

CGI – Consultative skills

CONSULTATIVE SKILLS

Key Learnings

Expectations

Hi - Very excited

Very Excited

Would like to see how to work collaboratively with Prime BU. Also something on Negotiations.

1. Better the skills that I possess

Great Learning

* Hope to learn some international skills on connecting to clients - Cultural - what to avoid and what to do to get the right perspective.

eg: Ok fine - With you but taken negatively (perceived as compliance)

I would like to learn what I need to know to strengthen my consultative skills

Adapt to changing demands

Arriving at the consensus with stakeholders

Managing time on Agile Environment and Saying No

Effectively communicate with the clients and other stakeholders

Value added client interaction

Hope can do some business development

Learn and discover the Consulting in our role - Manager Consulting Delivery

To move up the value chain towards being more strategic than tactical

Negotiations Skills will be really helpful to learn on

Bicycle Model

We need both - strong technical skills and the ability to work with others/relationships to get things done and

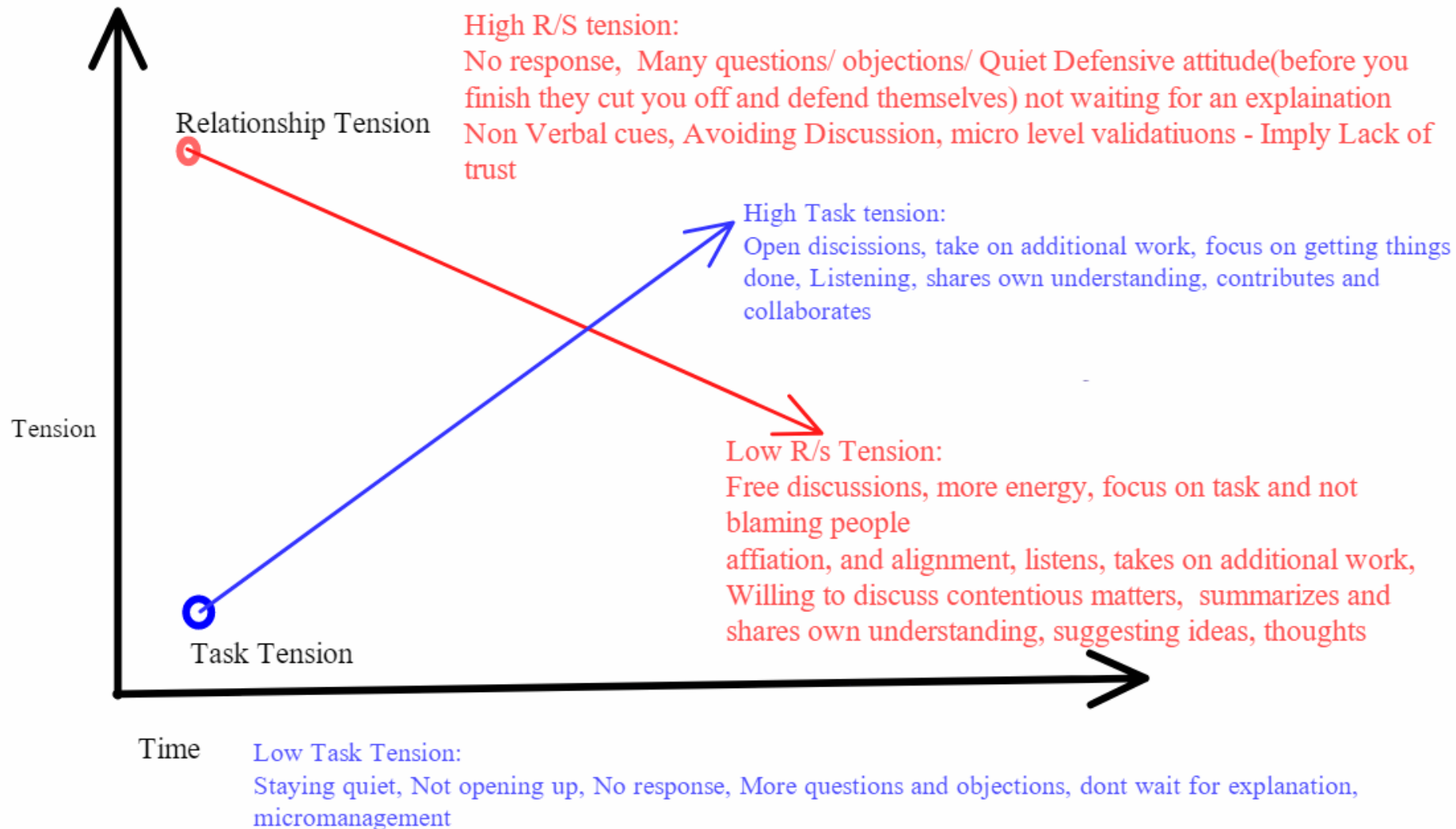
- Build better relationships
- higher levels of productivity
- Better business results



Need Balance!

