“What Do They Do?”: The Jurisdiction of Technology Consultants

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**Introduction**

The emergence of information technology is the most pivotal change to the management consulting industry, especially with the introduction of technology consulting as an occupation, and a need for those who are proficient in computer knowledge (Nolan and Bennigson 2003). Technology consulting is a growing industry: The market size in the US alone was $525.3 billion as of 2021, and it is expected to grow 5.2% in profit yearly (IBIS World). This new occupation not only took the professionalism of management consulting but also brought along the importance of soft skills in work, while having a new emphasis on technical skills that are not as pivotal in management consulting. Technology consultants serve as bridges between technology and business experts, employing technical expertise, but also communicating effectively so clients and other consultants can understand. The work that they do can be seen through tangible technological change, but communication and approaches to change are equally as important. Literature studies emerging occupations generally, but no literature has focused specifically on technology consulting as an occupation emerging from management consulting.

Emerging occupations typically gain jurisdiction through filling vacancies, which eventually gives them not only professional control over their work but also social and cultural (Abbott 1988). Technology consulting filled the vacancy of needing knowledge in software and hardware to build computer systems and streamline processes. Nowadays, the jurisdiction has expanded beyond just the technical knowledge into bridging soft skills of communication, staying organized through management of teams and other skills with the technological hard skills that management consultants are not as specialized in.

As technology becomes a bigger part of individuals’ lives, the need for technology consultants to create technological change increases. This study sets out to understand the
jurisdiction that technology consultants have as thought of by the employers that hire them and by the technology consultants that work in the occupation themselves. Through analysis of job postings, services for clients, and ethnography and interviews at PDEK\(^1\), I expand on the current research by applying occupation and organization literature to the emerging occupation of technology consulting from management consulting, including addressing discrepancies in a seemingly seamless definition of an occupation’s jurisdiction. I focus specifically on the technology consulting industry through the lens of the management consulting industry as a deviation from the original industry.

\(^1\) alias for a Big 4 accounting firm
Literature Review

Consultants are responsible for synthesizing information, analyzing data, and making recommendations based on the materials they are given to either solve a problem the client is facing, or to improve a facet of the client’s work (FlexJobs 2019). Many industries hire consultants, and clients in each industry are responsible for understanding the ins and outs of the industry to make the best-informed decisions. Management consulting has traditionally been for the financial services sector, but the emergence of technology that has penetrated all industries created a need for consultants to ignite technical change to stay competitive in their industries.

History of Technology Consulting

Technology, also known as IT, consulting came out of a specific area of management consulting. In the 1980s, the creation of the third wave of consulting firms came from combining auditing/accounting services with IT companies (Kipping 2011). The first wave was the creation of scientific management consulting. The second wave was the creation of strategy and structure consulting. The third wave of consulting, which is when technology consulting firms began to gain publicity, is characterized by strides in information and communication. The need for this wave of consulting firms also came from widespread availability of information and need to manage the reach of the information and its uses. PDEK is a company that has these exact services, with accounting/auditing being what the company is known for while incorporating large amounts of technology into its work.

The third wave of consulting was the movement towards IT hardware and services, providing implementation, organizational redesign, and interface creation while still providing consultancy services. During the formation of consultancy services, there became a problem where the easygoing nature of consulting no longer meshed well with the traditional, methodical
culture of the accounting firms that it came out of (Kipping 2011). At this time, a new culture was created for technology consulting firms by the employees and managers of the new firms, and a new identity of professionalism for technology consultancies began. Leveraging the existing professionalism of accounting firms that technology consulting firms came out of, technology consultancies had a beginning level of professionalism they could use but had to also form their values, identity, and way of using professionalism.

Nolan and Bennigson have found the introduction of IT to be the most pivotal change for the management consulting industry as nothing else has created a breakthrough as big as this (Nolan and Bennigson 2002). The widespread reach of technology consulting and IT has shaped the internal structures of companies, as companies now see it as a requirement to have internal IT departments. As an established company function, companies can now think in terms of what can be outsourced and what needs to be done in the company internally. The creation of the IT departments also impacted the reach of technology consultants. Technology consultants helped clients to think about strategy or implementation, but not both as it was difficult to provide top-notch work in both with lack of experience. It paved a path for consultancies that would soon be able to do both, assisting clients in a well-rounded way.

*Jurisdiction in Professions*

A profession’s jurisdiction is formed by both social and cultural control. Social control is defined as active decisions for public, legal, and workplace actions, and cultural control is in work legitimated by formal knowledge (Abbott 1988). For technology consultants, social control comprises the laws surrounding compliance, auditing, and confidentiality amongst clients. There is a legal component that consulting teams cannot consult the same companies their company audits for to prevent unfair business practices. Aside from the auditing regulation, technology
consultants build their own social control by upholding standards of confidentiality, avoiding conflicts of interests, and employing fair business practices. Cultural control is maintained by others’ understanding of what technology consultants know in comparison to other occupations, favoring technology consultants over those in more specific occupations. The all-encompassing nature of a technology consultant’s work, their ability to deliver implementation and strategy, and connections to bring in needed resources are the cultural controls that form a profession. The profession gets its power from expertise, professional control, and is grounded in others’ trust.

The jurisdiction model states that professions come out of vacancies. Abbott says that “no profession can stretch its jurisdictions infinitely,” and as a result, there are always vacancies that form new jurisdictions (Abbott 1988). Although the vacancy can technically be filled by the profession that the jurisdictional vacancy stems from, “only rarely has a single set of abstractions been appropriate to all specialized tasks and at the same time limited to a single group of experts” (Abbott 1988). It is possible for a vacancy to not be followed by a new profession, but it is very rare, as, in the era of specialization of skills, workers will not be completely skilled at every new jurisdiction. Combining these two ideas, “there are thus two basic constraints on the jurisdiction in the system of professions. The first limits the occupancy of a particular jurisdiction by various groups. The second limits the occupancy of various jurisdictions by a particular group. In the extreme case, this model takes a very strong form; one profession, one jurisdiction” (Abbott 1988). A jurisdiction cannot be filled by multiple groups as the skills of the groups must match the jurisdiction exactly and multiple groups cannot have the same jurisdiction as one would push out the other. The jurisdiction also finds difficulty in being filled by an existing group as that group will often not have the skills to extend to fill the new jurisdiction, needing a newly created group.
Vacancies refer to areas where there are needs not being filled by the current organizational structure of occupations. Vacancies that emerge must be filled by employees whose skillsets fill the gap. Abbott writes “in summary, chains of effects in the system of professions start in two general ways- by external forces opening or closing areas for jurisdiction and by existing or new professions seeking new ground” (Abbott 1988). The kickoff to the start of the change in professions impacts jurisdiction and who can fill the jurisdiction.

