

# Internal Consulting Skills

## Customized Course Overview



*How detailed are agreements with internal clients?*

*Do your consultants routinely use templates to ensure clear communications?*

*What steps do they consistently follow throughout the consulting process?*

*How do your consultants build buy-in and manage resistance? Do all of them handle these common roadblocks in a similar way?*

*How is consulting success measured and communicated?*

Right now, your staff are using some consulting best practices. But which ones, when?

### Why Customization?

We tailor our training to fit the needs of your learners instead of taking your consultants through an off-the-shelf program that contains elements that are at best redundant and at worst inappropriate for your environment. So we begin our engagement with an audit that includes:

- interviews with a range of consultants
- a survey of all participants (and some internal clients if appropriate)
- an overview of suggested learning outcomes with our primary client to ensure the customized agenda meets expectations and non-negotiables

We then choose from an array of tools and techniques to support identified needs within the framework of the six-step consulting process.

The audit process provides on-target learning that respects the skills consultants already use and builds buy-in by allowing consultants to be a part of the development process. Often, issues that may be outside of the scope of training but deeply affect performance are uncovered through the audit and shared with clients as well.

### Course Methodology

Internal consultants are being asked to take on more and different types of assignments, often requiring a high degree of influence but little to no direct control. This workshop gives consultants the skills, tools, and practice to transition to becoming a trusted advisor to your internal clients.

Our Internal Consulting Skills Workshop employs a hands-on, experiential learning format. It utilizes a case study, role plays and group discussions throughout. The result is a fast-paced and practical session that helps participants build their consulting skills one step at a time.

### Participants leave this course with:

- Facilitative tools and techniques for assessing a client's needs and capabilities
- Strategies for building rapport and client commitment
- Techniques for helping a client identify goals and expected results
- Skill in interviewing and negotiating the role
- Practice in defining the consulting assignment and writing clear project guidelines
- Awareness of the obstacles to completing the consulting assignment on time, and strategies for handling common problems
- Methods for evaluating the consulting assignment
- Insight into personal strengths and areas for improvement



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## Sample Workshop Agenda

### Day One

#### Introduction

- Workshop Introduction
- Workshop Objectives
- Content & Course Design, Housekeeping
- What it Means to Be an Internal Consultant

#### Warm-Up

- Partner Role Exploration Interviews
- Variable Roles of the Consultant Exercise

#### What It Takes!

- Fundamental Consulting Skills
- Engagement Questions
- Internal Consulting Power

#### The Client

- Understand Your Clients DNA
- Your Plan to Develop the Client Relationship

### The Six-Step Consulting Process

#### Overview: Six-Step Consulting Process

#### STEP ONE - CONNECT

- Practicing the Outcome Frame

#### STEP TWO - AGREE TO THE WORK

- Understanding the Presenting Problem
- Entry Meeting: The Client Approved Agenda Exercise

#### Exit Survey/Homework

### Day Two

#### Recap of Day One and Warm-Up

#### STEP TWO - IDENTIFY DIRECTION

- Letter of Understanding
- Assessing the Balance of Responsibilities
- Negotiate a Deal: Defining Interests and Preparing for Negotiation
- Clarifying Interests (Negotiation) Exercise
- Initial Contracting Negotiation Simulation
- The Iron Triangle

#### STEP FOUR - ANALYZE PERFORMANCE TO FIND CAUSE

#### STEP FIVE - DESIGN & DEVELOP SOLUTIONS

- Impact Versus Effort Exercise

#### STEP SIX - Contract Fulfillment

- Leading Change Appropriately
- Fair Process Planner Exercise
- Getting the Client to Sign Off - MOU Exercise
- What does DONE Look Like?
- Identify & Deal With Resistance Exercise

#### Overcoming the Challenges of Consulting

- Plan for Handling your Consulting Challenge Exercise
- Handling Common Moments of Truth Simulation

#### Closure Activities (contingent on time available)

- Readiness Checklist
- Consulting as an Opportunity for Change - Your Personal Commitment For Change

#### Evaluation & Adjourment

Note: Agendas are tailored to consultant needs, based on the findings of your organization's audit.

