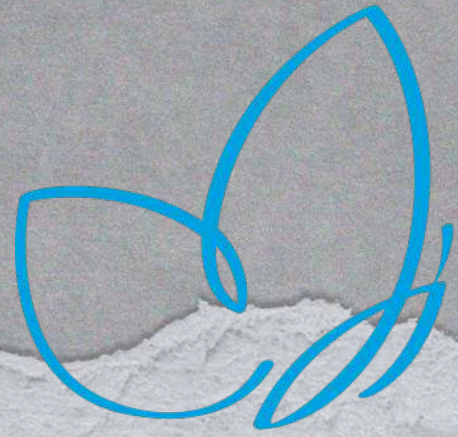


**The Sixth Form of Art
In The Business World**



SHAPARAK

The **Sixth** Form of Art In The **Business** World

**Show industry and consulting management
industry,**

**"coincidental similarity" or "defined and
repeatable patterns"?**

Sixth art

An excuse for a comparison

March of 2022, in the middle of the last busy days of the year at Blue Butterfly consulting management Company. From Farmaniye Street and Bam Brand Center Tower to Karimkhan Street and Sepand theater. From the world of business meetings with small, medium and large business clients, preparing presentation slides and solving complex business problems as a daily matter, to the heart of Tehran. A place where theaters and cozy cafes host tired minds from a stressful work day. Now the management consultants team of Blue Butterfly is watching the play "Reading Chekhov under the supervision of the representative of the Russian Federation", designed and directed by Ashkan Khatibi; Without knowing that on another side of the city and in a completely different atmosphere, an event very similar to the daily activities of this team is growing.

It seems that the important point of the business world is the consulting management industry. An industry that can be effective in the role of the sixth art of the business world in close interaction with the leaders and senior managers of businesses.

Show industry and consulting management industry, "coincidental similarity" or "defined and repeatable patterns"?

The important class of the seven arts can be defined as its sixth class. Drama is an art that has made good use of the arts of its lower classes. While watching a show, you are faced with the product of the author's mind as an artist of the fifth class, which is literature. The music from the first class puts the spirit into the body of the scenes. The scene itself is the result of the efforts of the artist of the fourth class. And outside of the show, the photographer who tries to capture rare frames of the details of the actors' performance from the darkness of the hall, is the representative of the third class of the seven arts. It seems that the show has gathered all the arts of its previous classes for a specific purpose, that is, "to have an effect on the audience from a close distance".

At the same time, the show is the solid foundation of the classes above it. The seventh art, cinema and new modern arts such as interactive and multimedia arts are created and developed from the heart of this class. You must have heard this cliché saying that the greatest actors of cinema cut their teeth on the theater stage. It seems that the show is placed at a point of the art building that is both inclusive and comprehensive and is a classic watering hole for modern arts. A place that has history and dignity. On the other side of this building is the business world building. An endless world that may look more like a skyscraper than a normal building. It seems that the glass and high-speed elevator of this skyscraper, which connects the multitude of floors and office units, is the consulting management industry. The movement in this skyscraper without this elevator is disturbed and loses its flow.

It seems that the important point of the business world is the consulting management industry. An industry that can be effective in the role of the sixth art of the business world in close interaction with the leaders and senior managers of businesses.

Focusing on human resources. A repeatable pattern for impact in the business world

In the seven arts building and the skyscraper of the business world, everything is defined in a common property: "Human resources!" It's no secret that business success in today's world revolves around people, not physical assets. In most industries, human resource costs are much higher than other costs. Perhaps the most obvious example is that today, companies such as Microsoft, Google, Oracle, KPMG and McKinsey are different from other traditional companies focused on physical capital (PCI*) by focusing on their new business model. The attitude towards human resources is the main factor of difference between the business models of these companies and as a result the main factor of the difference in the level of success achieved.

