and direct reports.
- Your results are reported using Standard Ten Scores (Stens). The table below shows how different Sten scores can be interpreted.

Score	Percentile Meaning	Proficiency	Learning Priority
9-10	9 is higher than 95% of the comparison group	Exceptional	Very low
7-8	7 is higher than 75% of the comparison group	Advanced	Low
5-6	6 is higher than 60% of the comparison group	Good	Average
3-4	4 is higher than 25% of the comparison group	Competent	High
1-2	2 is higher than 5% of the comparison group	Emerging	Very high

**MANAGEMENT CONSULTANT COMPETENCIES SUMMARY**

This scorecard provides an overview of your overall capability as a management consultant in the four key areas/domains of the competency framework.

KEY AREA										
Foundational Element	1	2	3	4	5	6	7	8	9	10
Personal and Professional Development								<	...	>
Values, Ethics, and Professional Standards						<	...	>		
Constructive Pillar	1	2	3	4	5	6	7	8	9	10
Expertise in Consulting Operating Environment						<	...	>		
Functional Specialisation: Supply Chain Management				<	...	>				

## FOUNDATIONAL ELEMENTS OF MANAGEMENT CONSULTING EXPERTISE

This scorecard provides an assessment of your core competencies/expertise in the four foundational elements of management consulting.

PERSONAL AND PROFESSIONAL DEVELOPMENT										
Core Competency	1	2	3	4	5	6	7	8	9	10
<b>Continuing Personal Development</b> Proactively seeks opportunities to further own development by seeking and acting on feedback from clients, superiors, and peers.										
VALUES, ETHICS, AND PROFESSIONAL STANDARDS										
Core Competency	1	2	3	4	5	6	7	8	9	10
<b>Interpersonal Skills and Emotional Intelligence</b> Maintains responsibility for own actions and demonstrates ability to account for own actions' impact on others. Interacts effectively and communicates verbally and non-verbally with others to achieve outcomes.										
<b>Ethics</b> Adheres to high ethical standards while providing services to clients, and in personal and professional dealings. Able to abide by a set of organizational guidelines and conduct actions in accordance with an organization's primary values and ethical standards.										
<b>Behaviour and Interaction</b> Establishes and develops sustainable business relationships, supports colleagues, promoting equality of opportunity and diversity. Creates positive impact in the context of social and governmental factors. Engages with the Corporate Social Responsibility framework of the organization.										

## CONSULTING OPERATING ENVIRONMENT EXPERTISE

This scorecard provides an assessment of your core competencies/expertise in the consulting operating environment.

Core Competency	1	2	3	4	5	6	7	8	9	10
<p><b>Client Awareness and Market Insight</b> Understands the needs of the client organization, as well as the internal and external factors impacting the project.</p>										
<p><b>Project Management and Strategy</b> Can oversee client assignments systematically and deliver timely solutions while balancing trade-offs.</p>										
<p><b>Leadership and Governance</b> Exercises leadership skills and behaviours that set direction and encourage superior performance.</p>										
<p><b>Tools and Methodologies</b> Selects and uses the appropriate tools and methodologies to solve problems and deliver solutions.</p>										
<p><b>Analytical Skills and Innovative Thinking</b> Applies analytical and innovative thinking to provide the client with viable solutions.</p>										
<p><b>Consulting Knowledge and Process Techniques</b> Understands the nature of consulting and can share and apply this knowledge in a way that is relevant to the needs of the project. Employs a range of consulting techniques to deliver solutions.</p>										

## SUPPLY CHAIN MANAGEMENT FUNCTIONAL EXPERTISE

This scorecard focuses on your core competencies/functional expertise in health supply chain management.