Both internal and external factors affect the jurisdiction of the profession and what tasks are considered essential to the profession. “External forces directly disturb the system by opening new task areas for jurisdiction and by destroying old jurisdictions. A new task appears, and some profession achieves jurisdiction over it, at the expense of weakening its other jurisdictions” (Abbott 1988). External forces such as new technology, the economy, and the legal structure, can create new task areas since they destroy old jurisdictions, and tasks enter and leave the system accordingly. The external force that shaped the emergence of technology consulting is the changing nature of technology, along with the easy accessibility of technology for individuals and companies. This created new tasks areas of being able to manage, troubleshoot, understand, and effectively use technology that now needed to be filled. After the tasks disappear, the employees who previously did those tasks disappear along with it. For example, with the advance in technology and self-checkout cashier systems, as an external factor, there is no longer a task needed for someone to manually check everything out at the check-out line. The employees that previously were checking out customers are also no longer needed as the task diminishes. External factors are pivotal in the emergence of the technology consulting industry, especially technological advancement. “Today new technologies create potential jurisdiction both rapidly and often. New technological jurisdictions are therefore usually absorbed by
existing professions with their strong organizations” (Abbott 1988). Abbott’s ideas can be seen today as new technologies such as cloud computing and management of big data are often worked on by those that are already working in large technology companies where they continue to learn and adapt their technologies. Technology consulting was not fully absorbed by an existing profession because it was brought about by a change in the entire technology industry. However, the profession grew out of an existing one, as the jurisdiction needed could not be filled by the existing profession but had a basic similar need tying it together.

Some internal factors may include new management, in which tasks and job jurisdiction are switched around, but needs remain the same. The alternative is the creation of professions through previously unfilled tasks. These tasks are created often through new technologies, which can both reduce and create jurisdictions. In the case of cashiers, traditional cashiers were replaced by technology, but the newly implemented technology created a need for those who know how to work the new technological system, troubleshoot as customers need, and write code that can make these technological systems work well.

The emergence of new jurisdiction is often taken from groups that emerged for that purpose. When professionals discover a need that has to be fulfilled but is not currently addressed, a new occupation forms to fill the need with the jurisdiction being over that gap in work. Those in the new profession take on a specialization in the work that they do but generally keep to the original jurisdiction they came from as there is no protection against subdivision in their profession. In technology consulting, because the demands of their job were too specialized and different from management consulting, it became a new profession and not a subspeciality. An indicator of that was the new culture they had as an occupation and the way they had to form their sense of professionalism rather than adopt the professionalism and image from the existing
profession (Kipping 2011). Their new jurisdiction keeps shifting but also holds on to the original jurisdiction as the jurisdiction is not protected against change to fill changing needs. As the jurisdiction changes, the development of new knowledge and skill comes out of it (Abbott 1988). There are now highly skilled workers in the new jurisdiction, which help the new profession to survive although it has emerged from an existing one.

**Occupational Mandate**

A related concept is the idea of an occupation mandate which refers to internally shared understandings and externally defined conduct. For example, teachers understand that they must balance academic with social teaching, discipline children, and serve as a liaison between students and support staff. Externally, teachers are academic educators, and that is what they are seen to be paid for, but they must manage many other mentioned tasks. The study on how an occupational mandate is created is an interesting one, as it is often difficult to track for emerging occupations as this is usually studied when occupations are deep in their formation. Recently created new occupations have found an emphasis on values over skills and expertise (Fayard et. al 2017). This emphasis on values over skills can also be seen in the case of technology consultants in the work that they produce. My research does not fully examine the occupational mandate of technology consultants as the research done is of internally shared understandings but takes on the idea of an occupational mandate as a theory of examining jurisdiction.

**How Emerging Occupations Develop Professionalism**

An emerging occupation’s legitimacy comes from a mixture of institutionalizing, forming professional associations, leveraging political power to control membership in those associations, having both abstract and formal knowledge, and framing expertise to convince others to give authority (Fayard et. al 2017). The creation of the management consulting industry has a few
professional organizations such as ACME and MCA, restricting who can join these organizations and creating an elite nature around it, leading to its legitimacy (Kipping 2011). In the technology consulting industry, the field institutionalized out of management consulting, elite firms have joined professional organizations, specific knowledge is necessary for entry to the field, and authority is given based on the way that the field is formed.

The technology consulting occupation emerged out of management consulting as management consulting was too broad to focus on technology specifically. As a result, it is not only enough to have technical knowledge or expertise to make one successful, but it combines both technical skills of one focused on technology with the soft skills that make a management consultant successful (Kipping 2011). Technology consultants emerged out of management consultants, but in the early stages before the technology consulting occupation, management consultants merged with previous technology experts to address new technological advances. The values of what makes a good professional in each respective occupations are also merged to define the values of a good technology consultant.

Having the intermediary role of bridging technology and consulting, technology consultants are expected to have values that can play into both professions, which were established at the formation of the profession. From the management consulting side, they adapt the characteristics that make a good consultant: being communicative, organized, and having high emotional intelligence, while having a technical foundation to back their work from the technology industry. Skills needed for the field can be formally classified as what is needed to enhance and make technology work, but abstract skills include the breadth of soft skills needed to draw clients in to purchase their services (Fayard et. al 2017).
The creation of technology consulting firms did not have clear industry boundaries nor a formal professionalization process as it was born out of management consulting while trying to adapt to the necessity for a technology-focus. These firms used professionalism as a resource, rather than professionalism as their entire identity of work (Kipping 2011). Technology consultants are often not staffed based on licensed qualifications. Lawyers’ professionalization stems from the JD degree they must have to practice law, but entrance into the profession of technology consultants is not barred by a specific qualification. Instead of using professionalism as an entry barrier to the field of technology consulting, technology consultants use professionalism to bring legitimacy to their work by creating an external image of being professionals, but not relying on it for entrance.

