



## SUPPORT AND FIELD SERVICES PRACTICE LEADER

The Practice Leader plays a critical role in: 1) managing overall growth and profitability of the practice and 2) building the organization’s delivery capability and capacity. The Practice Leader manages a Practice, which is defined as a pool of resources with similar domain knowledge and market focus. The Practice Leader reports to the company President and CEO. Title and compensation are negotiable based on candidate experience and fit to the position.

The Practice Leader will play a key role in identifying and supporting the sale and delivery of projects. The Practice Leader is also responsible for developing and enhancing the capability of the Practice resources so that the skills of the resources adequately meet or exceed the market’s requirements. Additionally, the Practice Leader will align the supply of Practice resources with demand for Practice Resources. Where supply imbalances occur (e.g., surplus or gap of resources), the Practice Leader will take the appropriate corrective action (e.g., train resources in new skills, support the sourcing of additional resources, work to get resources staffed in other Practice domains, manage capacity of employee/contractor pool).

### SUMMARY RESPONSIBILITIES

Leverage experience in the delivery of support services to promote and build the skills and capabilities provided by company for a specified practice domain. This position is responsible for:

Responsibility	Description
<b>Sales / Sales-Mkt Support</b>	<ul style="list-style-type: none"> <li>Providing extensive subject matter expertise to support the sale of RTMC services. Provide other supporting BD assistance as needed in the area of content development for marketing and sales.</li> </ul>
<b>Delivery Management</b>	<ul style="list-style-type: none"> <li>Leadership of projects in a SME or quality assurance role</li> </ul>
<b>Capability Development</b>	<ul style="list-style-type: none"> <li>Identifying and building the appropriate tools, methods, offerings to support delivery</li> </ul>
<b>People Development</b>	<ul style="list-style-type: none"> <li>Identifying and building the appropriate domain skills and capabilities to meet current and future client needs</li> </ul>
<b>Capacity Management</b>	<ul style="list-style-type: none"> <li>Managing to defined resource utilization targets – and taking corrective actions when work (demand) within specified domain does not leverage existing resource capacity (supply)</li> </ul>

### SUMMARY KPIS

The Practice Leader position will be measured on the following Key Performance Indicators (KPIs):

Metric	Description
<b>Revenue</b>	<ul style="list-style-type: none"> <li>Manage to meet or exceed assigned goals for revenue.</li> </ul>
<b>Billable Utilization</b>	<ul style="list-style-type: none"> <li>Manage to billable utilization target for your group and your personal billable utilization</li> </ul>
<b>Profitability</b>	<ul style="list-style-type: none"> <li>Support achievement of overall practice gross margin targets</li> </ul>
<b>New Accounts</b>	<ul style="list-style-type: none"> <li>Managed to meet or exceed new accounts target.</li> </ul>

## RESPONSIBILITIES

### ❑ Sales / Sales-Mkt Support

- Drive pipeline development and identification of new business opportunities. This includes collaboration with marketing, development of channels to market, rolodex selling, driving existing account growth, and other methods necessary to grow a qualified pipeline sufficient to support revenue goals.
- Validate project level of effort estimates and value propositions/benefits; for complex / high risk projects, conduct pre-submission quality audit on proposals
- Support proposal/SOW development
- Support other business development needs for sales and marketing as directed by RTMC management

### ❑ Delivery Management

- Maintain target level of personal and group billable utilization
- Lead client projects, providing as needed subject matter expertise – as well as to maintain knowledge of market trends and stay current on capabilities required to meet market demand
- Conduct during- and post- project quality audits to validate team's performance and delivery

### ❑ Capability Development

- Define tools, methods, processes for Practice to deliver work
- Define and build repeatable approaches and offerings (as applicable) to perform work
- Conduct quality assurance reviews of various projects to identify trends, opportunities for improvement
- Promote the creation of thought leadership by Practice personnel
- Participate in and promote practice building activities (e.g., conference participation, thought leadership development, market offering development, recruiting)
- Identify and begin developing expertise in specific practice specialty areas to drive firm recognized expertise development

### ❑ People Development

- Help identify needed talent to support the growth of the business
- Define consulting / delivery personnel resource profiles, training and development needs
- Maintain and develop working knowledge of the consulting / delivery personnel
- Working within company policies, assess performance levels of consulting / delivery personnel and provide appropriate mentoring to grow each individual's capabilities
- Provide coaching and mentoring to Practice personnel either through direct reporting relationships or a matrix-ed reporting structure
- Define practice domain capability gaps and recommend options for sourcing and developing capability (i.e., strategic hires, external training programs)

#### □ **Capacity Management**

- Manage to defined utilization metric for: 1) entire set of resources (e.g., average utilization); and 2) individual resources (e.g., manage utilization at the granular level to prevent imbalances of utilization across resources within the Practice)
- Participate in staffing reviews to assist RTMC management with staffing decisions; providing recommendations on specific individuals for roles as appropriate
- Participate in resource forecasting analyses and manage forecast analyses for practice to define demand for resources within the Practice – and to align supply of resources
- Actively / Proactively support the movement of Practice resources to areas of billable demand (whether it is direct Practice work or work in support of another Practice area)

### **COMPETENCIES & KEY SELECTION CRITERIA**

#### □ **Work Experience**

- A minimum of 10 years support/field services consulting experience; preferably with a consulting organization, or direct operations experience in a field/support organization in a large company
- Demonstrated business development capabilities
- Documented history of publishing thought leadership on the Practice Domain
- Project and program level management experience
- Combination of IT and process consulting experience
- Comfort in ambiguous situations
- Track record of working collaboratively in a matrix-ed environment
- History of building a new organization / department

#### □ **Personal Profile:**

- Demonstrated outstanding personal leadership
- Demonstrated pattern of intellectual curiosity
- Creativity in the development of new perspectives on the practice domain
- A true team player with excellent interpersonal skills and the ability to work with executives both within the company, its partners, and its clients
- A sense of urgency and impatience with the status quo
- Excellent communication and organizational skills
- Highest standards of ethical behavior
- Excellent at multitasking
- Willingness to travel

#### □ **Education:**

- A Bachelor's degree in Business Administration, MIS, Computer Engineering, Engineering or related degree is required
- An MBA is advantageous

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