

The Top 25 Consultants 2000

#11. Joe Forehand, 51 Managing Partner/Andersen Consulting

When it came time for Joe Forehand to discuss 1999's "bad news," he didn't hesitate to point out how Andersen's growth contraction began sometime after midyear, or in the period just prior to his predecessor's hasty October departure.

It was within that period of time that Andersen's global leadership likely realized the extremes to which the consultancy would have to change in order to flourish inside the new world of e-business. Six months later, change has now become Andersen's business, and its new leader is reveling in it.

Whether he is discussing a new joint venture with Microsoft Corp., the pledge to induct 2,000 new partners, or the firm's new venture fund and incubator, Forehand is on the front line in quashing pessimism, glad-handing new recruits, and zeroing in on growth opportunities. Known for his open and approachable nature, many now believe that Forehand has what Andersen previously lacked - a leader who can feel at home in the New Economy's very open, network-based set of cultures.



Recent Chapter

Where's Forehand?

According to partners within the firm, Andersen's new leader splits much of his time these days between Los Colinas, TX, and Frankfurt, Germany.



#12. George Stalk, 49 Senior Vice President/Boston Consulting Group



Ask anyone at BCG to make a list of partners they admire and chances are that George Stalk is on the short list. After 20 years with the blue-chip consultancy, Stalk is recognized as one of the profession's most versatile gurus. He is BCG's own Obi Wan Kenobi — complete with visions of the future and sermons exploring the business world's unpredictable forces.

It's this unique persona that has allowed Stalk to remain relevant in the digital age and it's that which continues to be a true magnet for young talent.

"One of the things we always try to do is keep the firm doing things in a way that keeps the upcoming generation from feeling disenfranchised — we've been called intergenerational. Now, we don't have a perfect record, but I think we've done a very good job," says Stalk, who spent five years of his career in Japan, where he helped the firm harness the rudiments of time-based competition.

These days, Stalk is more of an organizational specialist, whose concerns are largely tied to the firm's own talent resources.

"We're hoping that the intellectual and cultural ties to a larger organization that can present a variety of different opportunities in the e-commerce space will prove to be tighter bonding for our new recruits," explains the BCG senior vice president. Whether it's dot-com spinoffs or the rewards of equity-sharing, BCG wins when it lets Stalk apply the glue.



Early Chapter

As the author of five books, Stalk credits retired BCG Partner James Abegglen for opening his eyes to the importance of writing.

#13. Mel Bergstein, 58

Chairman and CEO/Diamond Technology Partners



Six years after it was first established, and three years after it sold shares to the public, Diamond Technology Partners may be holding the road map to the profession's future.

It lays out a course carefully charted by the consultancy's chairman and CEO, Mel Bergstein — one that every Big Five consultancy is now studying closely, as increasing scrutiny from the SEC and a groundswell of upstart e-business rivals force the Big Five to reject their present organizational and cultural models.

But how do you sell shares to the public and still hold on to the partnership culture consultants thrive on? Just borrow a page from Bergstein and DTP, where day-to-day operations are delegated to a management committee, and committee members answer to the firm's partners.

"The firms that won't survive are the ones where there is too much ownership on top and where the governance processes are not sophisticated enough to facilitate sharing, and don't involve the partners enough," says Bergstein — offering an insightful inset from his own coveted road map.

Early Chapter

When DTP was first established, Bergstein shared a 15% stake in the firm with other cofounders. Meanwhile, a 50% stake was dished out to DTP's workforce.

#14. Kathleen L. Biro, 47

President and Vice Chairman/Digitas



Kathy Biro first began working in electronic markets 20 years ago, when Chase Manhattan enlisted her to help with their early home banking initiatives. Twelve years later, before the first of the e-consultancies dazzled Wall Street with their visions of the future, Biro convinced the senior management of consulting firm Bronner Slosberg Humphrey to spin off its Internet consulting offerings into a standalone business.

Last year, the Boston-based spinoff swallowed its parent company. The firm, today known as Digitas, employs 1,400 people and boasts a host of blue-chip clients such as American Express and General Motors. And, just in case a client requires

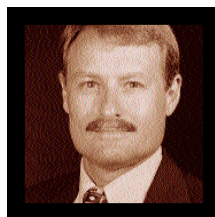
a consulting pedigree, Digitas today counts Bain & Co.'s chairman, Orit Gadiesh, among its directors. So, just what is Biro up to today? No doubt something others will discover in the future.

Early Chapter

Biro was part of an NYU School of Engineering citywide program for gifted high school students. She was the only female in a class of 300.