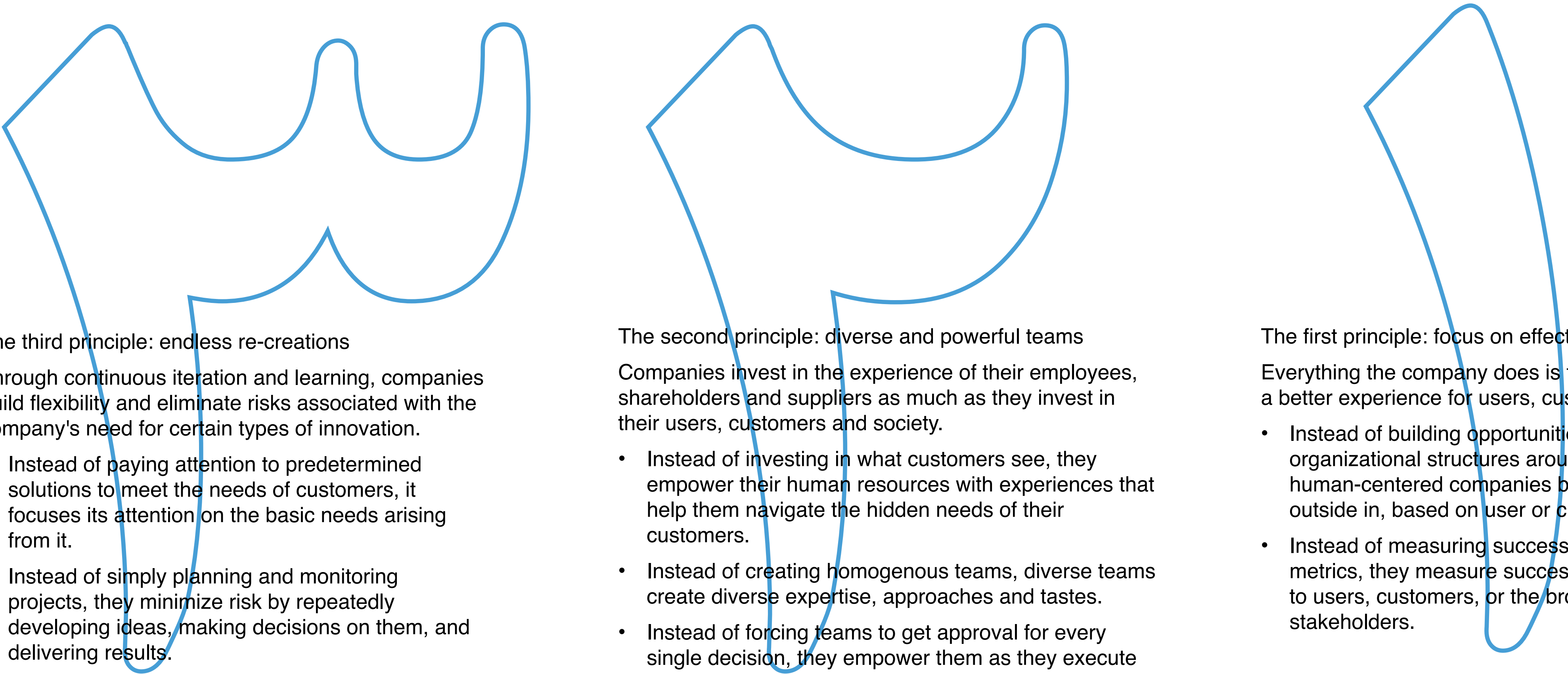
The physical resources that traditional companies depend on can no longer play a role as a competitive advantage. In contrast, large amounts of high-quality human resources have become an incomparably vital resource in emerging human capital-intensive enterprises (HCI**). HCI companies center all their actions around their people and organizational innovations, and use people in their purest form in the organization. The main focus of these companies is to create a better user experience on their main resources (human resources), and at the same time their training and development with the least possible risk. A focus that paves the way for more resilience and increasing personal capacities in the company's people.

Human Capital Intensive



Companies focused on human resources

Businesses in which the main core is human resources, actively apply the following principles in their executive structures:



The third principle: endless re-creations

Through continuous iteration and learning, companies build flexibility and eliminate risks associated with the company's need for certain types of innovation.

- Instead of paying attention to predetermined solutions to meet the needs of customers, it focuses its attention on the basic needs arising from it.
- Instead of simply planning and monitoring projects, they minimize risk by repeatedly developing ideas, making decisions on them, and delivering results.