Core Competency	1	2	3	4	5	6	7	8	9	10
<p><b>Plan</b></p> <p>Understands the processes that balance aggregate demand and supply to develop a course of action which best meets sourcing, production, and delivery requirements.</p>				<	...	>				
<p><b>Source</b></p> <p>Understands the processes that procure goods and services to meet planned or actual demand.</p>					<	...	>			
<p><b>Make</b></p> <p>Understands the processes that transform product to a finished state to meet planned or actual demand.</p>				<	...	>				
<p><b>Deliver</b></p> <p>Understands the processes that provide finished goods and services to meet planned or actual demand, typically including order management, transportation management, and distribution management.</p>		<	...	>						
<p><b>Return</b></p> <p>Understands the processes associated with returning or receiving returned products for any reason. Understands operating procedures related to recall of expired or damaged stock and disposal procedures.</p>				<	...	>				
<p><b>Enable</b></p> <p>Understands the processes associated with supply chain management such as business rules, facilities performance, data resources, contracts, compliance, and risk management.</p>					<	...	>			

## NEXT STEPS

- Review the results from this self-assessment in conjunction with the competency requirements set out in the competency framework and seek feedback from bosses, colleagues, direct reports, and clients about where you are strong and where you need to develop.
- Identify the things you are competent or good at compared to other consultants and consider how to turn these into real strengths that will help advance your reputation and build your personal brand.
- Don't ignore your deficits. High performing consultants gain their expertise by addressing gaps in their knowledge and skills and developing pragmatic goal-setting programmes targeting specific areas where they feel they need to improve.
- Identify a mix of learning activities that will help you achieve your development goals. It is important to find solutions that match your learning style using PSA's training courses and other forms of learning, for example, reading, web browsing, watching YouTube videos etc.
- Don't try to do too much at once as most people only work on improving in a small number of areas at any one time. It is unrealistic to try to achieve a standard of excellence in every area of consulting activity in a short time-period.

## LEARNING PROVISION

PSA can support you and your organization to bridge your knowledge and skills gaps. Our aim is to develop reflective professionals who understand the supply chain from a 21st-century perspective, and who think and act in ways that are truly oriented towards the beneficiaries.

Our training courses have been developed by health and humanitarian supply chain experts to reflect current and emerging best practices in supply chain management and supply chain capacity development.

We share practical skills and up-to-date real-world knowledge through active learning and participation, and we provide mentoring to help you translate what you learn into reality, and to help you plan your career path.

Our pragmatic, hands-on approach will prepare you to immediately apply your newly acquired knowledge and skills in the workplace.

Contact us at [info@pamsteele.co.uk](mailto:info@pamsteele.co.uk) to discuss your learning needs and development plans.



## ABOUT PSA

**Pamela Steele Associates Ltd. (PSA) is a niche technical consultancy and training organisation that specializes in supply chain capacity development for the public health and humanitarian sectors in developing countries.**

PSA helps organisations and individuals develop their capacity and manage change to strengthen supply chains and reduce dependency on external technical support. PSA's customers include international NGOs, the United Nations, and governments.

PSA was founded in 2013 with headquarters in Oxford, UK, and opened an East Africa regional office in 2016 in Nairobi, Kenya, with a vision to engage in Asia. PSA employs a core team of supply chain specialists from Africa and the West who have a wide range of experience that spans the aid sector and academia. The team is supplemented by a network of experienced independent consultants.

PSA collaborates with higher learning institutions to provide work experience for young bright minds and to promote knowledge of the supply chain and humanitarian sectors. PSA's collaboration with the University of Oxford has received high praise from partners and the student community.

PSA is ISO 9001:2008 certified and is accredited by the British Accreditation Council for Independent Further and Higher Education as a Short Course Provider.