Technology consultants built their sense of professionalism through tangible symbols, distinctive locations, and distinctive buildings while keeping an elite identity of who would be hired and building brand recognition. Specifically, for PDEK, its logo is recognizable from far away with its distinctive colors and strategic placement on large buildings. Their office locations are in large cities, surrounded by other large companies with reputations like its own. Their elite identity is marked by a lengthy and arduous interview process, a limited number of job offers, and a set of merchandise exclusive to those who are a part of the company. To build their professionalism, they associated themselves with an existing profession that they branched off from and continued to involve themselves in professional management consulting organizations. PDEK, because it branched off an accounting firm, was able to establish its sense of professionalism from the image the firm already had.

Even when no one knew about the new organizations and occupations that were being formed, companies promoted their professionalism through advertising by associating
themselves with activities already seen as elite, such as golf or tennis (Kipping 2011). In technology consulting, with fields such as technology having an elitist nature of being difficult to break into at the time of the creation of technology consulting, the association with technology helped build the field’s professional nature, simultaneously allowing firms to use it as a given qualification when working with the company. At the same time, IT consulting firms also began to join professional organizations, paving the way for more firms to emerge as others saw this as a legitimate profession.

Research Aims and Objectives

Because technology consulting comes out of management consulting, it should be clear that the jurisdiction of a technology consultant is what a management consultant does but with an emphasis on technology. With the literature, it does not seem so certain that the jurisdiction is as clear cut as believed because jurisdictions must have their expertise and cannot adopt all the skills and values of an existing jurisdiction. My research sets out to identify any differences between the ways employers see the jurisdiction of technology consultants and how technology consultants themselves see their jurisdiction through a series of job descriptions/ client services and interviews as the profession emerged out of management consulting.
Research Methods

Setting

Company PDEK is a worldwide accounting firm that focuses on accounting, tax, and consultancy services. The company operates by region, and the United States has over 75,000 employees (Statista) across the three service lines. The US headquarters of PDEK is in New York City, the location that I was aligned to for my internship this summer. There are over 12,000 employees aligned to the New York City office. I interned remotely, so my observations were taken from my experiences engaging with colleagues and the company exclusively online.

Technology consultants at the company are in all different ranks, ranging from intern, staff, senior, manager, managing director, to principal/partner. The hierarchical structure of the company lends itself to different responsibilities at different levels. Partners are the least hands-on to the type of work a technology consultant does and their hierarchical role within the company takes over their service line. Interns and staff are the most knee-deep in what they must do, as they are most involved in preparing the nitty-gritty of what consultants require and providing what higher level team members want notes on. Senior workers often think about the long-term goals of client relationships, projects, and the big picture of how the project will impact the industry. On the other hand, junior workers are often focused more on delivering the work that is needed to make projects successful by producing artifacts that allow seniors to synthesize information quickly and easily such as timelines, meeting minutes, and slide decks.

Sample

Those eligible to participate in the interview portion of the study are any technology consultants employed at this company in a US branch. The sample included 17 interviews, with six seniors, nine managers, two senior managers. Seven men and ten women made up the sample
During the participant observation phase of three weeks, I worked closely with two technology consultant seniors, and they introduced me to the clients they interact with on a day-to-day. My assignment was focused more on project management, as I had helped with timelines, general deadlines, and communicating knowledge with applicable parties. I was also involved in internal work that all consultants do to sell work to their clients, allowing PDEK to get paid. As a result, I was exposed to both internal and external work of consultants, and my research studies the work of technology consultants more in-depth.

**Instruments and Measures**

For my ethnography, I wrote down observations at the end of the workday. I focused on the meetings that I was in, the types of work that myself or my team member was assigned, and other notes about their daily activities or interactions with team members/clients. I had a six-week internship, but notes were taken for about three weeks due to necessary approval beyond site permission. During this time, I was invited to client calls, daily internal standups to sync up on the project, networking calls, and internal work calls to sell more work. The types of work that I typically was assigned included PowerPoint presentations, taking meeting minutes, updating spreadsheets, and general documentation editing.

During the interview process, I used a semi-structured interview guide with opportunities for open ended responses. The guide was a directional approach that I could take to get at the interesting parts of the job and what caused difficulty. The interview was done to understand the experiences of consultants deeper beyond what I observed at the internship. I wanted to hear the “why” behind many of their actions and how they were able to navigate the job they had. The interviews lasted around 30 minutes, with an average of 5-10 minutes chatting and building rapport. Every interview began with asking why consultants chose to be in technology consulting
and where they were in their career, which was especially helpful for those that I did not know personally so that I could tailor some questions specifically to their experiences and their career stage (Appendix A). Questions were mostly open-ended, but for some interviewees, the questions tried to steer towards the conflict and qualms consultants had with their occupation.

After the first round of approval from the Institutional Review Board, I asked my direct manager whether it would be permissible to conduct research through participant observation during my internship. Approval from this step took two weeks, then I noted observations daily for the next three weeks. The data was categorized by the types of work I was asked to do or saw team members do, meetings that I attended, and other notes about the work that the consultants I work with did. Over the course of the weeks, I tried to tie the observations that I had to the bigger picture implications of what was being completed for the clients. Participant observation took place from July 13, 2021, until July 29, 2021.

In all the initial emails that I sent to recruit participants for interviews, I attached my Interview Information Sheet mentioning what the interview would be used for and who should be contacted should questions arise. Emails were sent after IRB approval for an amendment to my original proposal. My amendment stated that I would be conducting interviews with a list of potential questions attached. The proposal was for an exemption that I would not be receiving signatures to signify consent, but rather the Interview Information Sheet would serve that purpose and if any scheduling was done, it was assumed that they agreed to be interviewed and recorded. That document served as initial consent and provided information about my study. The document mentioned that confidentiality would be kept, and consultants that reached out to schedule an interview assumed that they were aware of the implications of the interview.
To recruit participants, I sent emails to those that I worked with or met over the summer through networking events asking if anyone would be interested in participating in a 30-minute interview about their experiences as a technology consultant. Then, for the second round of participants, I re-emailed those that did not get back to me that I had a personal relationship with, and after each interview that I conducted, I asked for potential contacts that I could reach out to. Through the snowball sampling method, a few individuals were already interested in being interviewed, so I followed up with scheduling the interviews.

Due to the nature of the pandemic and the ability to connect from various parts of the world, interviews were conducted through Zoom, and Google Meet when technical difficulties arose. After chatting a little bit, I asked for consent to record the interview once again, which was also mentioned in the Information Sheet. I was the only individual who conducted the consent process. At the end of every interview, I asked for any questions, comments, or concerns regarding my study. Interviews were conducted from October 4, 2021, through November 18, 2021. Interviews were audio-recorded but names were removed for confidentiality.

