

GENERAL ADVICE TO CONSULTANTS

As professional consultants to client companies, certain standards of conduct and personal deportment on the part of the individual consultant are necessary to create and maintain a correct relationship with the client while on assignment. In other words, it is important that the consultant look and act like a professional. Since that is the route of winning the client's respect, it is a necessary prerequisite to rendering him satisfactory service.

Most of all, consultants must be courteous, pleasant, tactful individuals for they must be able to sell themselves in order to sell their ideas. In the interest of helping the consultant to establish this desirable relationship, the following suggestions are offered for serious consideration:

A. DRESS

While there is no wish on the part of KSA to "put our consultants in uniform," it is desirable that the consultant's mode of dress help him/her to "look the part." While engaged in client contacts, he should be properly dressed in a conservative business suit. The conservative tone should be carried over into shirts, ties, and accessories. Gaudy ties and loud sport coats should be avoided. Short sleeve dress shirts are acceptable as weather and local custom dictate. See Dress for Success, John Malloy.

Of course, when working in a KSA office, it is not necessary to maintain the same degree of conservatism as in client relations.

Regardless of what is worn on the street, when working in the factory among the operators, it is a good policy to drop that white-collar look, roll up your sleeves, open your collar and look like you came to work.

It is advisable to take an extra suit when going on a trip of more than two days, and a neat appearance (pressed suit, shined shoes, etc.) should be maintained at all times. Good personal hygienic habits (i.e., take a bath every day, a change of underwear daily, use of deodorant, etc.) go without saying.



To sum it up, the consultant's overall appearance should be in keeping with his station and responsibilities.

B. SECTIONAL OR LOCAL PRIDE

Much of KSA's work lies in small towns and rural communities, thus the consultant has to be particularly aware of the prejudices arising from local pride, and also the rural community's attitude toward the newcomer from the metropolitan city or from Europe. Consequently, it is well to bear in mind that people in the smallest hick towns are proud of it, regardless of jesting remarks to the contrary which they may permit themselves to make.

C. DO NOT CRITICIZE SURROUNDINGS

Compliment local people on their town, or something pertaining thereto--and be sincere about it. If there is just nothing there at all, talk about the good fresh air--they are bound to have that. Make friends; be a regular guy. A little reserve is all right at first, but avoid being so aloof that they never get to know you.

D. BEWARE OF RELATIVES

Remember that in a small town there is a high degree of family interrelationship. While you are discussing the slowness of the carpenter with the supervisor in section one, it could be that the operator sitting a few feet away, and within hearing distance, is his sister-in-law. The next day, you will have the reputation of having come down to speed up everyone in the plant, so be discreet.

The same applies for people you meet within the community. Chances are your landlord, or the service station attendant, has relatives at the plant, also, so you will need to exercise the same caution with them as with the plant personnel.



E. REMEMBER - YOU ARE THE OUTSIDER!

Strangers tend to be viewed with suspicion. It is unwise therefore to be overheard commenting unfavorably on the town or the practices of its inhabitants (such as food preparation, condition of streets, race relationships, etc.) since such comments can create an atmosphere of suspicion in the mind of the listener, leading in turn to a hostile attitude which can severely hurt the consultant in his work.

If you are not from the United States, it is particularly important to avoid discussing (or being overheard discussing) internal or external controversial issues. Examples of controversial internal issues are segregation (the race question) or national politics. Examples of controversial external issues are wars (declared or undeclared) in which the U.S. may be engaged, America's relationship with communists or communist-leaning countries, etc.

F. DEPARTMENT IN CLIENT'S PLANT AND OFFICE

1. Respect the client's working hours. No matter how late one may stay on the job in the evening, it is essential to be on time the next morning, regardless of what time the company president comes to work.
2. Always attempt to look busy and to stay busy. Daydreaming and deep thought can appear very much the same to the client.
3. A tactful attitude and an even-tempered, cheerful disposition in all circumstances will do much to "oil the wheels" of day-to-day relationships.
4. Human nature being what it is, people hunger for and respond to recognition and praise. Compliment personnel, therefore, when the opportunity to do so sincerely arises.
5. Do not become overly familiar with personnel at any level, and it goes without saying, of course, that under no circumstances should there be any dating of the client's staff.