#15. Stephen Sprinkle, 48

Global Director of Strategy, Innovation, and Eminence/Deloitte Consulting



As part of an overall firm reorganization, Deloitte Consulting recently bestowed a new title on Stephen Sprinkle. It's a title that can't help but draw attention, given that the word "eminence" is tacked on its end.

As Deloitte's new global director of strategy, innovation, and eminence, Sprinkle today oversees more than five service lines and is responsible for the firm's strategy and innovation. The word eminence is just an accent, perhaps, to better underscore the rank of the firm's new chief strategist.

Sprinkle's new job now is to define the future of the consulting entity, foster innovation, oversee the development of intellectual content, and gain market recognition. "The change in job title requires me to make more predictions, take more risks, and be even more intuitive," Sprinkle explains. Given Deloitte's recent flurry of strategic initiatives — from its venture funding to its e-spinoffs — His Eminence may be on the right path.

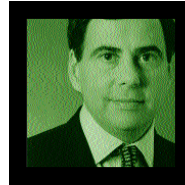
Early Chapter

Sprinkle, voted most likely to succeed in high school, says that the title rightfully should have been bestowed upon his classmate, NBC broadcaster Bob Costas.

The Top 25 Consultants 2000

#16. Jim Wadia, 52

Worldwide Managing Partner/Arthur Andersen



What makes Jim Wadia unique inside the upper ranks of Big Five management is everything he's not. He's not an American, and he's not an accountant.

Wadia was born in Bombay and educated in Switzerland, and calls England home. He is the first non-accountant to run the firm, having come up through the tax side, but he has done much to build up AA's consulting practice, which now includes about 10,000 management consultants. Still, the AA leader may score his greatest coup later this summer, when an international arbitrator decrees the divorce settlement between AA and Andersen Consulting. Few are betting against Wadia and AA.

Recent Chapter

While he calls the city by the Thames home, Wadia spent 310 days outside London last year.

#17. Bob Gett, 49

President and CEO/Viant Corp.



To hear Bob Gett tell it, all a consultant needs to know, really, is what he learned in kindergarten.

"People need to be rewarded based on how much they share, how much they mentor, and how much they replicate themselves, as opposed to the expertise they've accumulated," says Gett, who has emerged as one of the profession's foremost voices of cultural reform.

More than any other consulting leader, Viant's top consultant today articulates the values of consulting's X generation — theirs is a network-based set of cultures free of the lethargic dictums of hierarchical organizations. Today, Gett modestly views the launching of a cultural revolution as a mere by-product of his efforts to turn Viant into an e-consulting powerhouse.

Middle Chapter

Gett served as CIO for both Smith Barney and Fidelity Investments.

Back in 1995, when Karen Riley was a services executive with IBM Corp., she spearheaded the acquisition of a small company that pioneered technology solutions inside a space that's today known as customer relationship management.

The acquisition placed her career within a consulting crosswind fueled by the rise of CRM and the subsequent decline in enterprise resource planning projects. As more companies became turned on to outward-facing technologies, Riley gladly left behind a 20-year career with IBM to help build the consulting and services arm of the CRM arena's largest vendor, Siebel Systems.

It's a challenge Riley appears uniquely qualified to meet. Today, Siebel's global services VP counts among her personal mentors Dennie Welsh, the person widely credited with helping IBM realize its global services vision in the early 1990s.

"Dennie was capable of starting up something, but also scaling it up and taking it to the next level, and that experience I have found extremely valuable," says Riley. According to Riley watchers, Welsh should be most proud.

Early Chapter

Riley worked for Scient CEO Bob Howe, while their consulting careers crossed paths back at IBM.

#18. Karen Riley, 46

VP, Global Services/
Siebel Systems

#19. Bob Howe, 55

Chairman & CEO/Scient Corp.

It's been a little more than a year since e-consultancy Scient Corp. sold shares to the public, allowing its CEO's stake to mushroom to more than \$175 million inside of 30 days. The fact that Bob Howe joined Scient from IBM only a year earlier became food for thought for an untold number of consulting executives who still resided within the ranks of traditional consultancies. In subsequent months, Andersen Consulting CEO George Shaheen would leave for on-line grocer WebVan, while Andersen's top e-consultant, Rudy Puryear, would embark to head up Lante Corp.



Early Chapter

Howe today counts Booz-Allen cofounder James Allen as one of his early mentors. Scient's CEO joined Booz in 1976 from Atlantic Richfield.