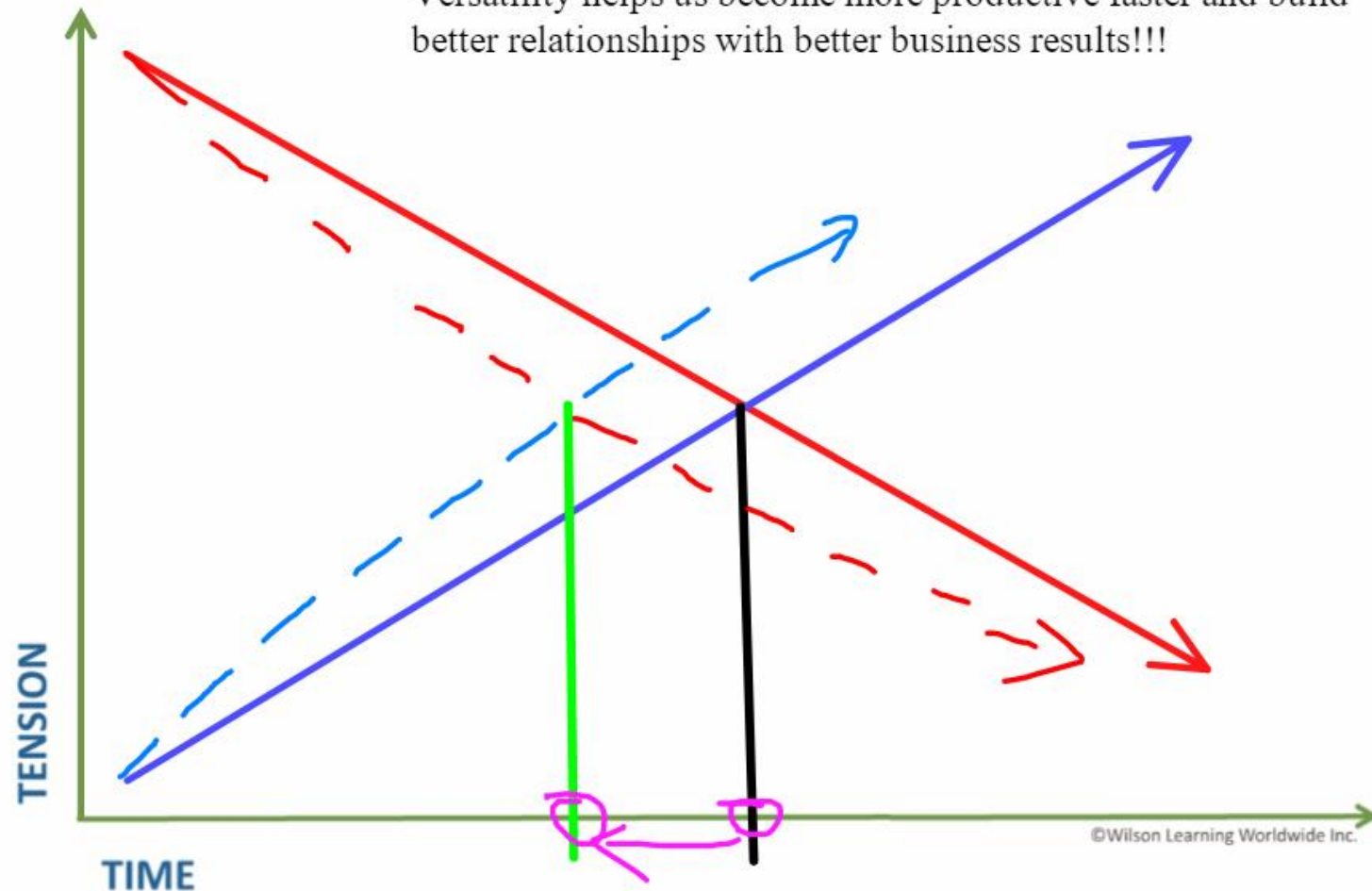


Time and Tension Model



Time and Tension Model

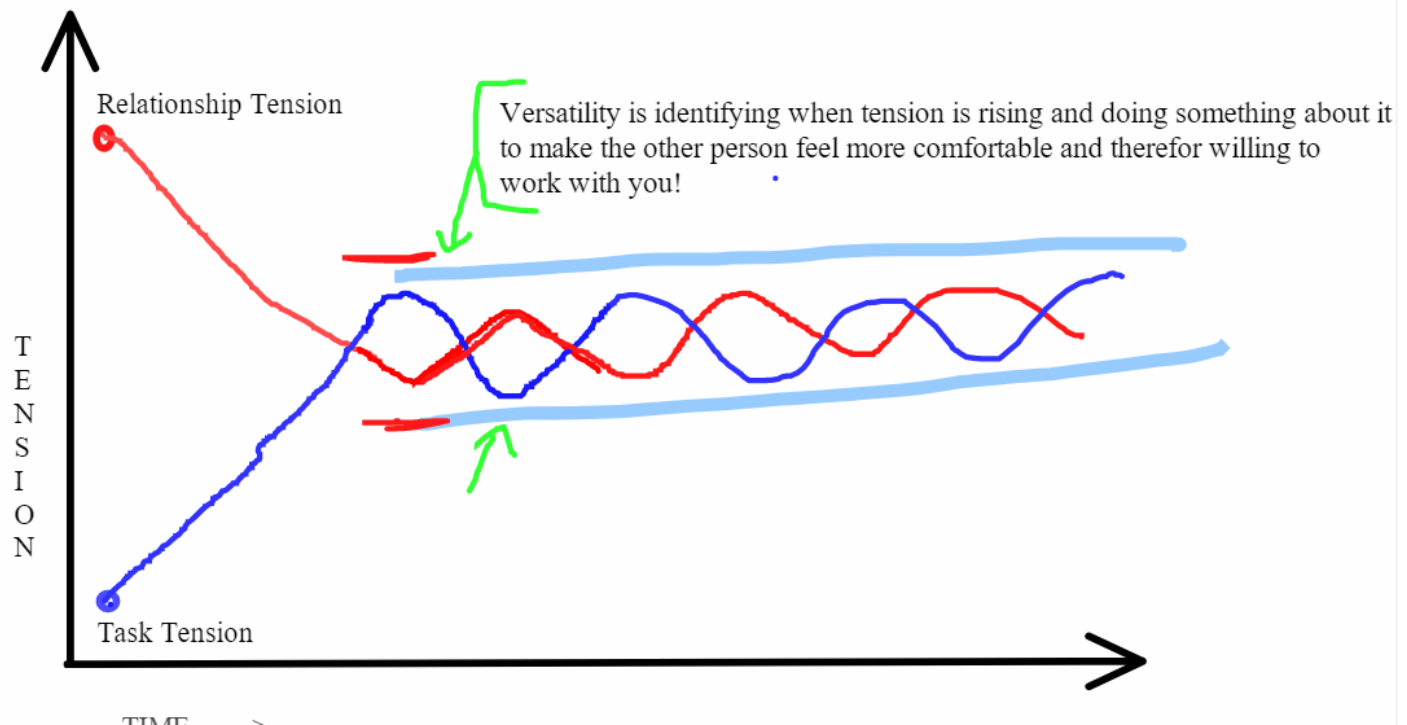
Versatility helps us become more productive faster and build better relationships with better business results!!!



