

Knight & Associates Consulting LLC



WHITE PAPER

How Your Backstory Works With Our Productized Consulting Solutions
Saving You Time and Money for Your Consulting Needs. It's About Work-
Life Balance

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EXECUTIVE SUMMARY

Presently, SMEs struggle to minimize workplace discord and disunified behaviors. SME owners claim to be spending more time attending to personnel, policy and procedural conflicts than running their companies. SMEs are sometimes unable to fit the high cost in retainer fees charged by most of the consulting industry's top brands into their budgets.

Violent politeness within SMEs and Big-businesses is an ubiquitous behavior - bullying, harassment and stress results in increased health-care cost, low productivity damaged reputations and ethical/moral dilemmas. It can be linked to depression, anxiety, heart disease, gastrointestinal disorders, pain disorders, and sleep disorders. Evidence continues to point to these behaviors as an antecedent to high insurance & litigation cost e.g., Post-Traumatic / Prolonged Duress Stress Disorder (White P., n.d.).

Markets are geopolitical and multicultural in nature and predominant economic players, consumers and business leaders alike in the Millennial generation. Their perceptions are demanding paradigm shifts to improve business systems and performance outcomes. Studies find that internal discord, conflict, poor-leadership behaviors have statistically significant correlations to, moral and ethical dilemmas, and forced complicity:

- Due to SOP being unclear or undocumented
- Action of toxic team members, behaviors and subcultures
- Underperforming policy minimizing profit and productivity
- Ineffective measure of the successes of projects
- Curriculum that produce graduates with narcissistic tendencies

In order to establish and maintain our brand equity, reputation and competitive edge, Knight & Associates Consulting LLC is registered with Dun & Bradstreet (D&B # 08-071-9350). We are also registered with the Texas Veteran Commission as a veteran owned entity in the state of Texas. Our corporate HQ is located at 2000 E. Lamar Blvd., Ste 600 Arlington TX 76006. We also constructed a website to present a clear message of affordable productized solutions to most corporate workplace issues. In our current pandemic plagued economy, small - medium entities (SME), struggle to minimize workplace discord and disunified behaviors. Some researchers found that SME owners claim to be spending more time attending to personnel, policy and procedural conflicts than conducting business. SMEs are sometimes unable to fit the high cost in retainer fees charged by most of the industry's top consultant brands into their budgets.

URL: <https://www.knight-associatesconsultancyllc.com>

INTRODUCTION

Knight & Associates Consulting LLC's vision for our workplace and that of our prospective client is based on our philosophy that "regardless of how one self-identifies one should have a place to be their best and still be themselves! Our vision is founded on the idea that within workplace settings employees are at their best when respect is the fundamental philosophy.

A 2017 inception by Clyde Knight Jr., this company seeks to address work place disunity issues, behavioral discord, disengaged employees, poor-management, policy and procedures that cultivate conflict and harmful/abusive workplace culture. Our 2019 business plan and direction are focused on behaviors and sub-cultures that detract from daily routines and procedures within the five-basic areas of a business entity: **finance, IT, strategy, human resources and operations**. Our analysts approach our client's discord issues holistically by assessment of institutional (corporate) persona, reputation and its employee personalities, directing recourses for changes to where they are needed the most. Data collection is a key focus of our quorum, direction and products and openly discussed and encouraged during our decision – making processes to adjust policy and procedure to promote effective and efficient business management solutions for our clients.

Facilities. The administrative offices of Knight & Associates Consulting LLC are located at 2000 E. Lamar Blvd., Ste 600, Arlington TX 76002. The main office is located in the central business center within the prestigious Bank of America Building. The center offers our members, managers and analysts' access to its network of office buildings nationwide through our corporate membership account. In addition, members, managers and analysts' work remotely when travelling outside their geographical area.

Products. Managing members collaborated to create and offer productized solution products designed for time sensitivity and budgets constraints of SME business owners.

For the more complex issues we are confident that our analyst will employ the appropriate utility comprised within our products which are designed to address and apply the expertise needed for our client needs. Each package will entail a pragmatic set of iterative procedures appropriate to the level of client's workplace pain-points. These have been outlined below without the content which is of a proprietary nature.



