

CONSULTING SKILLS

Overview

Learning how to consult to others may be as critical as knowing how to perform your own work in today's networked world. Professionals across a variety of industries are increasingly being called upon to act and serve as internal consultants within their organization. Consulting extends well beyond the domain of those who identify themselves as consultants, and extends throughout organizations on an informal and formal basis. In its more challenging version, consulting requires the ability to build a trusted relationship and provide advisory services to others.

Learn the critical roles a consultant must play (from **Linkage's Compleat Consultant Competency Model™**). And learn how to consult effectively from experienced consulting professionals who have developed a systemic and trusted process to construct, contract, engage, and measure consulting relationships all the way from concept to measurable results.

Who Should Attend

Professionals from any industry or function, including HR and OD; and professional consultants with less than 5 years of active internal or external consulting experience

Benefits & outcomes

- Frame consulting projects and contract to engage participants from the start
- Communicate to enhance influence and credibility as a consultant
- Identify and overcome natural hurdles in the consulting process and relationship
- Debrief and refuel yourself for the next consulting challenge that comes your way
- Introduce mutually agreeable criteria for success from the client's standpoint to demonstrate achieved results

Program Curriculum

Module 1: Setting the Context

- Setting the context
- Internal consultant
- Some standards which guide the consultant
- Consulting engagement model
- Barriers to success
- Putting the 10 step process to work
- Lessons learned

Module 2: Framing the Engagement

- Framing the engagement
- Entry into partnerships relationships
- Building case for change
- Building a shared vision for concerted action
- Vision into action
- Blueprinting
- Blueprinting your change at a macro level
- Lessons learned

Module 3: Entry and Contracting

- Entry and contracting
- Gaining entry
- Key considerations in contracting
- Issues in contracting
- Contracting for commitment
- Powerful conversations
- Measuring conversational impact
- The tower of power
- Towering questions
- Asking effective questions
- Balancing advocacy and inquiry
- Working with resistance
- Crawling out of the swamp: The critical first stage
- Getting past the excuses
- Lessons learned

Module 4: Inquiry, Data Interpretation and Feedback

- Inquiry, data interpretation and feedback
- Inquiry
- Systemic analyzer
- The lessons of systemic analysis
- A systemic approach to data collection and diagnosis
- Pros and cons of data collection methods
- Games clients play
- Providing feedback
- Lessons learned

Module 5: Identifying and Deciding on Alternatives for Action and Measurement

- Identifying and deciding on alternatives for action and measurement
- Evaluating alternative solutions
- Ensuring effective action
- Building a coalition – stakeholder analysis
- Stakeholder commitment chart
- Implications wheel
- Defining measures of success
- Lessons learned

Linkage Training Programs are approved by the following organizations