## Annex 1: Competency Item Responses

No.	Item	Response
<b>Continuing Personal Development</b>		
1	Taking responsibility for your own career development	Exceptional Performer
2	Setting personal development objectives	Exceptional Performer
3	Learning about new tools and techniques	Distinctive Strength
4	Learning from other people	Exceptional Performer
5	Acting on feedback from others	Exceptional Performer
6	Continually developing yourself	Exceptional Performer
7	Helping other people get on in their careers	Emerging Strength
8	Promoting a culture of lifelong learning	Distinctive Strength
<b>Interpersonal Skills and Emotional Intelligence</b>		
9	Listening carefully to people's concerns	Distinctive Strength
10	Sensing what people around you are feeling	Distinctive Strength
11	Noticing how emotions affect people's performance	Distinctive Strength
12	Tailoring communications to your audience	Distinctive Strength
13	Communicating your emotions effectively	Emerging Strength
14	Showing that you understand how your actions impact on others	Emerging Strength
15	Making good decisions under pressure	Distinctive Strength
16	Staying composed when you feel under pressure	Distinctive Strength
<b>Ethics</b>		
17	Acting in accordance with the organization's primary values	Distinctive Strength
18	Abiding by organizational guidelines	Distinctive Strength
19	Acting in accordance with professional codes	Distinctive Strength
20	Maintaining high standards of integrity	Distinctive Strength
21	Admitting when you have made a mistake	Emerging Strength
22	Informing clients when tasks are beyond your professional competence	Emerging Strength
23	Responding constructively when clients complain	Distinctive Strength
24	Promoting equality of opportunity	Distinctive Strength
<b>Behaviour and Interaction</b>		
25	Supporting your colleagues	Distinctive Strength
26	Helping to build effective teams	Distinctive Strength
27	Relating well to people from different backgrounds	Distinctive Strength
28	Developing sustainable business relationships	Distinctive Strength
29	Creating an inclusive environment where diversity is valued	Distinctive Strength
30	Engaging with organisational policies to drive sustainability	Emerging Strength
31	Creating a positive impact in the context of governmental factors	Competent
32	Contributing positively to corporate social responsibility goals	Competent

## Annex 1: Competency Item Responses (cont.)

No.	Item	Response
<b>Client Awareness and Market Insight</b>		
33	Understanding the needs of the client organization	Distinctive Strength
34	Identifying external factors impacting on projects	Distinctive Strength
35	Showing you have the expertise to solve client problems	Distinctive Strength
36	Engaging clients in the execution of projects	Distinctive Strength
37	Managing clients' expectations	Distinctive Strength
38	Managing relationships with project stakeholders	Emerging Strength
39	Building working relationships with industry bodies	Competent
40	Building a pipeline of prospective customers	Competent
<b>Project Management and Strategy</b>		
41	Defining success criteria to ensure quality of deliverables is achieved	Emerging Strength
42	Managing project risks methodically	Emerging Strength
43	Managing changes to project scope effectively	Emerging Strength
44	Sharing knowledge in a structured way	Emerging Strength
45	Regularly reviewing client satisfaction	Emerging Strength
46	Keeping the big picture in mind during assignments	Distinctive Strength
47	Delivering timely solutions while balancing trade-offs	Distinctive Strength
48	Overseeing client assignments systematically	Distinctive Strength
<b>Leadership and Governance</b>		
49	Encouraging superior performance	Distinctive Strength
50	Providing clear direction to the team	Distinctive Strength
51	Building strong relationships with team members	Emerging Strength
52	Promoting well-being of team members	Emerging Strength
53	Ensuring a safe working climate	Emerging Strength
54	Demonstrating consensus-building skills	Emerging Strength
55	Demonstrating conflict-resolution skills	Emerging Strength
56	Displaying a results-oriented bias	Distinctive Strength
<b>Tools and Methodologies</b>		
57	Defining supply chain business problems	Emerging Strength
58	Translating business problems into methodological questions	Emerging Strength
59	Demonstrating understanding of different methods	Emerging Strength
60	Developing methods to achieve project objectives	Distinctive Strength
61	Understanding how to apply diagnostic tools	Distinctive Strength
62	Ensuring preferred method takes client's values into account	Emerging Strength
63	Ensuring data gathering processes generate accurate data	Emerging Strength
64	Explaining how preferred project method will deliver solutions	Emerging Strength