PRODUCTIZED SOLUTION

Executive Consult Package

- Mission Statement Feasibility
- Procedural Rationale
- Policy Clarity

Conducted by qualified analysts

Servant Leadership

- Leadership/Management Acuity
- Followership Acuity
- Right-Fit Evaluation
- Relational Dynamics

Conducted by qualified analysts

Employee Fulfillment

- Symbolic Self-completion
- True Presence Mentorship
- Self/Situational Awareness
- Corporate Reputation v. Policy

Conducted by qualified analysts

STUDIES

Researchers, psychologists and sociologists' studies found that workplace conflict e.g., bullying, sexual harassment, gossiping can lead to serious physical and mental illnesses for the person(s) targeted. It can be linked to depression, anxiety, heart disease, gastrointestinal disorders, pain disorders, and sleep disorders costing business owners billions of dollars annually, a cost passed along to consumers.

Evidence continues to point to these behaviors as a contributing factor to high insurance & litigation costs, absenteeism and presenteeism e.g., Post-Traumatic Stress Disorder (PTSD), more specifically Prolonged Duress Stress Disorder (White, n.d.).

Current industrial and economic trends suggest that business managers are now putting in high demands for consultancies in numerous areas spanning all economic sectors in the United States. Studies found that 75% of employees claim that a bad boss' philosophies, values and demeanor towards others is the most stressful aspect of their work day! Of the 5 main areas in demand, Strategy, Operations, Financial, Human Resources and Risk/Compliance, business owners are still finding a need for consultancies. Further analyses of underperforming management suggest an 83% growth within the consulting industry in the current and near future (Management Consultants, 2019). Salient discouraging leadership behaviors have statistically significant correlations to, moral and ethical dilemmas, and deleterious workplace cultural complicity (Wicklund, 1982).

MANAGERS STRUGGLE TO MINIMIZE TOXIC WORKPLACE BEHAVIORS

Studies suggest that discouraging-behaviors exhibited by managers have a statistically significance correlation to performance management systems failures (Boddy, 2011; Dahrendorf, 1959; Durkeim, 1893; Gudmundsson, & Southey, 2011; Kaplan, 1967; Menesini, 2009; Neuman, J., & Baron, R., 1998; Rugala, E., 2003; Skogstad, et al., 2007).

A study of the ineffectiveness of the 1993 Government Performance and Results Act supplemented by the enactment of the 2002 Program Assessment Rating Tool (PART) found that managers claimed that reform initiatives were not (p. 3) as effective as anticipated. Yet 53% of those managers supported government additional reform initiatives by passing the 2010 (GPRA) Modernization Act. It stands to reason that in the context of decades of scholarly discourse, real-world professionals and business owners harmful workspace behaviors, cultivated by dark-triad personality traits, requires more research (Lavertu, & Moynihan, 2012).

POOR MANAGEMENT BEHAVIOR IMPACTS SOCIETY

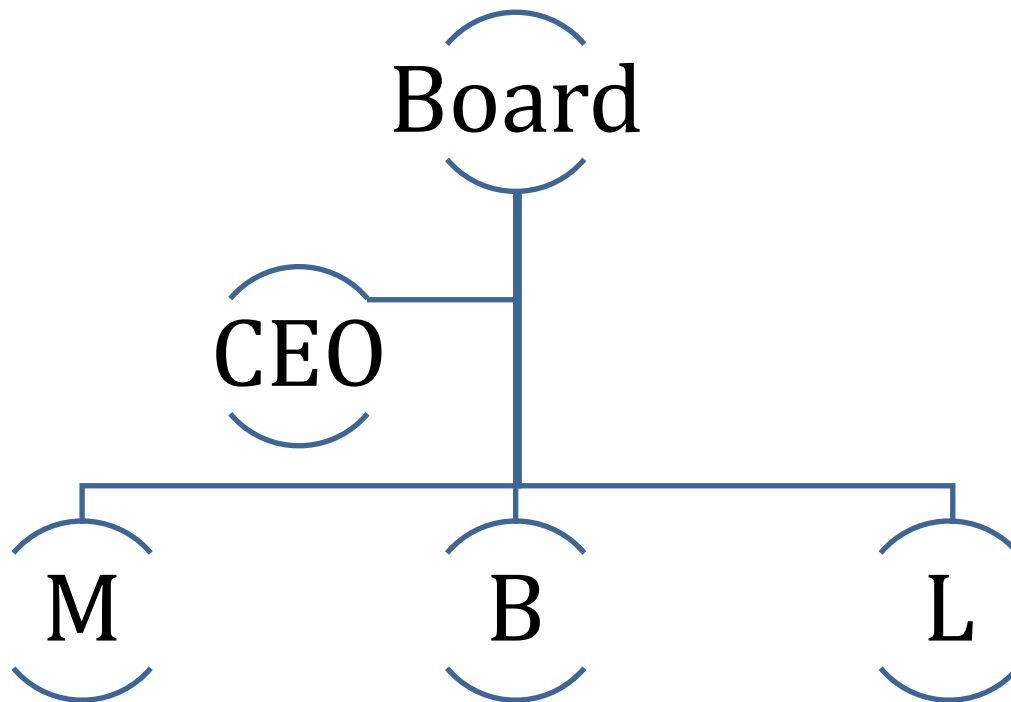
Selected articles and peer-reviewed schools of thought relating to scholarly discourse on underperforming management, and harmful workspace behaviors by dark triad personality traits. Some subscribe to idea that dark-triad personality traits contribute poor management performance outcomes to include but not limited to harmful workplace environments. An aspect of this view can be extrapolated from bureaucratic politics and behaviors cultivated by philosophies germane to group-think, role theory and parochial outlook Durbin, 2013). Other schools of thought describe these very behaviors in terms of “personality quirks” or sub-clinical personality traits – a predisposition to predatory behaviors with statistically significant correlation to neuro-physiology.