Using the mixed methods approach, I tried to understand the formation of the technology consulting industry, then get a better understanding of how the aspects that went into the formation of the profession are still in use today, 20 years after the first boom of the technology consulting industry. Combining ethnography and interviews to understand the ways that technology consultants engage in the profession gave me a more well-rounded understanding of not only why certain actions are done, but how they are done in practice. It also showed me some of the regular routines that those in the profession have, even when they might not realize it because it is so routine. I was also able to challenge interviewees to think about what went into their job that they were often unaware of as part of their role.
To understand my research question, I did a mixed-methods analysis of how technology consulting became an occupation and formed its jurisdiction over a separate section of management consulting. To do this, I compared job descriptions of Big 3 strategy firms with Big 4 accounting firms with a strong technology consulting branch. The strategy consulting firms that are being studied are the most traditional forms of management consulting and management and strategy consulting are used synonymously when referring to the profession. I then further looked at the descriptions that consulting companies have for their clients, comparing again the Big 3 firms with the Big 4 firms. The Big 3 strategy firms are the firms that have traditionally been in the management consulting space. They consist of Bain & Company, Boston Consulting Group (BCG), and McKinsey. They have been well known for their services since the 1970s when the strategy consulting industry took off. These three firms were compared to the Big 4, which are historically accounting firms, but now have huge consulting branches that have strategy branches but are more well known for their technology and implementation branches. These four companies are Deloitte, EY (formerly Ernst & Young), KPMG, PwC (Price Waterhouse Coopers). An analysis was done to try to tie what was gathered from the interviews with an analysis of how companies put these ideas into practice.

To analyze the job descriptions and services it provided to clients, I chose to focus on the Big 3 and Big 4 firms. Historically, I have known of the Big 3 firms to be prestigious, difficult to break into, and specializing in strategy consulting. On the other hand, the Big 4 accounting firms are known for their exclusivity in the accounting and audit world, but also their strong consulting branches that many students gravitate towards to complete internships or start full time at. As a result, I chose to study these two types of companies because of their similar prestige, but the types of work that they do differentiating one from the other. I chose to study strategy consulting
companies although my thesis is focused mainly on technology consultancies because technology consultancies came directly from management and strategy consultancies when the use of computers became more widespread. To understand the true vacancies that came out of management consulting that needed a new role to fill, it is important to study management consulting and its molding and development into technology consulting.

When studying the strategy consulting and technology consulting job descriptions, I examined a total of three strategy consulting postings (one from each of the Big 3) and seven technology consulting postings (two from three of the Big 4, one from one of the Big 4). The difference in the number of job postings studied is due to the availability of material that was found. The job postings were located through Google and searching each company’s website. Each company’s website had current postings, but Google turned up job postings from the past year. I focused specifically on job postings for entry-level candidates, those that were going straight from undergraduate to their first job. The client offerings were found on the main page of each company’s website.

Data Analysis

When analyzing data from job listings, I looked particularly for the action words that would indicate what type of work was required, demographic information, and specific skills or technologies necessary. I was most interested in specific aspects of the job listings, rather than broad ideas of what a successful employee would be as well as what was considered essential and not optional for the job. I then isolated those keywords and specific skills and compared them across the different types of companies I was looking at. I did the same thing for client offerings by looking specifically at the key action words that were present in each of the client offerings and comparing that to the companies in the same categories I created. I tried to
aggregate the data by looking at what appeared across all the companies of that type and focused on the keywords and skills that were in most of the job listings and client offerings respectively. I took a holistic approach grouped by company type to analyze job postings and client offerings.

To analyze ethnographic data, I separated my observations into three different categories, meetings, types of work assigned, and general notes about the day or how certain items were communicated during meetings. Then, I looked for repeating items between different days. I also looked at items that were long-term and often took the course of multiple days. I paid most attention to these items because I believed that they would be the most important since most of their time and energy was spent on them.

After conducting interviews, they were transcribed using Otter.ai then I manually went in to fix some of the inaccuracies with the transcript. Every interview was listened to at least once after the interview to sharpen the transcription. After the transcription process, each interview transcript was removed of names for confidentiality and uploaded to NVivo for coding. For the first round of coding, I created some themes that stood out to me when interviewing. I created these codes before the first interview, and after coding a few interviews, when I saw more themes emerge, I added them. As I continued interviewing and coding, I edited the interviews that I already coded based on new themes that I found. After I coded all the interviews the first time around, I printed out a list of the themes that I had and separated the codes into themes.

The themes that I created based on the codes were reasons for wanting to be a technology consultant, the reasons that PDEK or consultants are hired, the necessary skills and what being a technology consultant entailed, and the ways that consultants kept up the excellence at PDEK aside from what their clients wanted. After categorizing my codes into these four categories, I went back, merged, and created new codes to encompass all the big themes. Then, I recoded all
the interviews based on the new codes. Because I was conducting research inductively, I then created a list of four themes that emerged from the codes to try to draw out the interesting points from interviewing.

Using my job postings and client offerings analysis, I pulled out the key requirement and themes that were common within the type of company (Big 3 strategy firms vs. Big 4 accounting firms). For my ethnographic data and interview data, I compared the themes to each other. Using the four themes that I made analyzing the interview data codes, I compared those against the themes I pulled out onto the charts seen in the findings section. Then, I tried to observe if there were any discrepancies and to understand whether those discrepancies were just coincidental or if there seemed to be a reason for it based on the literature. Through this analysis, I focused on seeing what some differences in the employers’ expectations and employees’ actual work were.
Findings

This research centers closely on two linked studies: 1. studying job descriptions that employers put out to hire strategy vs. technology consultants alongside the services they provide for their clients 2. gathering, synthesizing data from interviews of 17 technology consultants and ethnography within a particular firm. The study has found that there are distinct differences between management and technology consulting in the types of skills expected of the employees. Whereas management consulting firms provide general guidelines of the services they provide and expect employees to do, technology consulting is much more specific in their services and requirements, requesting proficiency in very specific skills.

The technology consulting firms that came out of management consulting firms carry along some of the requested soft skills that are necessary for management consulting, but this is seen particularly through the ethnography and interviews, rather than just through job posting analysis. Although there is mention of soft skills in the job postings for technology consultants, it is often listed as a preferred qualification, rather than an essential qualification. Also, because the technical skills are somewhat more quantifiable than soft skills, it often becomes overlooked because it is not written in as lengthy a chunk of text as the technical qualifications are.

