



Consulting Skills for HR Professionals

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Introduction:

To be noticed as a strategic partner HR must become deeply involved in matters of individual and organizational performance. To contribute to performance, HR practices must fit with each other and with the strategy and design of the organization. HR must operate at multiple levels of analysis: at the individual, work group, business unit, organization and cross-organizational levels. It must not only be an individual performer. It must contribute to the development and performance wherever it is strategically important. It must also have a good understanding of industry trends and competitive issues.

Training Methodology:

Together with your fellow participants you bring a wide variety of experience and resources to the program. The course facilitator's role is to help you learn for yourself and to assist you as you make sense of new ideas and techniques that you can use at work. We learn things as we try them out, stepping out of the zones that we find comfortable. Joining in role-plays and having a go may feel awkward but is often the best way to find out how we are doing with our learning. You will have plenty of opportunity during the workshop to experiment and try out new skills and understanding. The course facilitator will give you some input and then help you to make sense of the models through some discussion and then practice. You'll then decide actions to apply the learning to your workplace.

Who Should Attend?

This workshop is designed for all HR personnel who have the responsibility for leading, negotiating, and building rapport with internal teams, managing change,

managing conflict, and implementing strategic HR policies. Those who have to get the work done through others but who have no formal authority would also greatly benefit from this course.

Organization Impact:

This workshop is designed to provide HR leaders, managers and change agents with the skills and knowledge that will enable them to successfully lead and consult for organizational performance and ensure that HR adds tangible value.

Personal Impact:

Delegates will gain insight into their personal leadership, communication and ability to 'sell' value to internal customers. They will learn the latest strategies that leading HR organizations and departments use today for building high performing teams and working with individuals and business departments, who cause conflicts, are resistant to change, and are very challenging to manage and lead.

Workshop Competencies:

- How HR can concretely contribute to organizational performance
- Ensure HR practices fit together and with the organizational strategies and design
- How HR operates at multiple levels of analysis: the individual, work group, business unit, organization and cross-organizational levels
- Understand industry trends and competitive issues
- Diagnose business problems with a bias toward HR capabilities
- Make business heads responsible for solving their own problems using HR capabilities

Key Benefits

The goal of this seminar is to help participants understand the 'new' strategic role HR should make for itself and know how to tackle its implementation.

Workshop Objectives:

- How needs develop in the mind of department heads
- How needs develop across an organization
- How people make the decision to “buy”
- How to strategically align selling behavior to the buyer's psychological buying phases
- Why risk objections are positive and how to handle them
- Convince a 'prospect' that you understand their business
- Get the 'prospect' to admit and focus on problems HR can address
- Diagnose business problems with a bias toward HR capabilities
- Make business heads responsible for solving their own problems using HR
- Create a vision of a solution in their mind that matches HR's capabilities
- Lead others, WITHOUT presenting HR, to the conclusion that they could solve their problem if he had the capabilities of HR
- How to gain access to and establish credibility with line executives
- How to qualify line needs and buying/implementation ability

Course Outline:

DAY 1 - Building Consulting Skills

- Consulting, Selling and Persuasion difficulties of participants
- Where buyers are having problems
- Background of consulting skills
- Pitfalls of traditional consulting behavior

- Evolution of the process
- Basic principles of consulting
- How departments/organizations buy
- Organizational interdependence
- Creating beneficiaries
- Sponsors and decision makers
- How people buy
- Levels of need

DAY 2 - Developing a Consulting Strategy

- Shifting concerns throughout the 'buy' cycle
- Phases of the buying process
- Buyer objections by phase
- Alignment of buying and consulting behavior
- Staying in alignment throughout the cycle
- Anticipating the buyer's behavior
- Closing without closing
- Vision Creation
- Developing solutions when buyer has complex problem and you have intangible capabilities
- Conducting a thorough diagnosis
- Leading the buyer to your vision

DAY 3 - Leading, Motivating & Strategic Alignment

- Strategic alignment
- Initial meeting introduction
- Meeting objective
- Positioning statement
- HR department introduction

- Transition into vision creation
- Getting buyer to admit a problem
- Getting buyer to own problem
- Meeting introduction
- Problem diagnosis
- Vision creation
- Capability statement
- Close for further exploration

DAY 4 – Business Unit Head Qualification

- ‘Buyer’ qualification
- Negotiating the sell cycle
- Proposal definition
- Gaining access to power
- Sell cycle control letters
- When to use key consulting steps
- Consulting activity by phase
- Competitive strategies
- Building tactical competitive tools

DAY 5 - Philosophy to Implementation - Course Summary & Review

- Out-competing external suppliers/competition
- Negotiation skills
- Buyer’s emotional hurdle
- HR’s emotional hurdle
- How to develop the needs during a single meeting
- How to negotiate the sell cycle in advance
- The five components of cost justification, a specific cost justification model
- How to maximize utilization of technical and HO resources during the sale