## Annex 1: Competency Item Responses (cont.)

No.	Item	Response
<b>Analytical Skills and Innovative Thinking</b>		
65	Adopting a coherent approach to problem solving	Distinctive Strength
66	Applying analytical skills	Distinctive Strength
67	Generating assumption-challenging questions	Distinctive Strength
68	Brainstorming creative solutions	Distinctive Strength
69	Analysing implications of different solutions	Distinctive Strength
70	Assessing risks of preferred solutions	Distinctive Strength
71	Assessing client's ability to implement solutions	Distinctive Strength
72	Ensuring solutions perform as intended	Emerging Strength
<b>Consulting Knowledge and Process Techniques</b>		
73	Employing a range of consulting techniques	Distinctive Strength
74	Facilitating group decision making	Distinctive Strength
75	Speaking in front of stakeholder groups	Emerging Strength
76	Explaining how solutions meet client needs	Distinctive Strength
77	Using presentation tools effectively	Emerging Strength
78	Demonstrating coaching skills	Competent
79	Mentoring client personnel	Competent
80	Getting clients to take ownership of projects	Emerging Strength
<b>Plan</b>		
81	Formulating business questions to resolve problems	Emerging Strength
82	Identifying strategic opportunities to achieve business objectives	Emerging Strength
83	Analysing planning data	Emerging Strength
84	Developing operational plans	Emerging Strength
85	Developing strategic plans	Emerging Strength
86	Influencing policy development	Competent
87	Monitoring outcomes of policy implementation	Competent
88	Collating demand forecasting data to inform resource requirements	Competent
<b>Source</b>		
89	Displaying in-depth knowledge of procurement processes	Competent
90	Forecasting demand accurately	Competent
91	Recommending techniques to forecast demand	Emerging Strength
92	Improving procurement processes to match demand	Emerging Strength
93	Developing an understanding of supplier performance	Distinctive Strength
94	Analysing supplier performance across multiple contracts	Distinctive Strength
95	Determining how to improve supplier performance	Distinctive Strength
96	Applying technical innovations to optimise purchasing	Emerging Strength

## Annex 1: Competency Item Responses (cont.)

No.	Item	Response
<b>Make</b>		
97	Displaying understanding of pharmaceutical production	Competent
98	Exhibiting understanding of pharmaceutical quality management	Competent
99	Demonstrating awareness of EFDA quality assurance guidelines	Competent
100	Evaluating quality assurance processes	Competent
101	Embedding the use of quality systems	Emerging Strength
102	Displaying understanding of commodity testing methods	Competent
103	Investigating how to increase speed of product delivery	Emerging Strength
104	Determining how to create sustainable practices throughout the supply chain network	Emerging Strength
<b>Deliver</b>		
105	Understanding of order management	Competent
106	Understanding of transportation management	Competent
107	Understanding of distribution management	Competent
108	Improving contract management	Competent
109	Negotiating high value contracts	Novice
110	Improving supplier agreements	Competent
111	Improving inventory management processes	Competent
112	Improving warehouse management processes	Competent
<b>Return</b>		
113	Advising on processes for returning products	Competent
114	Advising on how to receive returned products	Competent
115	Advising on processes for recall of damaged stock	Competent
116	Advising on processes for recall of expired stock	Competent
117	Advising on processes for disposal of damaged stock	Competent
118	Advising on processes for disposal of expired stock	Competent
119	Displaying understanding of operating procedures for recall of damaged stock	Competent
120	Displaying understanding of processes for returning products	Competent
<b>Enable</b>		
121	Communicating knowledge of supply chain processes	Distinctive Strength
122	Displaying understanding of supply chain business rules	Emerging Strength
123	Displaying understanding of supply chain facilities performance	Emerging Strength
124	Displaying understanding of supply chain data resources	Emerging Strength
125	Displaying understanding of supply chain contracts	Emerging Strength
126	Displaying understanding of supply chain compliance	Emerging Strength
127	Displaying expertise in supply chain risk assessment	Emerging Strength
128	Projecting supply chain management expertise	Distinctive Strength