While Howe's career windfall seemed to underscore that "time is of the essence," so too did the firm's consulting offerings as they shook up Andersen and McKinsey alike, and helped force the profession to make speed-to-market one of its core values. Meanwhile, Howe's stake — a sum recently valued near \$519 million — will vest in three years' time. Tick tock, tick tock.

#20. Edward J. Sanderson, Jr., 51

Executive Vice President/Oracle Corp.



Oracle Corp. had 4,000 consultants in 1995, when "Sandy" Sanderson was chosen to head up the company's consulting practice. Nine thousand consultants later, Sanderson is managing a consulting workforce that continues to boast strong revenue and double-digit profits. While most ERP vendors are struggling to keep their footing, Sanderson is credited with having helped Oracle successfully navigate the winding path from purveyor of ERPgoods to e-solutions.

Early Chapter

Having in the past been a consultant with McKinsey & Co. and Arthur Andersen, Sanderson's consulting roots run deep.

Perhaps he has been a little too successful. In the past, turf wars have not been uncommon among Oracle and its consulting partners. As a result, Sanderson says Oracle has grown more sensitive to the competitive concerns of its partners, and is consciously curbing the dietary habits of its consulting practice. Meanwhile, other new business technologies might soon open doors to small- and medium-size clients. One thing is certain: Few doors stay closed when Sanderson is doing the knocking.

#21. Randolph C. Blazer, 49

President and CEO/KPMG Consulting



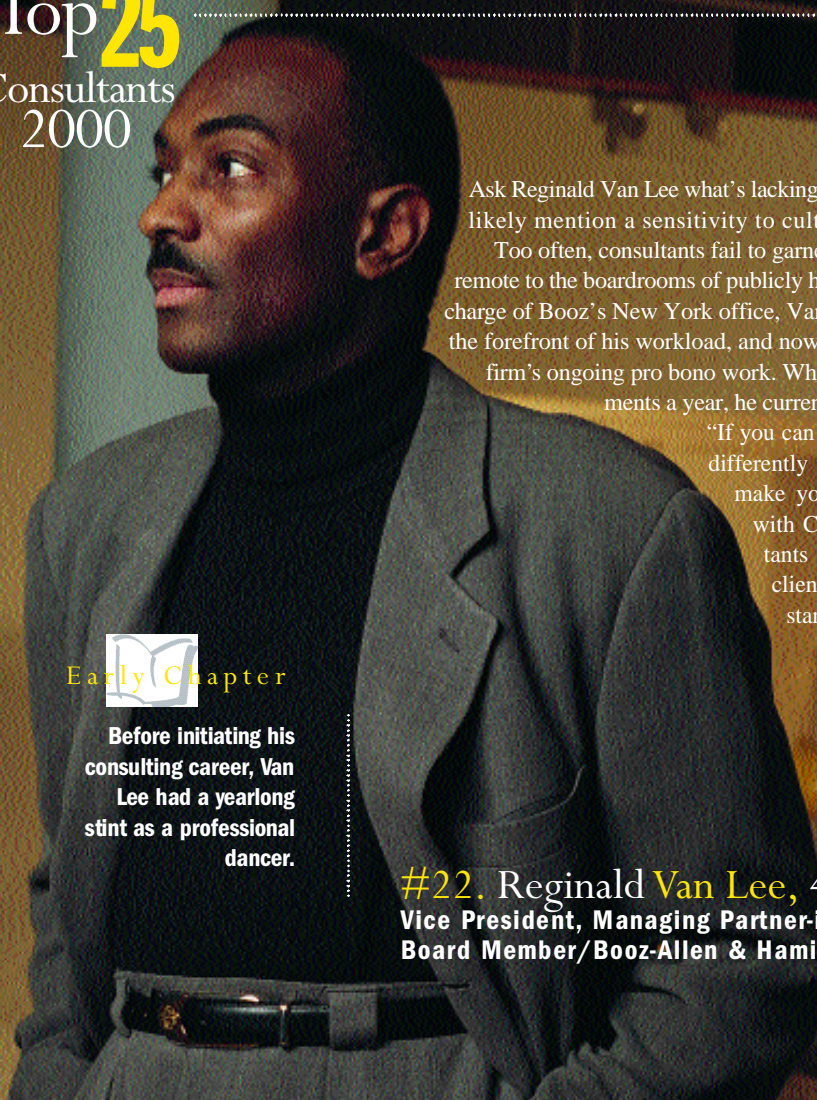
Whether due to unyielding regulatory pressures or a growing appetite for capital resources, KPMG Consulting is now blazing a path where other Big Five consultancies are likely soon to follow. And it is for this reason that the consultancy's entry into the waters of public ownership has become one of the profession's most talked about transactions in years.

