



Consulting on the Inside™

Walking the Line; Building Your Practice

Professionals from many different disciplines now serve as internal consultants to leaders, managers, and teams in their organizations. Their role is to help clients to achieve a specific outcome desired by that client or the organization. The process of consulting always involves facilitating change: technical, organizational, or behavioral. As an internal consultant, your ability to influence strategy, tactics, decisions, and behavior is based on both your expertise and your relationships. **Consulting on the Inside™** requires you to walk a fine line between your role as an insider, understanding the culture and the business, and your value as an outsider with a more objective view and broad knowledge.

In this workshop, based on the book, *Consulting on the Inside: A Practical Guide for Internal Consultants*® by Beverly Scott and B. Kim Barnes (ASTD Press, 2011), you will develop a greater understanding of your role, the consulting process, and how to use specific skills and tools to create an effective and successful internal consulting practice.

Objectives and Outcomes:

As a participant, you will be able to:

- Identify consulting roles that are the best fit for you and your organization
- Gain tips and approaches to building and developing your internal consulting practice
- Apply the consulting process model to your own organization consulting initiatives
- Practice key behavioral skills that contribute to consulting success
- Assess your level of consulting mastery and establish clear development goals.

Who Should Participate?

- Anyone with an internal consulting role and/or responsibilities in fields such as Human Resources, Finance, Strategy, Change Management, Internal Auditing, Information Technology, Organization Development, or Training and Development.



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Course Outline

- Introduction, Overview, Definitions
 - Establish a climate for learning; clarify expectations
 - Establish a common set of definitions and identify challenges
- Opening Exercise
 - Real world baseline consulting experience
- The Phases of Consulting
 - Review and brief discussion of each phase
 - Apply phases to listed challenges
- Contact Phase
 - Observation and practice of Contact Phase
 - Overview of **Exercising Influence™** Receptive tactics; focus on Inquiring and Listening
 - Structured skill practice, feedback and review
- Agreement Phase
 - Demonstration and discussion of key elements of **Constructive Negotiation™**
 - Overview of **Exercising Influence™** Expressive tactics; focus on Expressing Needs and Offering Incentives
 - Skill practice, feedback and review
- Information and Assessment Phase
 - Demonstration and discussion of methodologies for gathering information
 - Designing your assessment methodology
- Feedback Phase
 - Review of Expressive and Receptive influence tactics
 - Skill practice, feedback and review
- Your Role and Consulting Practice
 - Review competency assessment and discuss next steps to design your role and build skills
 - Discuss self-management: The five challenges
- Commitments and closing.



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