In the following two sections, the first section will focus on the findings from the job analysis section, including what I was looking for and what were the distinctive factors from management consulting to technology consulting. The following section weaves together the ethnography and interviews conducted to collect data, while also comparing the findings to the job descriptions and client services. The comparison in the second section is used to be a baseline of showing whether what the company puts out is consistent with the type of work that technology consultants are responsible for, or if it does vary with what is being presented.
The Big 3 consulting firms are known for their expertise in strategy consulting, while the Big 4 Accounting firms’ consulting branches are known for their consulting practices outside of strategy including technology and implementation. Through an analysis of the job descriptions of entry-level employees for both the Big 3 and Big 4 firms, I attempted to understand how technology consulting, an occupation that came out of the traditional strategy consulting, came to form a vacancy and what set it apart from the strategy consulting industry.

**Job Analysis**

<table>
<thead>
<tr>
<th>Job Descriptions – Essential Key Responsibilities</th>
</tr>
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<tbody>
<tr>
<td><strong>Big 3 Strategy Firms</strong> (mostly traditional consulting)</td>
</tr>
<tr>
<td>recommending areas for greater efficiency, measurement, mitigation, management of risks</td>
</tr>
<tr>
<td>performance improvement, due diligence, transaction execution</td>
</tr>
<tr>
<td>working on strategy, business processes</td>
</tr>
<tr>
<td>analyze company, market, other information, financial models</td>
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</tbody>
</table>

When analyzing the job descriptions provided by the Big 3 firms, the job requirements were very broad and brief and often did not provide specific qualifications. These descriptions, although providing a broad idea of the types of work that would be done, did not provide a tangible way to measure whether a candidate would be suited for the role. In the job descriptions
by the Big 3, none of them mentioned specific hardware, software, certifications, or relevant majors. However, all three of the job descriptions put forth mentioned the use of data science or data analytics to make decisions on the best recommendations. This shows involvement of technology in the work that strategy consultants do, although it does not appear to be explicit by stating the exact technology the team will be using or needing to have certain certifications of technology. This is due to a shift in all industries and technology in each of the industries. It is no longer sufficient to not have any technical knowledge and these job ads are indicative of that as even traditional strategy consulting firms use technology to manipulate and understand data.

The descriptions provided also mentioned that all management consultants would be working on a team and could work in various industries, but beyond that, nothing else to evaluate one’s suitability for the role or what one would be doing. As a result, the description of the work that strategy consultants do is very broad is not testable, rather than having a standard of a specific technology or a specific implementation strategy. For technology consultants, the standard of one’s suitability for the job can be easily measured based on the hard skills that a prospective employee has. The work that strategy consultants do is based largely on what others in the firm do, rather than having a standard or certification that can certify one’s knowledge base is wide enough for any work that a consultant may be hired for.

For the Big 4 accounting firms that specialize in all types of consulting including technology and implementation, the job descriptions included various types of work that would be done and gave off the idea that there would be a physical product or prototype that would be present when the task was complete. All four of the companies put out job requirements with recommended majors, minimum GPA requirements, and current class standing. Aside from the soft skills that are mentioned with the strategy consulting firms, the specific technical skills that
were required for the position were also explicitly stated. This description of job requirements shows a minimum expected level of competency required to hire an employee. The restrictions on class year and major were guidelines to filter through candidates, but essentially the main requirements were knowledge of specific technologies, or at least a willingness to learn how to work these technologies. This shows a movement from the jurisdiction of being a strategy consultant to the jurisdiction of a technology consultant, one of being not as rigidly cut out, to much more specific over what employers expect with technology consultants.

<table>
<thead>
<tr>
<th>Big 4 Requested Technology Requirements</th>
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<tr>
<td>Java, Javascript, .Net, Python, C, C++, PHP, IoT development, web development, analytics focused tools and platforms such as SQL, R, Tableau, Power BI, and Spotfire, business process design, or Enterprise Resource Planning (ERP) software, such as SAP or Oracle, or integration tools</td>
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<tr>
<td>Programming in Access, C, C++, Java, JavaScript, .NET- VB.NET, C#.NET -, PERL, PHP, PL/SQL, Python, R, Ruby, SAS, SQL, and HTML or XML; Relational database systems including Oracle, Microsoft SQL Server, and/or DB2; Server operating systems including Windows Servers Linux and/or Unix; Networking technologies including cloud computing, firewalls, TCP/IP, and network security; Application design principals, web portals, and/or packaged web applications; NoSQL, Apache Hadoop and other database management systems; digital and mobile application design and development</td>
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</table>

Even in the strategy positions put forth by the Big 3, two of the three companies wrote a need to work with technology despite the seemingly separate positions. There are no management consulting roles that are now completely isolated from the work of technology consulting, although the work of management consultants may not be as in-depth on the
The strategy branches of management consultancies are the strongest part of the firm, and the base technology knowledge level of each consultant is still higher than those of other industries. However, the time, energy, and emphasis spent on the learning and developing new technology are less based on what is seen in the job postings. This is a key difference between why technology consulting is an entirely new occupation rather than being a subsect of management consulting. One firm wrote that “innovation, data possibilities, risk and compliance” would be emphasized, which are only made possible with the partnership of technology. Another firm explicitly wrote that technology would be used to leverage their goals, especially to bring strategy improvements that would be backed by data. Although the strategy consulting industry came first and set out to be focused on strategy in financial decisions, the changing landscape of technology has pushed companies to hire employees that are competent in not only strategy but also technology, despite how high the prestige of the strategy component is.

Further analysis of the services that consulting companies provide for their clients based on their websites reveal a similar analysis of the strategy firms having broad insights into the types of services they can provide, but technology and implementation consulting firms having more specific expertise in the field of technology. The strategy consulting firms mentioned different ways to improve the client firms but did not give specific strategies that they use or have proven to work. On the other hand, technology consulting firms listed the specific technologies that they are proficient in.