No one person is doing more of the talking than KPMG CEO Randolph Blazer, a former U.S. Army captain who joined the firm's Washington, DC, office back in 1977. Blazer was named co-CEO along with KPMG veteran Rod McGeary in 1997, and together they navigated the windy path from partnership to incorporation.

When McGeary opted out earlier this year, Blazer took the CEO title solo — and began to draw the growing interest of the firm's Big Five rivals.

Early Chapter

Blazer joined KPMG's consulting unit when it had only about 200 professionals. He originally planned to work only four years as a consultant.



Early Chapter

Before initiating his consulting career, Van Lee had a yearlong stint as a professional dancer.

#22. Reginald Van Lee, 42
Vice President, Managing Partner-in-Charge of New York office,
Board Member/Booz-Allen & Hamilton

Ask Reginald Van Lee what's lacking inside the world of traditional consulting, and he'll likely mention a sensitivity to cultural and behavioral issues.

Too often, consultants fail to garner the experience they need to deal with challenges remote to the boardrooms of publicly held firms, he explains. As the managing partner-in-charge of Booz's New York office, Van Lee has sought to keep socio-economic issues at the forefront of his workload, and nowhere are they in greater abundance than inside the firm's ongoing pro bono work. While Van Lee takes on about three pro bono engagements a year, he currently sits on 11 nonprofit-organization boards.

"If you can figure out how to get a nonprofit to do something differently than the way they did it for 50 years, it can only make you more compelling and convincing as you deal with CEOs," he confides. Given the hours most consultants spend looking to reap greater profits for their clients, Van Lee's view is one the profession could stand to profit from.

Pierre Dufour

#23. Adrian J. Slywotsky, 49
Vice President and Board Member/Mercer Management Consulting



Adrian Slywotsky has arguably put more words into the mouths of consultants than any other human being. Or make that two words.

Since coining the term "value creation" in his 1996 book *Value Migration*, Slywotsky has helped Mercer Management Consulting, as well as the rest of the consulting profession, become enamored with the idea of growing value for customers instead of just revenues and profits.

Even the best, low-cost, efficient brand, with the best marketing, can be a marketplace failure, explains Slywotsky, who continues to urge consultants to prod their clients by asking, "Where is the value going?"

Other popular texts coauthored by Slywotsky — *The Profit Zone* (1998) and *Profit Patterns* (1999) — are today credited with helping the profession retool its clients' thinking by encouraging companies to look outward and develop a more customer-centric approach to running their businesses. Before you put words in the mouths of others, you had better put ideas in their heads — or so Slywotsky has taught us.

Early Chapter

Slywotsky had a brief stint as a securities lawyer at Sherman and Sterling's New York office before returning to get an MBA at Harvard.

#24. Cathy Benko, 41

Partner, Global E-business Practice Leader/Deloitte Consulting



"Mother ship" has greater meaning for Deloitte's Cathy Benko these days. Last month, when a clan of Deloitte veterans joined a newly formed CRM consulting company, industry insiders couldn't help but ponder the magnitude of Deloitte's loss. But the consultants were not leaving the firm; instead, they were part of a strategic deployment referred to by Deloitte's consulting army as Mother Ship Pod.

Back on board "the mother ship" is Benko, commander-in-chief of the complex global deployment that will involve infusing hundreds or possibly thousands of veteran Deloitte consultants into "pods" — fledgling e-business joint ventures that

remain unfettered by the consultancy's historical origins. As the battle for e-marketshare escalates globally, most agree that Benko has already helped launch a cultural revolution at home.

Recent Chapter

Benko garnered Deloitte's top e-business slot 12 months ago after returning from maternity leave for child number two.

Each Chapter

Tjan coordinated programs for the Hungarian president and the prime minister of Singapore while working for the World Economic Forum in Switzerland.

#25. Tony Tjan, 29

Cofounder and Executive Vice President/Zefer

Anthony Tjan is the business student who taught an entire profession a lesson. While attending Harvard Business School in 1998, Tjan not only wrote an e-consultancy business plan, but got \$2 million worth of funding to boot.

In 1999, he obtained another \$100 million from GTCR Golder Rauner, a sum that ranked among the largest private investments in an Internet firm to date. Having pulled the plug on an attempt to go public this April, his 600-member consultancy, known as Zefer, is now scouting for the right window of opportunity.

Whether Zefer strikes IPO gold or not, Tjan's business plan reminded traditional consultancies why they should fear most what they cannot yet see. ■