The second principle: diverse and powerful teams

Companies invest in the experience of their employees, shareholders and suppliers as much as they invest in their users, customers and society.

- Instead of investing in what customers see, they empower their human resources with experiences that help them navigate the hidden needs of their customers.
- Instead of creating homogenous teams, diverse teams create diverse expertise, approaches and tastes.
- Instead of forcing teams to get approval for every single decision, they empower them as they execute and implement their decisions.

The first principle: focus on effectiveness and results

Everything the company does is focused on creating a better experience for users, customers and society.

- Instead of building opportunities and organizational structures around internal factors, human-centered companies build them from the outside in, based on user or customer needs.
- Instead of measuring success by internal company metrics, they measure success by metrics related to users, customers, or the broader community of stakeholders.

How to have a company with this approach?

It is often seen that companies apply "Design Thinking" in their procedures to become human-resource focused companies: a structured approach to help teams deliver "Human Centered" results. On the other hand, most companies that start down this path with design thinking transformations don't succeed! Of course, this does not mean that the spirit of these efforts and its underlying approach have led them astray. What is misleading is the common belief that if we have human resources that specialize in design thinking approach and expertise, then we will be successful in becoming a human-centric company!

When in reality, we will only reach such an approach from creating the insight of human-centered thinking as an organizational culture.

Consider a theater director preparing to perform a play. Team guidance and preparation sessions and practice performances of the show are as important as perfect performances in the official nights of the show. The director must lead his actors during rehearsals in such a way that in the main performances without his presence, each of them takes the leadership role to advance their character and the show and as a result of team work and also individual actors as independent identities, in shining together. On the other hand, the supervisor of this drama group should maintain the cohesion of this team for other joint projects and use the experience of this team work and the coordination created for the next projects of this group.

The observation of thousands of design thinkers also confirms this experience. In hundreds of different job positions, from two perspectives similar to what was mentioned in the show, successful behaviors to transform the company into a company with a focus on human resources are divided into four ways. While human-centered design thinking plays a key role in this, creating a sustainable culture of human-centered outcomes requires all four of these behaviors. More importantly, it is important to understand that these practices must balance each other. Over-commitment to one of these four practices will reduce efficiency, and the lack of any of the four will weaken the company's ability to effectively implement other practices as well. These methods can be seen from two perspectives.

What does experience say?

the perspective of focusing on the executive level of activities

Team-level activity
Activity at the organization level

the perspective of focusing on abilities and results

Focus on external results
Focus on internal capability

Focus on internal capability	Focus on external results
<p>Team management:</p> <p>Ensuring a team is trained effectively and efficiently to achieve sustainable results.</p> <p>This requires constant communication with the team leader to ensure the right people are being talked to at the right time.</p>	<p>Presentation of results:</p> <p>Providing conditions for people to deliver results, at high speed.</p> <p>People need to achieve tangible results faster in order to see legitimacy.</p>
<p>Changing conditions at the macro level of the organization:</p> <p>Creating stable organizational conditions in order to create conditions for people's growth.</p> <p>Companies are mostly resistant to change. To create a sustainable organizational culture where the results and growth of people are highly important, it is necessary that the main leaders of the organization have the ability to bring about change in the entire organization.</p>	<p>Investing in opportunities:</p> <p>Taking advantage of opportunities to deploy and lead teams to see their results align with company goals.</p>

Activity at the organization level

Table number 1

Synergistic relationship between these four methods

Presentation of results:

- Delivering results sets the course for effective team leadership.
- Delivering results increases the rate of return on investment on opportunities.
- Providing value results to changing conditions at the macro level stabilizes the organization.



- Team leadership helps deliver unified results.
- Team leadership increases the rate of return on investment on opportunities.
- Leading the team helps to provide executive solutions in response to changing conditions at the macro level of the organization.

- Investing in opportunities defines the essential elements of project progress to deliver results.
- Investing in opportunities defines the essential elements of project progress to guide the team.
- Investing in opportunities determines the importance of changing conditions at the macro level of the organization.