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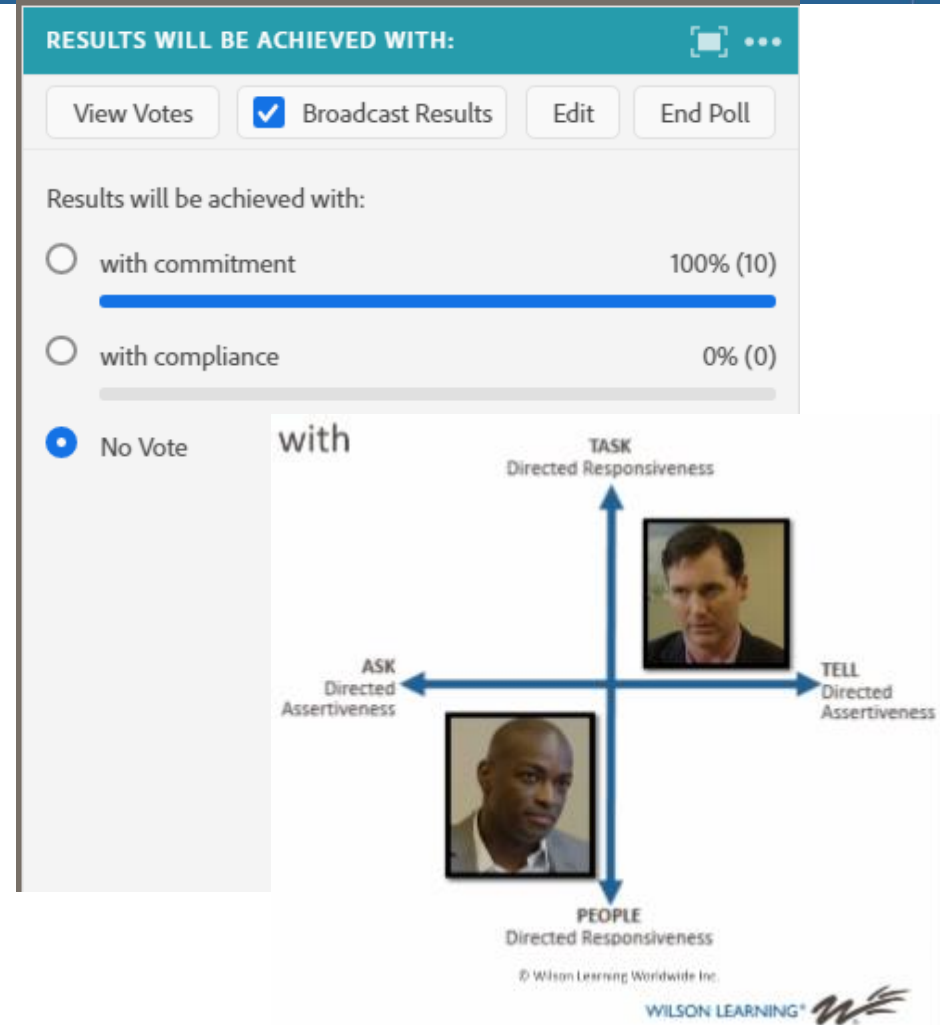
Versatility

TIME AND TENSION MODEL



How versatility helps...

By being Versatile,
Modifying your
behavior and not
changing the
message; we can get
more commitment!



Behavior

Behaviours is what is visible to the eye and what we hear (verbatim).

Behaviour doesn't differ its
the perceptions that do!



It is natural to judge but we need to
consciously focus on behaviours in
order to prevent the possibility of
conflict.

Judgements

BRV 1A KURT WHAT BEHAVIOURS DID YOU OBSERVE?

View Votes

☒ Broadcast Results

Edit

End Poll

What behaviours did you observe?

Answers

Commanding and Pushy , silo

Agressive, non inclusive

This is how sometime corporate works

Onesided

Pursuasive

Not trying to understand the other side

non-collaborative

Closed

Not open

non-empathical

working with him will always add stress and dilutes quality.

pushy without empathising

Directing Style

Dismissive

Self-Centered

demanding

Highly demanding

Agression

Demanding

Type your answer here

1

BRV 1B BEN WHAT BEHAVIOURS DID YOU OBSERVE?

View Votes

☒ Broadcast Results

Edit

End Poll

What behaviours did you observe?

