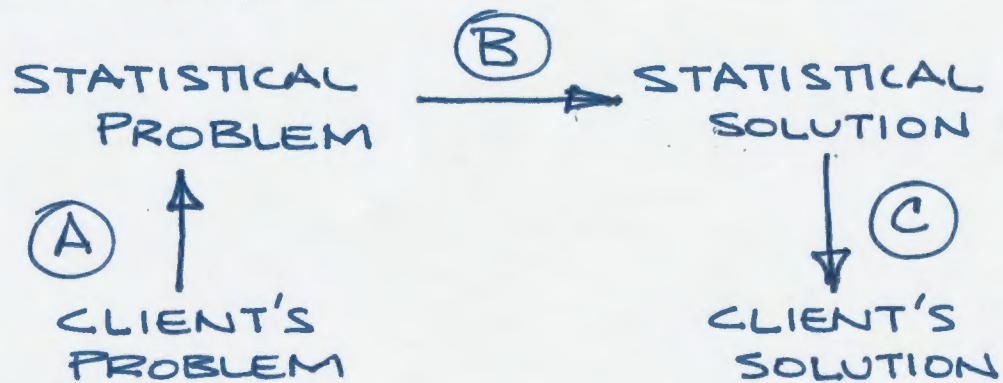


STAT CONSULTING PARADIGM



1. SIMPLE (SIMPLISTIC?) VIEW OF CONSULTING PROCESS
2. MAY BE APPROPRIATE FOR SOME SHORT-TERM PROJECTS
3. ROLE OF STATISTICIAN:

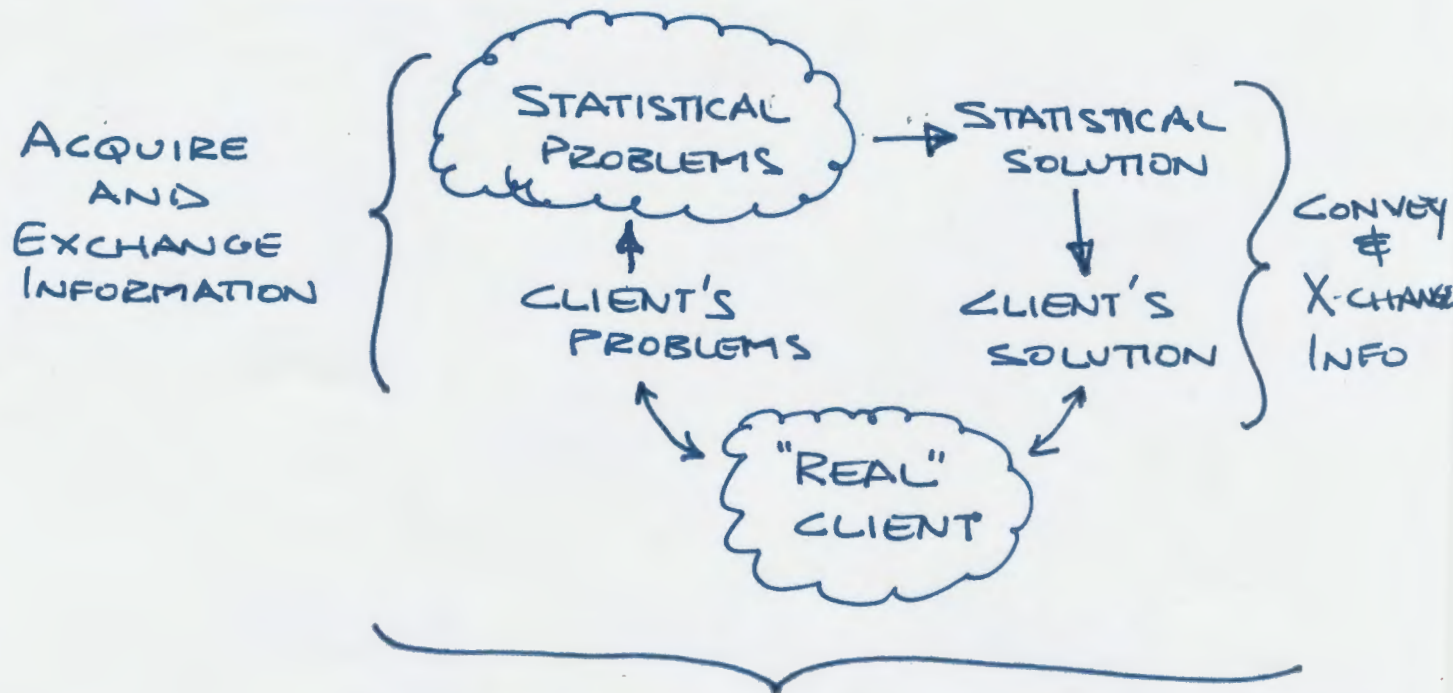
AM I A SCIENTIST OR A SHOE CLERK?