Changing conditions at the macro level of the organization:

- Changing conditions at the macro level of the organization can be effective in increasing the ease of presenting results.
- Changing conditions at the macro level of the organization helps to provide executive solutions in response to team guidance.
- Changing conditions at the macro level of the organization reduces the risk of investing in opportunities.

Two industries, one approach

Let's go back to comparing the show and the world of management consulting. What makes human resources shine in both places is the "performance" of the team members on the stage that the customer is watching. Whether the customers are audience sitting in theater seats, or senior business managers sitting in office chairs, around the conference table of a consulting management company, to hear the report of the team of consultants.

In the following, we will examine the methods and examples that can be used to obtain the best rate of return on investment from the main investments of HCI businesses based on the performance of people. This section will proceed by examining a similar attitude in how to use human resources from two different industries and establish correspondence between these two industries.



The similarities of these two industries

Below is a list of the common skills of the actors of these two industries in terms of the capabilities required by human resources. This list will help you know how many of these skills and characteristics in the actors of these two industries have led to the transformation of these industries into industries focused on human resources.

- Verbal communication skills
- Creative problem solving ability
- Motivation and commitment
- Willingness to cooperate
- Ability to work independently
- Time budgeting skills
- Creativity
- Compliance with time commitments and immediate action
- Accepting the rules
- Ability to learn quickly and correctly
- Adaptability and flexibility
- Ability to work under pressure
- Personal discipline
- A goal-oriented approach to work
- Focus
- Sacrifice
- Willingness to accept responsibility
- Leadership skills
- Self Confidence
- Enjoy the work
- Accepting disappointment and being able to bounce back



Consulting Management Industry

Large consulting management companies in the world have usually tried to advance their projects and make them successful by attracting people with experience in large companies and senior management experience. Due to its basic needs, this industry is considered one of the HCI industries from the beginning. But the way of leading the team as well as investing in opportunities in this industry is tied to the recruitment and employment of people with academic titles. Companies active in this industry define and implement consulting management projects for their clients based on the titles and academic records of their human resources.



On the other hand, considering the characteristics of this industry, attracting and employing the right human resources, in the right place, is one of the biggest challenges for people in this industry. People who have a common language, a spirit suitable for providing customer service, creative problem solving, a spirit of teamwork and a culture suitable for the company.

In recent years, Blue Butterfly Consulting Management Company has established a new method in Iran's consulting management industry and has provided a creative approach to respond to this basic need in the industry. An answer that, in addition to Blue Butterfly, has benefited all people active in this industry, and consequently all Iranian businesses, and has contributed to the revival of Iran's consulting management industry. On the other hand, the traditional approach has redefined the type of dependence on human resources with academic records.

By holding training courses, Shaperak School has taken steps to cultivate professional consultants in the Iranian market and familiarizes people interested in this industry with the language in the industry, dos and don'ts, and operational and professional methods. This school fulfills its mission while redefining the correct way of looking at business issues, providing creative and flexible tools to solve management issues, providing operational solutions and finally the way to implement these solutions.

In the meantime, inside the company, with the arrival of graduates from different school courses, consulting management projects were defined in a new style. A new method of operation called "multi-objective Engagements" *MOE; A new look at how to do consulting management projects. With the help of novices and graduates of Shaperk School, Blue butterfly has brought spectacular results to its customers. This new approach has helped Blue Butterfly to provide executive consulting to small and medium

enterprises (SMEs) to transform their business into a scalable business. The result of implementing the MOE approach is the significant growth and transformation of these businesses into scalable businesses.

Until the publication of this report, more than 400 people have participated and graduated in this training-operational course.

Blue Butterfly Consulting Management company is proud to work with a large number of graduates of Shaperak School.

Structure of

MOE projects

The consulting management industry is a back-and-forth movement in all classes of the business world. It knows both the financial world and marketing and sales, human resources and organizational management, branding and supply chain. All the experts and consultants in the mentioned fields have used this elevator many times and have artistically kept the flow of the business world alive in this skyscraper.