Answers

Assertive

Passive Aggressive

Responsible

Risk highlighter

colloborative

defensive

supportive

Turned off

Not explaining the issue in detail

calm and a good listener

Skeptical

Accomodative

assertive

Doubtful based on past context with clients, thoughtful

Good Listener and Composed

Realistic

respectful

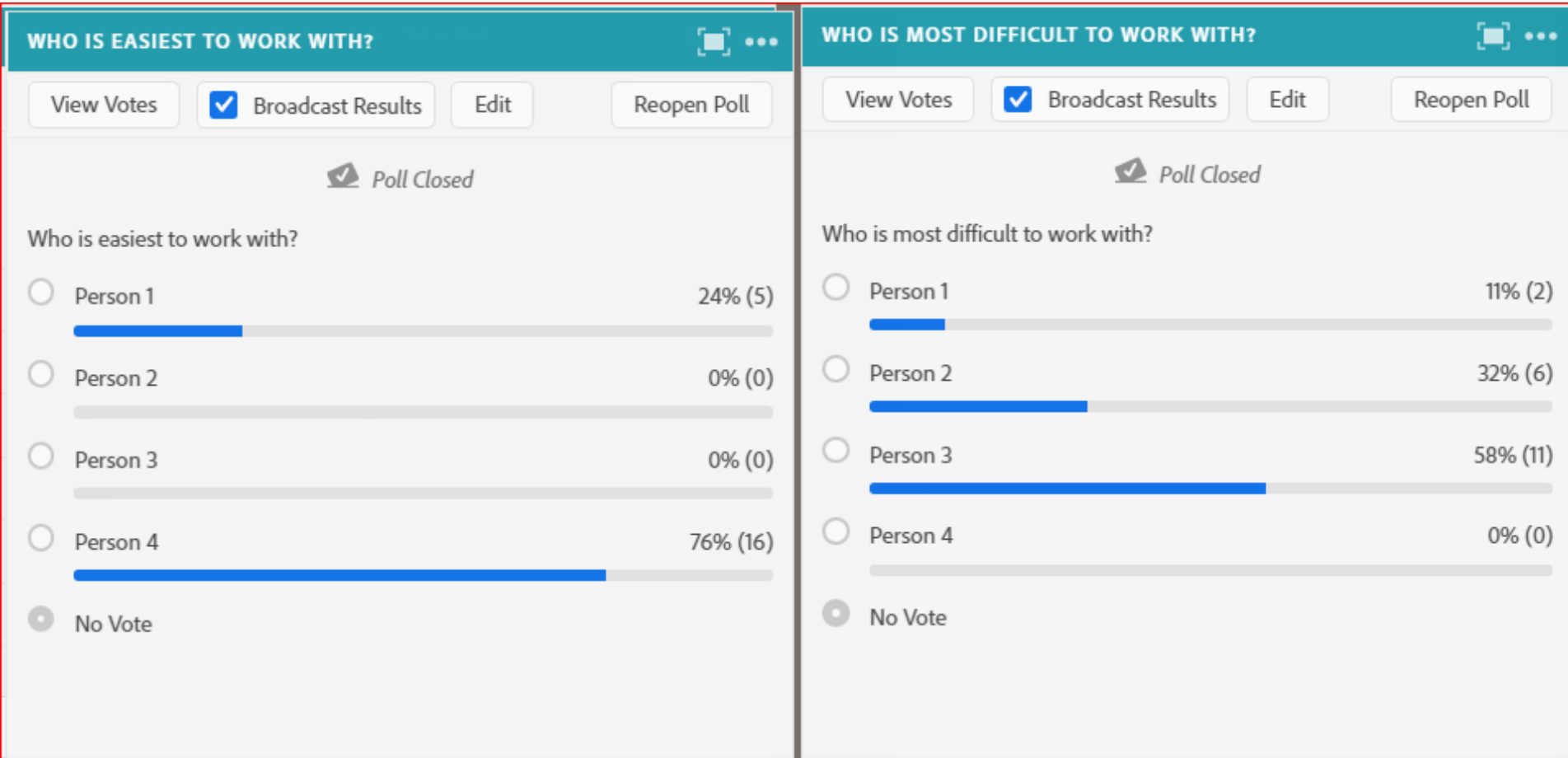
Respectful

thoughtful

Type your answer here

1

Easy or Difficult



Annotate: Easy or Difficult

What makes this person **easy** to work with?

Key Points:

We choose to work with those we find similar to us.

We make judgements (unconsciously)

We need to focus on Behavior

Welcoming the point of views

Easy alignment on subject

Giving space to other person

More open communication without any judgement

Appreciating one's expertise than doubting

Analysis of past work

openness and good listening skills

Openness

Feels safe

Opportunity to express innovative thoughts

What makes this person **more difficult** to work with?