<table>
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<th>Services for Clients</th>
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<tr>
<td>Big 3 Strategy Firms</td>
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<td>Big 4 Technology and Strategy Firms</td>
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</tbody>
</table>
resource allocation, mobilizing change, creative solutions, navigating uncertainty, strategic planning, cultivating value, integrated business-units, divestitures

cloud analytics and AI, cloud business transformation, ERP, SaaS, cybersecurity, AI, blockchain, automation

These firms that have specific capabilities have also reflected their need for employees that are knowledgeable in these technologies through their hiring requests. There is a more specialized nature to the work that technology consulting companies do, as there is a standard of what is considered computer knowledge or not. With strategy, one task can be done in many ways, but a lack of knowledge in a specific technology stops a consulting company from being able to work with anything related to that technology. Jurisdiction for technology consultants lies in its proficiency in technical skills, as outlined in the services consultants provide for clients, contrasting the more general skills necessary for a management consultant. The services for technology consulting clients do not have a huge emphasis on being able to deliver services that are associated with making immediate work easier or addressing emotional work directly, but rather an ability to bring about immediate change through its new technologies. The services strategy clients provide appeal to multiple solutions and ways to go about tasks, but for technology consultants, there is one clear solution, with success being measured by the functionality of technology implementation.

Technology consulting’s emergence from the management consulting industry proves to be one where specialized knowledge has built the new profession. There was a growing need for professionals who know how to manage the technological landscape due to the wide implementation of technology in all aspects of life. In addition, the traditional management consultancies have their sense of professionalism, prestige, and validity as a profession, but
despite attempts to move into the changing technology consulting space, many companies have been unable to do so, such as the Big 3 who are not known for technology consulting but rather their original jurisdiction, creating the need for new companies to fill the void. Other companies that have failed to fully penetrate the technology consulting profession have consulting backgrounds but are not as well-known nor as large as the Big 4 for their technology consulting efforts as they are not differentiated enough between management and technology consulting. The existing management consulting companies are unable to adapt quickly to the technological changes, despite having all the skills that are necessary for being a consultant. As a result, the technology consultants’ jurisdiction hinges on this and leverages the expertise that traditional management consultants do not have, otherwise that spot could be easily filled.

*Interviews and Ethnography*

Through a mixture of ethnography and interviews, I set out to understand the jurisdiction the employees thought they had through the perception of their own work and observing their work. All the assignments that I was asked to help with as an intern involved some sort of visual display, whether that was through a RAID (risks, assumptions, issues, dependencies) log, slide decks, or publishing meeting minutes in a format that was easily understood to members of the client or consulting team. From the job descriptions, this fits most closely with the key responsibility of “project management skills” as visuals are often crucial for project management and ensuring that everyone is on the same page.

Although the employers and services that technology consulting firms provide seem to focus on the ability to apply technical knowledge, the soft skills of being able to effectively communicate information was at times even more important that the actual information itself. Members of the consulting team I worked with was asked by members of the client team to work
out a visual so that it would be more easily understood as a timeline, while having all the information that would be important for clients to reach a shared level of understanding. This timeline was a way to “conceptualize and actualize potential of technology to improve processes” as listed on the job descriptions. The created timeline was worked on and edited multiple times, as this became an important piece of the project management plan moving forward, and it helped to keep the project on track.

**Need to Communicate Effectively**

Seventeen of the eighteen interviews mentioned a need to communicate clearly, including being able to understand the audience and tailoring the information being presented to the audience it would be for. Interviews show that even though technical skills are important, communication skills are even more important, as one with strong technical skills but weak communication skills would typically fit the role of a coder, which would not be the jurisdiction that technology consultants are set out to fill. The coding role of the job fits with the key responsibility of “technology-enabled solutions to bring knowledge, project management, implementation” but the rest of the role of a technology consultant encompasses much more.

Sarah, who has worked at the same company for over seven years as a technology consultant, mentions the following about the difference between those who code and technology consultants:

I feel your technical skills are nothing if you can’t communicate them because you’re not coding.

Despite having jurisdiction that focuses on technology consultants being able to address more technological challenges as compared with those in management consulting, the employees of technology consulting see that there is not entirely an alignment to only focusing on technology. If technology consultants only did what is requested of them by the job descriptions, they would
not fill their entire jurisdiction. When asked what skills were necessary to be successful in the role, Adam, a technology consultant manager of three years restated the importance of communication skills:

Having to be out there from a communication standpoint, it needs to be very clear, concise. The skill of repeating what you understand just to make sure that everybody knows that you also understand what they’re saying is a primary skill you must have.

Adam sees that being an efficient communicator is so important that he mentions this over any other technical skills one can have. Similarly, when being asked about the importance of technological or soft skills, Brandon, a technology consultant of almost 6 years mentioned:

They [clients] want somebody that can communicate everything clearly and concisely and it’s a lot in the delivery. I think the ability to communicate and have the soft skills is way more beneficial in the long run for the career path. It’s entirely communication and a lot of times it’s a miscommunication.

Brandon cites that good client relationships are cultivated by good methods of communication critical for understanding each other and the work that needs to be done. Brandon also mentions that part of his job is not only communicating well but understanding their sensitive points and making sure to speak wisely to not hit the soft parts. Both Brandon and Alex cite the importance of communication, even over the technical skills that they may be hired for because their client relationships all hinge on their abilities to communicate.

Continuing to cite the importance of communication skills, Evan and Lucy mention the specific implications of being able to communicate well. Evan sees communication as a preventive measure to avoid problems, but also as a remedy to problems that may arise from a lack of communication stating:
If you can successfully communicate with people, it will solve so many problems that just don’t need to occur, because most people are reasonable as long as you are able to make them understand what you’re trying to say.

Through Evan’s work, he has seen that through communication he is able to prevent problems if clients are aware of his situation, and everyone is on the same page. He also mentions that a lot of his job is just making sure that individuals that are supposed to be aware of certain situations are aware. He has seen that if he communicates effectively, others can sync up with him. More specifically, Lucy’s job as a technology consultant senior manager requires her to communicate technical matters to her team:

I had to take what somebody on the team was communicating that was a very high-level technical component and simplify it. You need to make sure that as a consultant, you can simplify, but ensure that you’re giving the right context of the message so that the client can mitigate risk and make a best decision not just for themselves, but for their firm. It’s incredibly important that all consultants can do that.

Lucy’s work in a higher position as a technology consultant has required her to understand the technical skills, then synthesize that completely so that she can communicate with the parties that should know it. Her job requires a technical knowledge for understanding, which is consistent with the job descriptions given by companies. She can “collaborate with IT organizations” well, as listed in the job key responsibilities. In her higher position, her technical knowledge base is critical to be able to carry out the other functions of her job, which incorporate much more than her technical knowledge.
When anyone in the client consultant relationship miscommunicates, problems can easily arise that could have been avoided. Richard, a manager, has had experiences where the client and the vendor the client working with could not communicate well stating:

I knew what he was talking about, but the client couldn't really articulate what their need was to the vendor so when they asked the question they gave a pretty vanilla response, where if the client had better explained what they're looking for, what they wanted for them, the answer would have been different.

