

Project Staffing

In the early days of our corporate governance work, staffing considerations operated on a different set of assumptions—and different budgetary strictures—than today. Indeed, the jury is split on the question of whether a small core staff is ideal or whether a larger in-house team works better. To some extent, the answer to the numbers question is no longer relevant: moving forward, the model of project staffing that is described in our first SmartLesson here is simply not realistic today.

Nevertheless, getting the staffing right is critical to the success of a corporate governance project. As with other aspects of this work, what it means to get the staffing right will vary from project to project, and from country to country.

For instance, in countries where corporate governance is not developed at all, and the market is not sophisticated, it may be important to engage a full-time project manager. If there are several countries in the region with similar levels of development, it may be possible to appoint a single project manager who supervises all the activities, supported by team leaders on the ground in each country. Of course, cost, scope of work, cultural nuance, and capabilities all play a role here as well.

The SmartLessons in this section go beyond the numbers question to provide some guidance on the kinds of qualifications that are needed to help ensure maximum project impact.