Always demanding

Not open to discuss

non-listener

Too much focus on compliance than really the outcome

Narrow band of thinking

Not able to listen

Puts us in spot by not listening

Higher relationship tension

Authoritative

Focus on timely outcome only without listening the view

Not thinking in detail about the overall picture

not collaborative

Definition: Assertiveness

The way in which a person is perceived as attempting to influence the thoughts and actions of others



Definition: Responsiveness

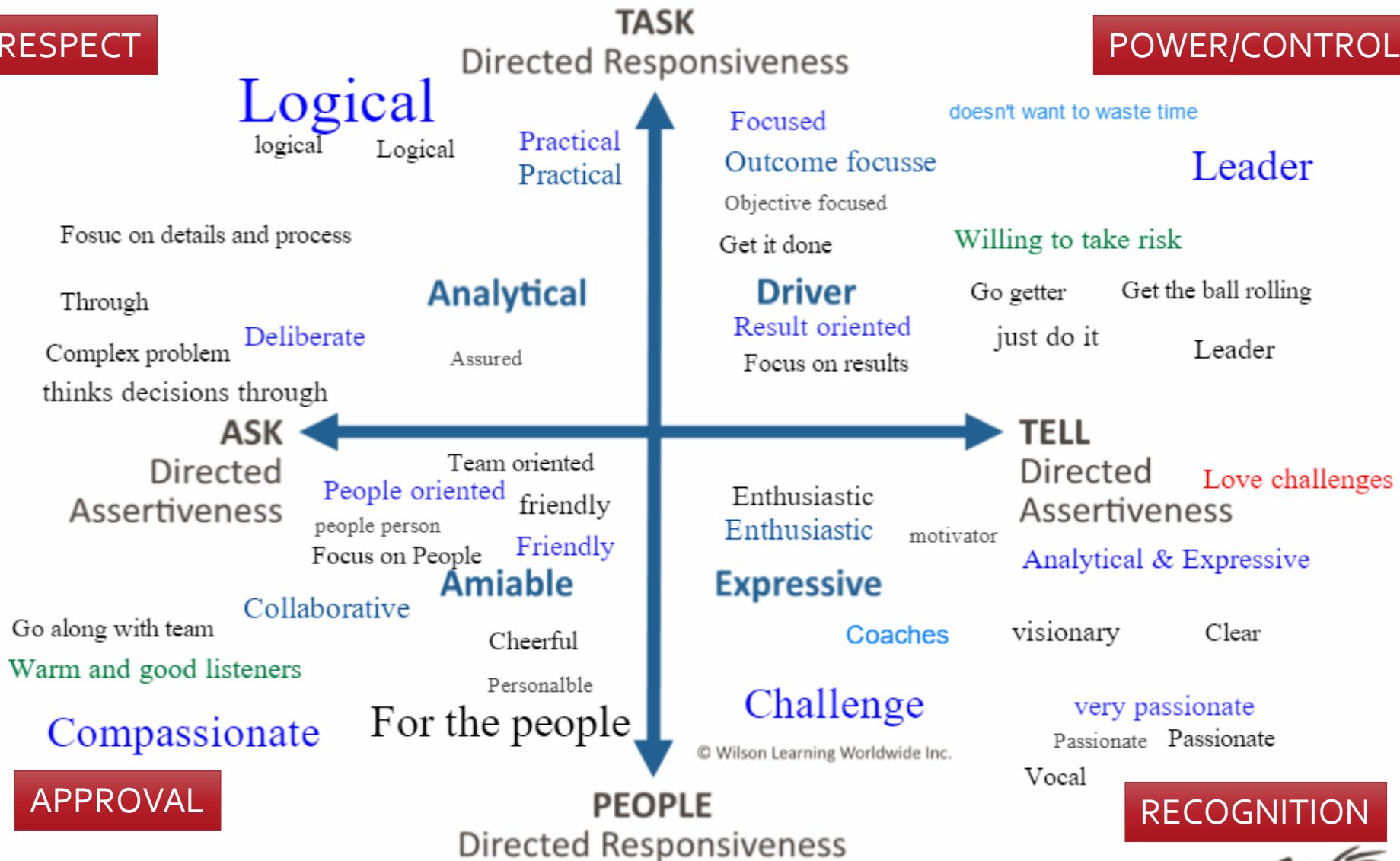
The way in which a person is perceived as expressing feelings when relating to others