Richard then had to step in and be the bridge between the client and the vendor, to communicate what Richard understood but the vendor and client could not convey. A time where the client and a consultant at PDEK directly did not communicate well was met with a harsh response. Lucy recounts her experience:

We had a kickoff meeting. We thought it went very well because we had very senior folks. We then said the next step is we're going to have a one on one with the automation specialist overseeing us. While we got on that call, he thought we were trying to harm his career. And that was never the case. It was a tough conversation. It was a miscommunication on the client's part.

When communication does not occur effectively, it is easy to have it backfire. When Lucy and her team thought wanted to help their client, their client saw it as trying to take over, which was not well received. There is very strong importance in being able to communicate, whether it is explicit in the job description or not.

Soft Skills Importance

In addition to a need for high efficiency in communication skills, other soft skills are a requirement for the success of the work of a technology consultant as defined by the consultants
themselves. Fourteen of the eighteen interviews mentioned the importance and effectiveness of having soft skills, and that these soft skills were crucial to continue doing work, otherwise it would lead to an inability for consultants to continue working at the level they have been. When asked to compare consulting roles from other roles, Alan mentioned:

From a behavioral standpoint, I think you have to be more open, more flexible and ready to adapt if you’re going to choose a consulting side.

He notices that there is a difference in the work that he does because of his ability to think on his toes, adjust and not react harshly, and be understanding. The jurisdiction of a technology consultant differs from those outside of technology consulting with the ways that the soft skills are employed to effectively conduct work that those outside of technology consulting cannot articulate well.

With specific soft skills needed to be a successful technology consultant, Erin, David, and Lucy cite the ability to present work, strong emotional intelligence, and ability to understand others as main facets of their jobs. Many of the technology consultants acknowledge that even their most beneficial work in terms of creating technological change is not sufficient. Erin, a technology consultant of six years with a background mostly in business sees that sometimes it is okay for her technology skills not to be as strong, as her business background has taught her how to leverage her soft skills, saying:

We’re selling ourselves, we’re selling our knowledge, so you must have those soft skills to present yourself present your work.

Similarly, David who has worked on many projects as a senior technology consultant and has helped the company sell a lot of work for the team acknowledges that selling work goes beyond the scope of the actual work and mentions:
And without having that strong emotional intelligence, I think it’s quite difficult to be able to sell good work, because we need to build connections with the client. Selling work or helping on the backend with it for those in lower-level positions is the core of how the business continues to build client relationships and make money, essentially perpetuating the life cycle of the company. As David sees that having high emotional intelligence is necessary for the crucial part of his position, this is often overlooked in the job descriptions as a premise for employment but is used so often and necessary to keep one’s job, as continuing to not sell any work will lead to termination of one’s job.

Lucy, who many look up to because she is a senior manager, shares advice to those who are looking to continue in their career saying:

You have to look within and truly understand people. You have to be able to know your audience, your ability to take the room in front of you. How are people going to react, so you know how to run a meeting properly and get the right kind of outcome that you’re looking for the goal of that meeting?

For Lucy, who has continued to move up the ranks as a technology consultant, her personal work philosophy is to always be able to understand individuals that you work with and to think about how they may respond to certain situations. Her leadership style and words of wisdom have exemplified what it means to have strong soft skills, always ensuring that relationships with others are at the forefront of her work. This way of working and always thinking about relationships above all else is not clearly defined in the scope of the jurisdiction of a technology consultant, but it is so crucial that it often sets one apart from another in moving up the ranks. Similarly, Brandon also finds that the way an employee talks to a client is the crucial piece in having a good working relationship stating:
But I think it [defensiveness of clients] really is a testament to people that really have the soft skills, so higher ups, managers, senior managers, partners, etc. usually have to talk the client off the ledge and reason them through and under, explain, and we compromise and it’s just a lot of making people feel more comfortable.

Brandon, also being at the higher level, sees that there is so much importance in being able to employ soft skills well to maintain good relationships, help clients feel comfortable with the consultants, and most effective ways to work with others. Overall, good client relationships lie more in the ability to be a team player than the ability to technically outdo others.

Communication and soft skills are two of the traits that are defined as necessary for consultants, but not necessarily detailed out in the key job requirements when employers list out what they look for in consultants. While the jurisdiction of technology consultants is more explicitly centered around technical skills, the actual jurisdiction lies in the blending of technical skills with ability to communicate effectively and use soft skills. While employees are trying to communicate with their clients of the value add they can provide, others prepare slide decks that specifically get at the possible improvements consultancy can do for the client without putting down the client’s company. Consultants must balance well the thin line between being able to show the value added while not tearing down the work that the clients have done well. Team members need to develop a clear understanding of the client, their processes and willingness to change, and incorporate that with their own ideas and desires to bring more work to the company. This is an important use of soft skills where team members toggle between the various nuances of their work and client’s desires.

Overall, the jurisdictional vacancy of technology consultants out of strategy management consultants is through its technical skills. After clearer analysis of the jurisdiction that
technology consultants have through the interviews and the ethnography that I conducted, the actual jurisdiction of technology consultants is from the skills technology consultants must employ that are not specifically the vacancies that technology consulting was created to fill. The job postings that mention some key responsibilities often overlook the skills that make technology consultants successful. While a knowledge of technical skills is highly important for the field as one of the main competencies, lack of communication and soft skills also mean a lack of success in the technology consulting occupation. The creation of the jurisdictional vacancy of technology consultants and the way that technology consultants use their jurisdictional vacancy are not the same and studying these two ideas proves that there are nuances to an occupation that cannot be seen explicitly.
Conclusion

Discussion

Technology consulting is a growing industry and takes a large portion of the revenue generated by the corporate sphere today. Not only is there a lack of updated research on technology consultants, the type of work that they do, and their emergence, but there is also no information on what sets technology consulting apart from other fields. This study has a few points worth noting. First, technology consulting emerged from management consulting, where it takes some of its jurisdiction from, but also fulfills the vacancy created by the mainstream use of emerging technologies (Nolan and Benningson 2002). Second, employers of technology consultants and the actual jurisdiction that technology consultants have day to day have some differences as seen through ethnographic and interview data, compared to job ads.