Unlike large companies and holdings that have been structured over the years and

have organizational units with specific and defined specializations, small and medium-sized companies (which are often run by families) do not have a specific executive structure or have a limited executive structure. In connection with these companies, the presence of consultants in various specialties has become a requirement.

After a lot of study in Blue Butterfly company, the following two issues were identified as the main points of focus for the growth of this category of

businesses, on which the operational basis of the structure of MOE projects is based:

1. Creating a scalability infrastructure
2. Income growth and profitability

By defining MOE projects, Blue Butterfly Consulting Management company has designed the growth and scaling scenario of companies at the same time, with the definition of infrastructure projects and with the process defined for the implementation of these projects,

within a short period of time (1 to 2 years depending on the starting point of the business) develops the infrastructure of the company and increases their income and profitability. In this way, it provides an executive response to the two main factors of scalable growth in these companies.

By defining MOE projects, Blue Butterfly Consulting Management company has designed the growth and scaling scenario of companies simultaneously with the definition of infrastructure projects.



A chance to shine

In most consulting management projects, there is a specific executive team structure as follows:

- Senior Project Manager (ED*) who is responsible for delivering the original result.
- Project Manager (EM**) who is responsible for team administration and client management and all major communication between project stakeholders happens through this person.
- The team of consultants (Consultants and Associates) is responsible for collecting information and preparing documents and does not have a direct impact on the problem solving process. In addition, this team is usually present behind the scenes and their final output is presented to the client by the project manager.

This structure also exists in Shaperk company, with the difference that in MOE projects, the role of consultants has changed and these people get a chance to shine.

The structure defined by Blue Butterfly for these projects is as follows:

A team of consultants

In these projects, although the macro solution and the statement of the main problem have been provided to the team, but under the guidance of the project manager, in addition to gathering information and preparing documentation, the team also plays a role in the problem solving process and can present its assumptions during the problem solving process. The consultants present the results of their work to the client under the supervision of the project manager and the quality assurance and project output manager.

Project managers

One or more projects may be assigned to a project manager. Project managers are responsible for guiding the team of consultants to achieve the defined goals. In a project with an MOE structure, a large number of sub-projects are defined, which are progressed by parallel teams. A person can play different roles in different projects of the same MOE. In this structure, the project manager is responsible for the final output of each project.

Delivery and quality assurance manager (*DQAM)

This person knows about all the projects and what the output of each project is and what is the position of the project team in delivering this output. The goal of the delivery and quality assurance manager is to ensure that the project's major goals are achieved. Based on the goals set for each project, he selects the project managers with the help of the senior project manager and determines the role and scope of each one's duties. This person is responsible for managing all project implementation factors in order to achieve the project goals.

* Delivery and Quality Assurance Manager

Senior Project Manager

He is responsible for coming up with solutions and defining growth and scalability projects. This person has a lot of executive and management experience that helps to analyze different aspects of his client's business and defines the most suitable projects for them. This responsibility, depending on the type and size of the project, is led by the partners or senior consultants of the company.

Now the team of Shaparak management consultants is watching the show "*Chekhov Reading Under The Supervision Of The Representative Of The Russian Federation*", designed and directed by Ashkan Khatibi; Without knowing that, on the other side of the city and in a completely different atmosphere, an event very similar to the daily activities of this team is happening.

In Blue Butterfly Company, although the responsibility is for the managers, the platform is defined for the consultants in a way that they can experience growth in the environment, understand the challenges of the project and with the support of the project manager, present their skills. Consultants in this style of projects may be involved in several projects at the same time and play a different role in each one of them. Guided by the senior manager of each project, the consultants quickly align with the project environment and create the desired result based on the project goal.

MOE is a scalable style;

To deliver amazing results with ordinary people

MOE projects structure is a scalable solution for all industries. In every company and industry, it is possible to achieve incredible results with the presence of a few experienced people and the recruitment of young and new employees and their proper guidance. This problem significantly solves the issue of human resources in various industries and has a significant effect on the fixed cost of organizations.

چخوف خوانی: زیر نظر نمایندہ فدراسیون روسیہ

Not long ago, there was a show that followed the exact pattern. The actors of this theater were all newbies and at the same time talented people who appeared in many scenes with proper guidance and shone well. In the following, we will examine the compatibility of this particular attitude to human resources in HCI industries.