- IDJ BROSS, AMER STATIST. 1974
28(4). 126-7

WIKI (PAPERS) OR www.jstor.org

4. ROLE OF DATA ANALYSIS - CONFINED TO STEP (B)

A BETTER PARADIGM (?)



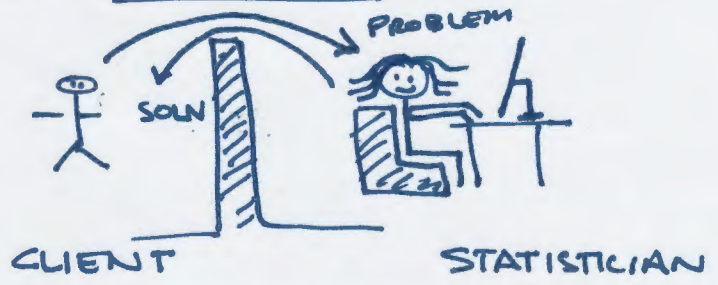
MANAGE THE WORKING RELATIONSHIP

- RECOGNIZE CLIENT'S COMMUNICATION STYLE
- IDENTIFY PROJECT PRIORITIES
- NEGOTIATE A SATISFACTORY EXCHANGE
- MANAGE EXPECTATIONS

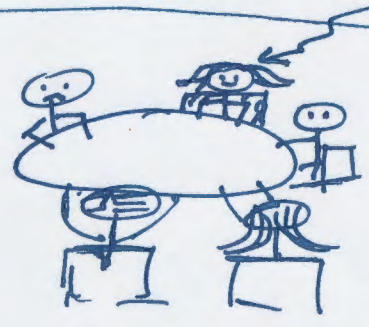
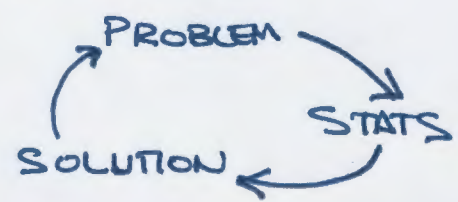
MIS-MATCHED (UN-NEGOTIATED) EXPECTATIONS ARE THE MOST FREQUENT CAUSE OF PROBLEMS

CONSULTANT OR COLLABORATOR ?

CONSULTANT



COLLABORATOR



- IN SCIENCE & MEDICINE RESEARCH
 CONSULT ↘ , COLLABORATE ↗

STATISTICIAN NEEDS A LARGE AMOUNT OF
 SUBJECT-SPECIFIC INFORMATION BEFORE
 SHE CAN BEGIN TO MAKE A CONTRIBUTION

- STATISTICAL KNOWLEDGE IS NECESSARY
 BUT NOT SUFFICIENT
- PROACTIVELY COMMITTED TEAM MEMBER
- NEED TO UNDERSTAND PROBLEM CONTEXT
- STRONG PRESENTATION SKILLS (IN/FORMAL)
- NEED INFLUENCE SKILLS

CHAP 2. IDEAL CONSULTANT &
SATISFIED CLIENT

IDEAL STATISTICAL CONSULTANT ^{FROM ASA} (c. 1980)