Technology consultants came out of management consulting companies but filled a new jurisdiction as technology became more mainstream and companies began desiring knowledge of how to work technological systems along with implementing technology to solve problems (Abbott 1988). This extends Abbott’s literature and proves that when certain external forces open new areas of work, the existing jurisdiction is either altered or disappears. For technology consulting, a new jurisdiction came about. Because technology consulting emerged from management consulting due to a need for technical knowledge, it is expected that technical knowledge combined with some of the traits of management consulting are all that is in the field. It has been proven that this new jurisdiction has its culture while adopting some existing behaviors of management consulting, such as soft skills, although employers may not be totally prioritizing that in hiring.
When technology became so widespread that work was no longer possible without the use of technology, the field of technology consulting emerged, as there was a need for specialization in technology while still being able to continue the tasks that consultants were traditionally known for doing, giving advice, assisting companies, and providing more bandwidth (Kipping 2011). Kipping’s literature mentions that new occupations will have their own sense of professionalism and image, and this is seen in the new jurisdiction they were known and hired for along with the culture that the company created for themselves. They no longer fully adopted the management consulting culture and had a set of specialized tasks. As these companies emerged, so did the need for a specialized jurisdiction that would set technology consultants aside from any other fields, further supporting Abbott’s ideas that professions cannot stretch indefinitely and therefore vacancies will create new jurisdictions (Abbott 1988). Although this field was initially created to focus on technological capability, the skills that technology consultants needed to be successful expanded beyond technological expertise.

Employers of technology consultants continue to focus on a technological expertise especially in their hiring practices and available services to clients. However, there is also a need to be able to employ communication and soft skills, otherwise technology consultants cannot carry out their job responsibilities fully. Technology consultants have a jurisdiction that extends beyond their explicit job role, their occupational mandate, and especially as technology consultants continue to progress in their careers, more and more their ability to work well by employing interpersonal skills becomes a factor of differentiation among other employees. This agrees with the literature that recent occupations have found emphasis on values over skills and expertise (Fayard et. al 2017). Although technology consulting is not entirely new, it is newer than management consulting, and it has been seen that the emphasis on values in the quality of
work produced is a strong indicator of the success of technology consultants. The research gathered from the study can be used to fill in gaps on the existing information about technology consultants, both to understand the ways that jurisdictions and vacancies work, but also to understand the field of technology consulting as a whole and what it entails.

**Limitations**

This research study has limitations. Drawing data from one specific company and only being exposed to a minuscule fraction of the number of technology consultants whether through my ethnography or my interviews, this sample is an even smaller proportion of the total number of technology consultants. During my ethnography, I was only exposed to one team, and within that team, I only worked closely with two members, but even in my work with them, I was not allowed to experience all that they did day-to-day as it was beyond the scope of my knowledge as an intern. With the interviews, those that consented to the interviews all had some level of flexibility with their schedule and were established enough in the firm that they were confident that participating in the interview would not jeopardize their position. I came across some that I was interested in interviewing that never got back to me because their schedules were too busy, or some that were not sure if it was under company policy to be interviewed. As a result, my exposure to technology consultants was very limited by who I could interact with.

When conducting the job analysis, there were limitations in a lack of direct comparison between ethnography and job analysis. The job analysis was done on all entry level positions, but no one that I interviewed was at the entry level position. The choice to study entry level job positions was to ensure that I would be able to find information for all the companies, as companies may not always hire for experienced talent, but based on the time of the year, there will always be hiring for entry level talent across various companies. A more thorough study
where the qualifications and work are more lined up would be a better study to compare the true
occupational mandate differences.

Another limitation to the study was the time that I had to conduct my interviews. I wish I
could have gone back and reinterviewed after the first round of interviews, finding out what I
had. After looking back at my research, I failed to address particularly the differences that
technology consultants saw in their work compared to those of management consultants, rather I
conducted my research regarding their day-to-day and what made their occupation unique on its
own, rather than compared to the occupation it came out of. Acknowledging my own bias of
working for a technology consulting firm, I carried into the research my own reasons of why I
chose to work in technology consulting and not strategy consulting, a field I have considered.

Future Research

My research has barely touched the surface of studying technology consulting from the
lens of emerging occupations. There is a lot of potential for further research including studying
the ways that professionalism continued to be leveraged after separating from the existing
occupation, how emerging occupations continue to build their knowledge base, how students can
adapt to fields they are interested in, and how management consultants can retrain to have skills
relevant to emerging occupations. Although this research focuses on emerging occupations, other
aspects of technology consulting: its appeal, barriers to entry, and actualized benefits for clients
that other professions cannot provide would be interesting to study. There is a lot that can be
expanded on from this study that can provide a clearer picture of what the technology consulting
field looks like.
Appendix

A- Interview Guide

Introduction about me: I was a technology consulting intern this summer working on a financial services client. Throughout my internship this summer, I was able to observe how technology consultants work and some of the skills they employ to be successful. At school, I am a sociology major and as part of my senior year, I am writing a thesis to try to understand technology consultants better.

Intro prompt: The purpose of my research project is to better understand how technology consultants maintain two roles as both an employee of the company that hires them and at the client’s company. So, with your consent, I’m going to ask you questions about your experiences as a technology consultant, how you balance internal and external work, and, more broadly how your job is used to bridge differences between business and technology subject matter experts.

1. Becoming a Technology Consultant and General Sentiment
   - Why did you choose to be a technology consultant? How did you get into the field?
   - What draws you in to the field of technology consulting rather than being solely focused on business or solely focused on technology?
   - Why did you choose to work for a consulting company rather than internally at another company?
   - Do you enjoy your work as a technology consultant? Have you considered switching to another field?
   - What do you like best about being a technology consultant?
   - What are some pain points or things you found annoying about being a technology consultant?
2. Technology Consultant Roles/Skills

- How has communication played a role in what you do? Would only being technologically inclined be enough for your role?
- Have you ever had difficult interacting with them or getting your point across? How did you resolve that?
- Have you seen your work evolve as you move up the hierarchy and how do you manage those differences?
- Do you still need to keep up with your team at EY and how do you do that?
- How do you manage essentially working for two different companies?

3. Client Work

- Why do you think clients hire you? Why do they hire EY?
- How do you learn the technology you need to work for the client?
- Do you think you can be successful if you focus solely on client work? Or does it take more than just doing client work?
- What types of work are usually assigned to you by the client?
- How do you prioritize between internal and external work?

B- Interview Classification

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References