The structure of The “Chekhov Reading Project Under The Supervision Of The Representative Of The Russian Federation”



The performance of *Chekhov Reading Under The Supervision Of The Representative Of The Russian Federation*, produced, directed and designed by Ashkan Khatibi, was extended for the third time in April 1401 and was performed. A play based on plays by Michael Frayn, co-authored by Ashkan Khatibi and Omid Sohrabi and translated by Shahram Zargar. This play has been staged with a young group without the presence of professional theater actors and has been a brilliant performance.

This young group is the result of almost four years of training and practice of Ashkan Khatibi with art scholars and theater enthusiasts in the form of Charpayeh Institute. In response to the reason for not using professional theater actors, Ashkan Khatibi says: "What I had in mind was possible only by using the children of the group. These two shows should have proceeded in the same way, and I think the desired and anticipated result has been achieved."

What is clear is: Ashkan Khatibi's concerns about the young generation and finding talented and interested people to play a role in this industry, which is one of the industries focused on human resources. Now, considering that we have a team of talented and capable people, but not very professional, how can the result be brought to the stage in the form of a perfect and successful show? Our investigations on the role-playing of people in this show and the way of presenting a unified output on the stage, show interesting similarities with Shaperk's approach to role-playing in consulting management projects.

Imagine *The Performance Of Reading Chekhov Under The Supervision Of The Representative Of The Russian Federation* as an MOE that there are various sub-projects in it; Projects such as multimedia design, advertising, etc. The goal of this MOE is specifically to perform a perfect show with the help of the team.

The scene, the dramaturgy of the show, costume design, acting, supplies and logistics, and the production of executive content are capable of it. Breaking this goal into smaller projects helps to make this goal easier and more achievable.

The structure defined by Ashkan Khatibi in the show industry:

Actors and executive agents

Actors, stage and costume designers and etc., can all express their opinions in the sections related to their activities, according to the wishes of the main designer, and implement them; But the final task that needs to be done in order to achieve the desired outcome is the responsibility of the designers and it should be aligned with the director's wishes. The output of all the activities of these parallel teams, in the form of a complete show, is staged by the director, using the dramaturg's control tools.

Designers

The group of designers defines operational projects according to the needs defined by the director, writer, or dramaturg. These projects are aimed at achieving the main goals of the definition, and each one is carried out by experts in that field. Examples of these projects include scene design, costume design, light design, motion design, and even show design. All these operations are carried out in parallel by related teams.

Dramaturg

The dramaturg is actually a translator of the content of the play text. With a proper understanding of the play and even the author, the dramaturg prepares a text according to the director's needs and concerns, and along the way, ensures the compatibility of each of the controlled components with the director's wishes. The fact that time and place change in dramaturgy actually depends on what the director wants. We must make it clear that dramaturgy happens in the text and performance and is different from things like mere rewriting.

Director and writer

Let's assume that the author and director of this work, as the senior project manager, has executive records and previous experiences, and has the task of designing executive solutions and solving the main issues to reach the defined goal. The senior project manager acts like a director and writer and designs the main scenarios. In this structure, the director of the show plans the progress of the project by determining the sub-projects and choosing the people who should be responsible for each of these sub-projects.

According to the definitions of responsibilities in two industries, it is possible to observe their one-to-one correspondence:

Actors and executive agents
A team of consultants

Designers
Project managers

Dramaturge
Delivery quality assurance manager (DQAM)

Director and writer
Senior Project Manager



The last scene

What was reviewed in this report, is a comparison between two industries focused on human resources. Two industries that are very different in appearance, but their similarities and the structure of carrying out projects, according to what we examined, show that such industries have the potential to shine and have an impact on their surroundings.

Blue Butterfly Consulting Management company started its activity in 2010. Since 2016, this company has tried to contribute to the maturity of this industry by establishing Blue Butterfly Consulting Management School.

Today, Blue Butterfly company provides services to its customers in the form of three departments: management consulting, Shaparak school, and application.

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