- WELL TRAINED IN THEORY AND PRACTICE OF STATISTICS
- GOOD PROBLEM SOLVER
- GOOD ORAL / WRITTEN COMM. SKILLS
- RECOGNIZES PRACTICAL CONSTRAINTS
- GOOD COMPUTING SKILLS
- FAMILIAR W/ STATISTICS LITERATURE
- PLEASANT PERSONALITY
- HIGHLY INVOLVED IN THE SOLUTION OF CLIENT PROBLEMS
- EXTENDS & DEVELOPS STAT METHODS
- ADAPTS TO NEW PROBLEMS
- PRODUCES HIGH-QUALITY WORK IN A TIMELY FASHION

IDEAL CONSULTANT - CONT'D

- DESCRIPTION OLD-FASHIONED - DATED
- GENERAL CHARACTERISTICS OF ANY PROFESSIONAL WORKER
- STATISTICIAN AS "DENTIST"
- NO SENSE OF PROBLEM OWNERSHIP OR CROSSING DISCIPLINARY BOUNDARIES OR PROVIDING SCIENTIFIC DIRECTION
- TYPICALLY, WORK IN A TEAM W/ OTHER DISCIPLINARY EXPERTS
 - MAY NEED TO MOVE OUT OF YOUR COMFORT ZONE TO HELP PROJECT
 - TAKE LEADERSHIP IN PROJECT

KEY CHALLENGES

- DERR p. 11
- HAHN & HOERL p. 197

WHAT IS "IDEAL" FROM THE CLIENT'S PERSP.?

STATISTICIANS HAVE NOT GATHERED DATA ON THEIR PERFORMANCE FROM THEIR CLIENTS.

READ EXHIBITS 2.2 & 2.3 FROM DERR. (PP. 15-16)

WHAT CHARACTERISTICS CONTRIBUTE TO A CLIENT'S SATISFACTION/DISSATISFACTION?

SEE EXHIBIT 2.4 FOR "GENERAL CUSTOMER SATISFACTION"

ALSO EXAMPLE 2.2 ~~2.3~~

WHAT'S MISSING FROM THIS LIST?

→ QUALITY OF THE STATISTICAL WORK.

WHY? MOST CLIENTS CANNOT ASSESS QUALITY DIRECTLY.

- MUST RELY ON INDIRECT MEASURES.

- REPUTATION

- PROFESSIONAL DEMEANOR

- RESPONSIVENESS

- PLEASANTNESS

- EASY TO UNDERSTAND

→ ? WHAT ELSE?

- WRITTEN FOLLOW-UP

" WHY ASK A CUSTOMER WHAT HE WANTS?
HOW WOULD HE KNOW?"

W. EDWARDS DEMING

ALIGNING EXPECTATIONS

RESEARCH IN CUSTOMER SATISFACTION SUGGESTS
CUSTOMERS ARE SATISFIED WHEN

- THEIR EXPECTATIONS ARE MET
OR EXCEEDED.

ARE DISSATISFIED WHEN

- THEIR EXPECTATIONS ARE NOT MET.

SWAN et al., 1984

SEE DERR P. 21

10 "EXPECTATIONS" TO ESTABLISH

1. WHAT IS YOUR ROLE?

- RESPONSIBILITIES, AUTHORITY,
- PARTICIPATION IN DECISION MAKING

2. WHAT ARE THE ROLES OF OTHERS ON THE PROJECT?

3. HOW WILL COMMUNICATION BE MAINTAINED?

4. WHAT ARE THE "DELIVERABLES"?

5. WHAT ARE THE TIME & COST CONSTRAINTS?

6. HOW WILL YOU BE "COMPENSATED"?

- \$, AUTHORSHIP, GOODWILL
- ACCESS/USE OF DATA

7. WHAT ARE ACCEPTABLE STATISTICAL PRACTICES?

8. WHAT ARE THE OWNERSHIP RIGHTS?

9. WHAT CONDITIONS FOR SECURITY/CONFIDENTIALITY?

10. WHEN IS YOUR PARTICIPATION FINISHED?