

## Executive Summary

This report covers ideas in regard to measuring team performance, creating better team combinations and overall redesigning the team selection criteria such that better performance can be delivered. It is focused on challenges of consultants regarding billable hours and maximizing utilization rate.

The Root Causes section introduces the four culprits causing trouble including:

- 1-Lack of client-centric frame of mind
- 2- Industry persistence to maintain status-quo and carry the old definitions of performance.
- 3-Narrow definition of performance (utilization rate)
- 4-Over-emphasis on short term results (billable hours)

The Project Scope mainly addresses number 1 and 2 above, since it seems that by alleviating the obstacles caused by those, number 3 and 4 would be resolved by default. We believe although on the surface, PWC is the client of the University of Toronto consultancy, in the broader context the most critical attention must be paid to the corporate clients of PWC. Therefore, our entire approach is client-centric and revolves around the requirements which corporate clients demand from PWC or any other consultancy firm. This is thoroughly explained in the Final Notes (Optional) section at the end of the report.

Anyway, the Solutions section proposes to break down the team performance measurement aspects into two complementary strategies including the Top-Down and the Bottom-Up to ease data collection. Then, the data must be quantified in order to be fed into the mathematical model later suggested. Finally, 1-For a specific goal, the mathematical model finds all the potential candidates who are suitable, this in technical Industrial Engineering language is called finding the feasible region. 2-For the same goal, the best combination of team members that maximizes performance would be identified, which in technical Industrial Engineering language is called the objective value optimization (maximization). The input parameters to the model depend both on the historical team performances (Top-Down) and on the unique individual characteristics and capabilities (Bottom-Up).

In analogy consider the soccer team LA-Galaxy playing against a pacey opponent. LA-Galaxy has 22 players to choose from, but only 15 of them are suitable for that specific goal. Among the 15 feasible candidates, 11 must be selected for the actual game.

In the Recommendations section, some contingency plans are provided to mitigate various types of risks which could negatively impact team performance.

The Final Notes (Optional) section resembles a forward looking executive summary to transform the current status of performance measurement to the hypothetical one we envision for PWC.