6. Never go to work with the smell of alcohol on the breath.
7. Go into the assignment with a planned work schedule and attempt to stick to it.
8. When accepting an invitation to dinner in someone's home, always take a gift for the hostess (flowers, candy, etc.). A hand-penned note of thanks to her the next day is also a nice gesture.

G. TIPPING

For the benefit of future members of the organization, among whom there may be some who have done little traveling, we wish to make the following suggestions on this subject.

1. Waiters

Tip never less than 10%, never more than 20%, and never less than \$.20 regardless of percentage. In small towns, try to conform to local practices observed. Often, it is "no tipping" in the lunchroom types of restaurants or the boarding house types of hotels. Whatever you do, be careful not to tip much more than local people. It would be resented by them.

2. Cabbies

Same as for waiters (see first line in preceding paragraph). In many small towns, cabbies consider themselves businessmen and do not expect (or get) tips.

3. Porters

In general, about \$.50 a bag. This can be discounted somewhat in the case of compound loads.

Note: In some large cities like New York or Washington, porters are salaried and required to turn in \$.50 for every ticket sold to their company. Thus, their tips consist of amount given them in excess of \$.50. (About \$.75 per bag would seem appropriate here.)



H. USE OF TELEPHONE

We want you to feel free to phone your supervisor--preferably before you get in trouble--if you need advice or wish to discuss something which cannot properly be handled by mail.

Our annual long distance charges are astronomical (six figures). Since every bit helps, it is suggested that you arrange for calls at the night or weekend rate, starting at 6:00 p.m., whenever possible, and unless otherwise instructed by your supervisor or if doing so would postpone a contact unduly. You should familiarize yourself with the current policy on use of WATS lines, Sprint, and satellite service.

I. CASHING CHECKS

You are kindly requested not to cash your salary checks in small towns, even though there may be a bank. Try to maintain a bank account in your hometown or any large town of your choosing. Salary news spreads fast and the reaction might be against you.

J. DO'S AND DON'TS FOR KSA CONSULTANTS

The KSA consultant NEVER:

- Promises more than he or she expects to be able to deliver.
- Lies or misrepresents anything, either to clients, subordinates or superiors.
- Acts on "primary reactions" - always considers the consequences of any stand or action, checks him/herself when necessary.
- Fails to communicate weekly - in writing - with his/her superior and designated other recipients of weekly reports.
- Criticizes others in a non-constructive way or in the presence of third parties.
- Accepts gratuities from clients or supplier companies. (See policy manual on the subject of gratuities from clients.)



The KSA consultant ALWAYS:

- Conducts himself or herself in accordance with the highest ethical standards, remembering that the definition of a professional is a person who places his client's interest above considerations of his own (or his firm's) financial gain.
- Is pleasant, tactful and considerate in manner, remembering to lead rather than to drive people.
- Is "on schedule" and asks for assistance, when he anticipates falling behind.
- Is mindful of the need to enlist adequate assistance on the part of client personnel, scheduling such personnel as well as himself, remembering that the client's ultimate satisfaction is more important than his possible differences of opinion.
- Drives carefully, remembering that he pays his own fines and that a dead consultant is of minimal use to either his family or firm!

K. LAST MINUTE ADMONITIONS TO NEW CONSULTANTS

As you are about to go into a client organization for the first time, we must stress the importance of your conduct there. Remember, you are KSA as far as the people of that organization are concerned and KSA's reputation is riding on your shoulders. In the following, we have tried to summarize the key points discussed above:

- Look busy - be busy!
- Don't guess - consult your supervisor!
- Put yourself in the other person's place!
- Be tactful!
- Don't act on "primary reactions!"



- Drive yourself, lead others!
- Stay on schedule - ask for assistance, when needed!
- Keep the lead!
- Don't date client's personnel!
- Don't criticize your surroundings or local habits, food, etc.!
- Don't criticize others - or be flippant!
- Sell yourself and stay sold!



B. NUMBER OF RELATIVES IN A PLANT

The following list of relatives working in a plant of 375 employees illustrates the points raised in Paragraph D of this section. Changes are about 55% that whoever you are talking to has a relative in the plant and pretty good odds that a relative is sitting in hearing distance.