These behaviors costs consumers \$450 – \$550 billion annually. Most advanced ethical and leadership training program, curricula, and academy graduates exhibit high levels of narcissism, predisposition for unethical, abusive behaviors (Madonna, et al., 1989, Treviño, 2014). These behaviors have significant negative impacts on an organizations (institutional) culture and employee (individual) personality (Boddy, 2011; Shaw, et al., 2011; Hamann, 2005).

Disunity manifests as a toxic workplace culture (Simpson, 2014) cultivating moral/ethical dilemmas resulting in individual dysfunctionality. Its described in terms of Machiavellianism by social and personality psychologist as one who adopts a personality to deceive or manipulate others (Madonna, et al., 1989). Our Customer Relations Managers (CRM) view this academic approach differently.

CUSTOMER RELATIONS PLATFORM

CRM PLATFORM



THE FIRST THOUGHT: GOVERNANCE

Our governing body is comprised of stakeholders owning 5% of equity stock each. The CHB owns 75% equity as the Founder. It is comprised of its Founder Dr. Clyde Knight Jr., Board Members, CEO, Marketing, Budget and Legal executive managers.

Although our stakeholders are academically credentialed, we believe it is elitist (Harms, et al., 2011) to only use academia as a hiring metric. Researchers suggest the failure of traditional curricula and its graduates' behaviors are germane to human manipulation extent in workplace settings. The result of which may contribute to the ubiquitous nature of toxic/unethical behaviors contrary to the expected outcomes desired from reform regulations and traditional business programs.

THE SECOND THOUGHT: METHODOLOGY

The aforementioned direction of our business platform is to help struggling SMEs to “cultivate a workplace setting whereby regardless of how one identifies they’ll have a place to be their best and still be themselves.” Good leadership and marketing strategy is key to re-establishing a functional and operational workplace routine (Price, n.d.). De-regulation in this transitioning economy and economic trends has created a high demand for business consultants. The best of the best is the (Big 4) consulting brands charging clients – approx., 18,500 big businesses, \$359,000 or higher annually (Zimmerman, p. 82, 2016). This creates opportunities for small specialized niche consultancies like Knight & Associates Consulting to offer the 28.8 million small business owner’s solutions as our economy evolves. A Forbes 2016 study shows consultancies rake in \$71.2 billion a year for consulting services. Of the 600,000 consultancies, only 234 were ranked as the best. The hyper-competitive nature of the industry provides specialized niche consultancies opportunities to capture segments of the market through aggressive brand-equity. Economic indicators demand that our CRM team works to minimize risk to a changing market.

For this economy we've conceptualized viable product strategies, investigatory approaches and business practice protocols. Studies suggest an 83% growth potential based on market forces and high demand for consulting brands. Of the 5 main areas comprised of the corporate structure, we provide repeatable assessment-based solutions. Our view of each area is the human contribution and behaviors antecedent to failures in management, policy and workplace unity. We have designed and developed strategies to implement and develop recurring revenue streams from within the four (4) economic sectors within the United States. Indicators suggests that the expanding consulting industry creates opportunities for our specialized consultancy to establish brand – equity. The bottom line is employees claim that a poor or inept management is the most stressful aspect of their work day and a contributing factor to quitting, and the rationale for poor job satisfaction. We offer easy to follow and affordable solutions for business managers or supervisors to implement and put into practice to reset harmful corporate culture and failed business practices.

