

Professional/internal consultancy

Introduction

This course will provide you with precisely the skills you need to act as an internal consultant. The tools and techniques you gain will dramatically enhance your effectiveness in delivering business expectations.

How you and your organisation will benefit

As an internal consultant you spend a lot of time with people - understanding their problems, reviewing alternatives, persuading them to take ownership, making proposals and asking people to commit to action. To be successful, your technical and business skills must be backed up with sound communication skills and the ability to interact with all levels of your organisation.

As your role becomes more consultative, your credibility depends on how well you understand and make yourself understood. The techniques you will learn on this course will dramatically improve your effectiveness and ensure the success of your projects.

Course Objectives

By the end of this course, participants will be able to:

- Identify and manage key stakeholders and players in business situations
- Clarify expectations and agree success criteria with individuals and teams
- Clearly identify and define problems using a range of tools and techniques
- Assist internal clients or customers to diagnose and analyse their needs
- Promote your proposals persuasively to others
- Manage resistance and objections to your ideas
- Flex your personal style to suit a range of people
- Build team support, effort and enthusiasm in cross-functional and remote teams
- Gain support and build internal alliances that support change

Content

A sample of what is covered includes:

What is Internal Consulting?

- Why is internal consulting important?
- The role of the internal consultant as advisor, problem solver and facilitator
- Diagnosing client problems - problem solving methods and techniques
- How are organisations changing: managing in flatter, looser structures
- Avoiding common problems in the consulting process
- A six-step internal consulting process:
 - Establishing a relationship
 - Problem Identification
 - Building common ground
 - Offering options
 - Gaining ownership of the solution
 - Managing delivery and evaluating results

Establishing a Relationship

- Gaining entry
- Identifying and mapping stakeholders

- Plan and run an effective meeting
- Setting ground rules
- Building rapport
- Being clear about your role
- Setting clear expectations
- Building trust and credibility

Problem Identification

- Gathering information from the client
- Understanding and being understood
- Learn how to collect and assess information

Building Common Ground

- Assessing and analysing information
- Reaching consensus
- Establishing success criteria
- Perception: yours and theirs: how you are evaluated
- Negotiating and contracting acceptable delivery criteria
- Personal skills to persuade and inform
- Dealing with resistance
- Up-front skills for winning solutions

Offering Options

- Selling their solutions to clients, stakeholders and senior managers
- How to present ideas in writing and orally: the clarity of structure
- The persuasion skills you need to make both oral and written presentations
- Making sure you have alternatives you can barter: the quality, time, cost triangle
- Deciding when to close the discussion and propose a solution
- Presenting your ideas

Gaining Ownership of the Solution

- Knowing your audience
- Taking the user's point of view
- Delivering effective oral briefings
- Managing varying opinions and objections
- Writing clear reports
- Marketing and promote what you are doing

Managing Delivery and Evaluating Results

- Encouraging solution acceptance
- Ensuring what happens is monitored accurately
- Using reporting to promote achievement
- Managing and reinforcing relationships by providing timely feedback
- Signing off
- Evaluating what happened
- Conducting a review
- Recognising achievements
- Recording and marketing the outcomes