JOCKEY'S HUSBAND & WIFE TEAMS

Joey & Patricia Brown
 Norman & Joy Clifton
 Lewis & Louise Dailey
 Milton & Susan Godbee
 James & Ida Green
 James & Gloria Jackson
 Norris & Magaline Newton
 Ronnie & Christine Sherrod
 Arthur & Dorothy Smith
 Willie James & Alma Watson
 Charles & Regina Forrest

James & Janie Reeves
 Leonard & Thelma Collins
 Randy & Elaine Brannen
 Robert & Claudine Sharpe
 Randy & Deborah Lane
 Sammy & DeAnne Richardson
 Gregory & Joan Griffin
 Craig & Joyce Hendley
 Bishop & Nellie Pruitt
 Roy & Lucille Hendley

JOCKEY'S BROTHERS & SISTERS TEAMS

Essie Bennett & Erma Jean Dickey
 Bernice Burke & Peggie Lane, Betty
 Bolton, Mary Bragg, Royce Rhinehart
 Hilda Burke & Barba Myrick
 Kaye Perryman & Hope Burke
 Artholia Ports & Janie Reeves &
 Bennie Carswell
 Bernestine Childs & Brenda Cooper
 Myrle Clifton & Christine Gay
 Estelle Brinson & Susie Curl
 Bernice Golden & Georgia &
 Hiawatha Golden
 James Green & Diane Green
 Cheryl Hughes & Carol Hughes
 Janie Jones & Roberta Mosley
 Marie Lott & Myrle Oglesby
 Madeleine Overstreet & Mable Davis
 Jannette Parker & Freddie Newton
 Brenda Screws & Christine Sherrod
 Kathy Suggs & J. C. Sherrod
 Kathy Suggs & J. C. Sherrod &
 Ronnie Sherrod
 Mamie Sweat & Luevedia Sweat
 Betty Wadley & Vivian Plummer
 Carie McKinney & Pearl Weathersby
 Deloris Young & Eloise Williams
 Mary Lanier & Queen Williams
 Arnold Bettett & Jeanette Oglesby
 Eloise Turner & Dan Turner
 Lottie Newton & Barbara English
 Leonard Collins & Larry Collins
 Katie Mosley & Arria Lockhart &
 Mildred Du-nun
 Debra Ann McKinney & Linda McKinney
 Mamie Wright & Christine Mincey
 Virginia Arthur & Janet Joyner &
 Debra Flakes
 Ollie Sapp & Gladys Christian
 Kathleen Parker & Zelma Reynolds
 Brenda Bragg & Lewis Dailey
 Larry Cobb & Tyrone Cobb
 Elizabeth Anthony & Elijah Williams

JOCKEY'S FATHER & SON/DAUGHTER TEAMS

James Griffin & Brigitte Griffin
Charlie Robertson & Dennie Robertson
Ivy Polk & Leola Polk
Roy Hendley & Craig Hendley
Robert Forehand & Annon Forehand
Lewis Dailey & Kirby Dailey

JOCKEY'S MOTHER & SON/DAUGHTER TEAMS

Katherine Bennett & Patricia Bennett
Elene Bragg & Teresa Lineberry
Ollie Brown & Dianne Coleman
Bernice Burke & Joe Burke
Bennie Carswell & Darnell Carswell
Louise Dailey & Kirby Dailey
Bertha Flakes & Tony Flakes
Burdell Frison & Brenda & Lucy Firson
Shirline Dudley & Susan Godbee
Margaret Hendley & Donna Hendley
Lannie Lambert & Melvin & Grover
Lambert & Lessly Chance
Annie Kirkland & Sally Williams
Celia Kirkland & James & Bessie Kirkland
Jeanette McBride & Deborah McKinney
Carrie McKinney & Rebecca Rountree
Mildred Mercer & Sandra Rountree
Jimmie Coleman & Marie Adams
Lucille Bennett & Dorothy Boone
& Gail Burke
Mildred Jenkins & Janie Waters
Doris Landing & Ray Landing
Louise McCloud & Maebel McCloud
Janie Reeves & Norris Newton &
Margaret Griffin
Mildred Waters & Lynn Waters
Thelma Burke & Randy Burke &
Sara Lee Lane
Lillie Chandler & Joan Griffin
Peggie Lane & Barbara Clifton
Dorothy Lewis & Sue Davis
Gail Burke & Tina McGlohorn
Molly Griffin & Gregory Griffin
Edith Willis & Kaye Willis
Joel Waters & Dave Waters
Bonnie Cook & Christine Davis
Ellen Lee & Scarlet Lee