The core of poor corporate management—subordinate experience is centered around claims of bad management, or no growth or promotion potential. Our brand offers business management solution for business management improvement for the following:

- Under-performing Management
- Disengaged/toxic Employees
- Poor Policy and Procedure
- Ineffective Deliberation Process
- Stale Ideas/no Creativity
- Frivolous Litigation/Conflict

Measures

- Prepare a strategic line of inquiry topics that must be answered by the BD/CEO
- Prepare a strategic line of inquiry topics that must be answered by managers

Executives

- Prepare a strategic line of inquiry topics that must be answered by the CRM team

Products

- Prepared, trained, and familiarize consultants with various analytic platforms to include but not limited to NVivo, SPSS, Atlas.ti, etc
- Introduced extensive training of various human behavior and psychological theories to include but not limited to true—presence, symbolic self-completion and truth to power philosophies
- Prepared a strategic line of inquiry on growth and ability to keep up i.e., new locations, hires, managers etc.

Demands

- Quorums discussed statistical market and economic forecast
- Staying competitive with pricing schedule e.g., (Big 4) top consulting brands charge their clients \$359,000 or higher annually which are fee rates that are out of reach for most small business owners.
- Routinely assess our niche to stay in tune with market demand and profitability

DATA COLLECTION

Consultants will have access to several analytic platforms to draw out intuitive themes of the work place settings of the client. We use the phenomenological approach in developing and emerging themes to interpret and properly frame problems that impact our client's business.

THE INTERVIEW

An introduction made by internet or phone. Problems and expectations discussed relative to services offered until a mutual understanding leading to a contractual agreement, and payment made to retain us to offer service and to provide the appropriate Strategic Solution Package.

DISCOVERY PROCESS

Reveal phase of the confidential consult will begin with all participants (privately) to an investigation and ascertaining deeper issues beyond the initial interview. Goal is to break down complex issues into smaller components...providing a cost-efficient framework for the evolving theme of the problem to evolve.

BEHAVIORAL INTERACTIONS

Discussed to determine impact on exacerbated failures within decision-making processes. The consultant will explain themes developed thus far and the antecedence (reflexivity) of problematic behaviors.

VALIDITY OF CLAIMS

Antecedence of themes and claims of behavioral rationale re-examined closer to deep dive into cause. And then form a frame within that context to hypothesize the correct courses of actions based on facts discovered.

FALSE ASSUMPTIONS

Revise policy and management approaches based on fallacy behind damaging themes discovered thus far in terms of social, political influences without subjecting participants to retaliatory behavior.

SOLUTIONS

A discussion of best-business-practice in terms of a taxonomy revisions, removal of failed policy and under-performing policy makers. And an offer of ongoing consult – on new or maintenance of strategy for business sustainability.

Common Themes

Mission Creep/Externalities:

Then conduct an intuitive interview allowing the client to express the problem from their prospective. Let them do the talking here! The developing theme is what the consultant will use to frame the problem then dissects it into smaller parts for easy solution and directions.

Parochial Outlook, Groupthink:

A follow up on mission statement data to determine the goal of each of the problem area as disclosed by the client e.g., Strategies, Operations, Human Recourses, IT, and Finances.

It's the same process to conduct a phenomenological interview allowing the client to express the problem from their prospective. Each prospective from the various areas should differ giving the consultant a holistic view of the problem. *Repeat the problem reciting it back to the client - as explained, to ensure all are on the same page prior to framing.

Note: to determine if there are political or social forces at play in the decision-making process germane to the policy makers of a particular area of the business structure. And then determine the feasibility of eliminating or minimizing the influence of these forces in order to re-establish mission statement focus.

Force Majeure/Policy-Makers:

Each corporate tier needs have a person or policy that will translate processes, procedures and mandates into a format that the receiving party will understand. For example, the board of director may discuss the legality of a policy and its impact on the company financially in technical terms germane to the boards' business. But on the executive (c-suite managers) and technical levels (front-line workers) such language and its meaning may be lost in mis-interpretation. In this case it begins with the CEO as a board member and chief executive responsible for translating technical terminology and complex concepts into executable policy. Likewise, managers translate those procedures into a language that the next tier of the technical level workplace employees will be able to implement. There also must be a no-judgment – retaliatory/ego free, workplace culture (truth to power) where managers promote open opinion of better ways of doing things to reduce duplication of effort and failing policy or impact by internalities/externalities on economies of scales.

