

## Consulting Skills

One to two day workshop

### Customised for participating consultants

#### Course summary

Designed for consultants who want to enhance their skills by adopting a proven and widely accepted consulting methodology to complement their professionalism as 'subject matter experts.

- » Boost your influence
- » Consult so that you build client ownership and engagement
- » Have confidence in your conversations with clients
- » Develop techniques to handle 'difficult clients', deliver bad news
- » Add more value to the client – move from just subject matter expert to 'Trusted Advisor'
- » Find your work more fulfilling by moving above the contractor role

#### Course outcomes

- (a) Consult effectively
- (b) Clarify distinctions between external and internal consulting situations
- (c) Identify pitfalls in consulting
- (d) Move towards 'Trusted Advisor' role

Customised for consultants participating in the workshop

#### Course enquiries and bookings

Contact Ian Benjamin of Consultant Training Australia to discuss your requirements.

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#### Course outline

##### (a) Orientation and clarification

- Understanding who your clients are, their needs and the opportunities they and you face – and then, your services
- How consulting adds more value than contracting and standard service provision
- Four modes of delivering consultancy services: contracting, expert, facilitating and collaborative – insights into how you are perceived
- Expectations of clients, users, principals, and other stakeholders
- Client needs, client / consultant fears, specialisation vs generalisation

##### (b) Consultancy Skills – 'how to consult'

- The consulting process – 6 essential steps – inc preliminary research, initial scoping, diagnosis, contracting - decision, solutions & evaluation
- Collaborative consulting essentials – managing the politics, people, risk, building ownership and support and utilising consulting process
- Consulting competencies

##### (c) Consultancy Skills – Service delivery issues

- Taking the brief – scoping
- Expectations: surfacing, influencing and managing expectations
- Identifying and managing resistance, leading vs collaborating, delivering bad news, handling difficult people, tough conversations
- Moving above contracting: creating your preferred positioning.

##### (d) Consulting Tools: a look at some of the key tools

- Needs analysis / Gap analysis / Questioning techniques
- Project plans: a Project Management approach
- Stakeholder analysis
- Measuring performance: PIR – Post Implementation Reviews, others
- From strategic planning, SWOT, techniques for review, force-field analysis, visioning, facilitation skills, facilitating requirements

##### (e) Pitfalls in consulting

- Identify the pitfalls so that you may avoid them, or at least, recognise them as pitfalls once you have experienced them!
- 'Every act of deception contains the seeds of its own destruction' – Peter Block, *Flawless Consulting*, Jossey-Bass

This workshop is normally taken as day 1 of the 2 day Consulting & Relationship Skills workshop – see web-site.

- "Brilliant – this is so valuable for our consultants: it's just what they need" – Learning consultant, University of Melbourne, 2010
- Over ten IT consulting firms in recent years – one for 6 groups, others multiple groups
- 5 different university clients in six months with four ordering 'repeats'
- Also delivered to internal consulting units in government departments, major corporations and international consulting firms.