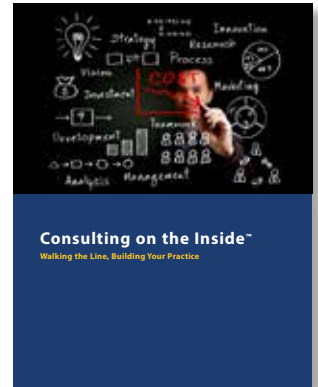




Consulting on the Inside™ Walking the Line; Building Your Practice



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 (ATD 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 communication skills: 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 communication skills: Expressive tactics; focus on Telling and Selling.
 - 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.