Analysis:

Conduct an analysis of the data gathered from the interviewees. A PESTLE analysis must be completed with researched focused on similar competitors, economic forces, trends and industry growth potential. Discuss these findings with the client to determine if their mission needs to be devised or simply abandoned due to implausibility in the SWOT analysis report. Analytical platforms such as manual coding strategy, more like the open method in grounded theory interviewing, or software such as Survey Monkey, NVivo and Atlas.ti, will be used to auto code and classify themes that can then be properly interpreted and explained to the client by the analyst.

Strategy Consulting Market Analysis

Consulting Landscape Trends

Market Value In 2017: **USD 42.14 Billion**

Projected Market Growth By 2025: **USD 90.42 Billion**

CAGR* Growth Rate from 2018 to 2025: **9.31% Market Drivers**

* compound annual growth

Global Strategy Consulting Market Outlook:

In the report, the market outlook section mainly encompasses the fundamental dynamics of the market which include drivers, restraints, opportunities, and challenges faced by the industry.

1. Strategic Planning for businesses
2. Competitive Market among businesses

Market Restraints:

1. The higher cost of the service
2. Lack of awareness for strategy consulting services

Strategy Consulting Market Competitive Landscape:

Accenture PLC

KPM.

Bain & Company.

Deloitte.

McKinsey & Company

CGI Group Inc.

Booz Allen Hamilton Inc.

PwC

BCG

The competitive landscape section also includes key development strategies, market share and market ranking analysis of the above-mentioned players globally.



Source: Verified Market Research (Get Market Analysis)

About Knight & Associates Consulting LLC

We provide solutions for toxic workplace behaviors that cultivate conflict, mission creep, bad business practices. A disunity that creates harmful cliques, ruined reputations and litigation.

- How is our business different?
We offer a specific solution to specific pain-point. It's not a traditional commission-based sales pitch. Not every client will be a good fit and we can respect that.
- What does your business do that is special?
Our approach is budget and time sensitive placing the need of our client first, listening to their back-story to identify deleterious behaviors that disrupt work flow.
- Why should I buy retain your company as my management consultant?
Many top consultancy brands offer Costco or Sam's-club like services. But the bottom line is our specialized line of productized solutions reduce time, costs, and hassle.

Studies found that prolonged workplace conflict e.g., bullying, sexual harassment, gossiping can lead to serious physical and mental illnesses for the person(s) targeted. It can be linked to depression, anxiety, heart disease, gastrointestinal disorders, leading to high healthcare costs, litigation, presentee/absentee-ism and turnover rates from Post-Traumatic Stress Disorder (PTSD) and/or Prolonged Duress Stress Disorder (PDSD).



Conclusion

Unity of Thinking and Purpose

The pattern of team like-mindedness throughout the company is seen in the unified objectives as outlined by its quorum. Research suggests that the stakeholders of a governing body, committee or any team tasked with a specific duty be like-minded. The concept of a team is a problematic phrase adding to the overall ubiquitous nature of management-oriented outcome failures extent within the government/business management business practices, curricula and leadership training programs. A more accurate concept of like-mindedness or team may be to see it as a unity of thinking and purpose focusing on a unifying factor that is empathetic and respects others as it implements mission objectives. This expanded definition allows for free expression of creative ideas, out-of-the-box thinking and hone pragmatic problem-solving skills where endemic disunity, toxic and discouraging behaviors are salient. Stakeholders are less likely to succumb to micro-managing, group-think, parochial outlook, éminence grise put upon their team decision-maker's duties and responsibilities, and the decision-making...process.

Collaboration and cooperation are conflated terms often used to conjure motivation of team work among a group of two or more individuals. These words have different meanings and when conflated often lead to workplace disunity. Collaboration is when two or more persons are motivated by a shared vision and a shared purpose. This group is comprised of visionaries – (e.g., Board Members) considered the big picture people, the dreamers, the deep thinkers. Cooperation is when two or more persons are motivated by a vision and a purpose shared with them to be implemented. This group is comprised of operators – (e.g., C-Suite Executives Managers) considered the implementors of that vision and purpose as explained. By conflating these concepts within a workplace, stakeholders (micro-manage) miscommunicate standard operating procedures (SOP), plans and purposes, individual roles, duties and responsibilities, and strategic implementation of short- and long-term goals. Our customer-relation management – CRM platform is designed for assist business owners experiencing a disunified workplace. Purpose should culminate in a unified plan comprised of motivating factors that respects others. With this understanding we developed a means to offer workplace solutions B2B or B2C.

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