recommendation, however, it is imperative to interview more than one consultant. Some useful questions to ask consultant candidates might include:

- Who have you worked for in the past, and what did you accomplish for them?
- Have you ever consulted on the same issue that our foundation now faces?
- What led you to consulting as a career?
- What is your work process? How would you work with our board and family members?

If the consultant seems promising after the personal interview, follow up by checking references. Ask for a client list, not the consultant’s handpicked batch of satisfied customers.

Look for three main qualities in a consultant — skill, sensitivity, and experience. Direct your inquiry to determine whether your candidates possess them.

Good choices are usually the result of clarity about the aims and limitations of the consulting process, combined with agreeable personal chemistry between the consultant and client. So, give equal time to gut feelings and to matching the skills of the consultant with the project and the precise needs of your family and foundation.

**What to Expect from Consultants**

Once the consultant has been selected, the amount of care taken in defining the assignment can mean the difference between a successful endeavor and one that goes awry. One way to ensure that the relationship and work product stay on track is to have the consultant prepare a workplan for the foundation project manager review.

The agreed-on Scope of Work serves as a blueprint for the consulting process. It should spell out both the problems to be addressed and the goals of the collaboration,