

Internal Consulting Skills - ThoughtWorks

Program Objectives and Timetable

At the end of the two days you should:

- Understand the overall consulting process and when to use different consulting modes
- Understand how to build productive client-consultant working relationships
- Be able to apply a number of techniques to influence and manage difficult clients
- Be familiar with techniques to manage expectations and say 'no' professionally
- Know how to apply consulting tools collaboratively to get greater ownership of outcomes
- Be able to structure the feedback of recommendations to get greater buy-in
- Know how to more effectively initiate and gain commitment to a change process
- Have improved your skills and confidence in operating as a consultant

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Internal Consulting Skills

Program Timetable

DAY ONE

8.30 am **Welcome, Course Briefing**

- Introduction and Objectives
- *Springfield Stores Case Study*
Introduction to the case study process
Preparation in syndicate groups

10.15 - 10.30 **Coffee**

- **CASE STUDY PART ONE**
Initial client meetings
Establishing the client relationship
- *Managing Initial Client Meetings*
- *What is consultancy?*
Expert vs Collaborative consulting

12.30 - 1.15 **Lunch**

- *What is consultancy? (Continued)*
When to use a Collaborative consulting style
- **CASE STUDY PART TWO**
Information gathering meetings
Developing the client engagement and building productive working relationships
How to handle difficult clients

3.15 - 3.30 **Coffee**

- *Data Gathering - case study simulation*
One-to-one case study meetings
Techniques for building rapport and dealing with difficult people
- Your Personal Consulting Style results
Benchmarking your personal consulting style
Personal Development Workbook and personal action planning

5.30 pm **Close**

Continued overleaf...

DAY TWO

8.30 am **Welcome back**

- *Review of Consulting Techniques*
Recap and consolidation of consulting modes and techniques and when to use them
Developing your personal style - 10 Steps to develop your "EQ"
- **CASE STUDY PART THREE - PRESENTING RECOMMENDATIONS** (preparation)
Analysis of results and action planning
Using tools and models to analyse findings and present a business case
(planning and preparation in syndicate groups)

10.00 - 10.15 **Coffee**

- **CASE STUDY PART THREE - PRESENTING RECOMMENDATIONS**
Presenting findings and recommendations
(simulated meeting)

1.00 - 1.45 **Lunch**

- *Guidelines for presenting findings and recommendations*
Discussion of learning points
How to handle difficult or unexpected situations
Responding flexibly to new information
Spotting the buying signals - an interruption or a sign of engagement?
How to pre-empt difficult issues
How to reinforce buy-in and gain commitment to action

3.00 - 3.15 **Coffee**

- *Initiating Change* (Sealed Air Corporation Case Study)
Overcoming inertia and gaining commitment
Using the 5-Stage Model to initiate change and build momentum
- Action planning
Personal action planning

5.30 pm **Close**