Style Descriptions

RESPECT

POWER/CONTROL



How do you identify styles over email and phone

E-mail/Chat/Written	Phone
<p>Writing style How you are being address Greeting style No greetings at the strt of the message.</p> <p>Annimation Subjective & Objective</p> <p>How they end the message</p> <p>subject line How the person is making a request/ask</p> <p>Even though greetings are there, it's just a quick mention, and straight get into tasks</p> <p>how statements are written (straight to the point or more info background)</p> <p>Word being used in email Out of office statement</p> <p>Articulation</p> <p>Choice of words used. Tone of message.</p> <p>Tone of message and number of lines they write before coming to point or action</p> <p>There is no hi, hello straight name or no name and topic</p> <p>Language used Long email /text or summary</p> <p>more questions</p> <p>emotion in the language</p> <p>Short signature like Br, name</p> <p> Responsiveness</p> <p> Data points provided</p>	<p>enquiring about local weather, health and overall before starting the call</p> <p>speed,tone etc tone</p> <p> Spacing between words, tone of speech</p> <p>voice modulation</p> <p>interruptions Overlapping your talk</p> <p> Tone & Voice</p> <p> volume</p> <p>Empathy in the tone or voice</p> <p>greetings</p> <p>small talk</p> <p>Video on or not?</p>

Summary of Style Preferences

	Analytical	Amiable	Driver	Expressive
Primary Asset	Systematic	Supportive	Controlling	Energizing
Back-up Behavior	Avoiding	Acquiescing	Autocratic	Attacking
For Growth, Needs to	Decide	Initiate	Listen	Check
Measure of Personal Value	Respect	Approval	Control	Recognition
Needs a Climate that	Describes	Processes	Responds	Collaborates
Let Them Save	Face	Relationships	Time	Effort
Make an Effort to Be	Accurate	Cooperative	Efficient	Interesting
Support Their	Principles and thinking	Relationships and feelings	Conclusions and actions	Vision and intuition
Stress Benefits that Answer	How the problem is solved	Why the solution is the best	What the solution will do	Who else has used the solution
For Decisions Give Them	Evidence and service	Assurances and guarantees	Options and probabilities	Testimony and incentives
Follow up with	Service	Support	Results	Attention

No Trust

Consultative Approach Breakout 1: Getting Started

- What challenges do you face in gaining trust with internal and external clients?

Praveen- Presenter

Internal/External:

-Communication/understanding
-Timely Dilevry and tech knowledge

Low level of trust on internal capability - sometimes questioning credibility of internal resources

Seriousness of the session/Credibility

Asking the right questions/ know the issues of teh clients well to provide robust solutions

have existing percieved notions of GDC

We miss the customer empathy - to understand their challenges in their business domain

Not having in depth problem of the customer's world - this can impact trust as we dont understand their world and only have a high level understanding

No Need

Consultative Approach Breakout 2: Getting Started

- How would it help you to have more or better information about client situations?
 - More informed decisions and better prepared for meetings
 - Anticipate the questions and be prepared and meeting will be smooth.
 - More chances for meeting our objectives and success
 - Prepare more aligned solutions to their needs
 - We can prepare a roadmap covering recommendations, suggestions .
 - Uncover implicit requirements, try to understand more about what will be needed to make them succeed.
 - Provide a convincing presentation

Anna Evans is typing...

No Help

Consultative Approach Breakout 3: Getting Started

- What difficulties do you face in gaining agreement to your recommended solutions?
 - - Previous Experience causing a bias towards/against the proposed solution
 - - Low confidence on SME skills
 - - Perception over expectations and abilities
 - - Incorrect interpretation of the requirements
 - - Credibility of CGI and client relationship
 - - Conflict of interest if other BU's are involved
 - - Selling rather than problem solving
 - - Client stakeholder has opposing views
 - Client satisfaction improves member satisfaction - its a question in our msap

No Satisfaction

Consultative Approach Breakout 4: Getting Started

- How does client satisfaction affect you?
 - Ensuring client satisfaction is imperative in the business as if it lacks the motivation and client relationship will start eroding gradually.
 - when clients are happy, means its a repeat business for us.
 - Reestablishing the connect will be difficult once lost
 - word of mouth -

Annotate:

What are your goals as a consultant?

Build ability to influence better

Able to help other people

To achieve our common Goal

Identify the actual problem

Enable solution

Help dealing with a situation

Advisor

Trusted partner

Trusted Advisor to the Client

Be dependable and consistent

Able to read in between lines and provide a holistic solution

Make Stakeholder Benefited, satisfied and happy with outcome

Make all stakeholder Happy

Help our customers/stakeholders achieve their goals

Understand better to server better

Improve the win ratio on the deals

Establish better relationship with your client

Solve problems of your clients and help them to grow their business

Solve customers problems



Getting results all time everytime to meet business objectives

Understand how to support them with thier issues so that we have a win-win situation

Trust: High Relationship Tension

RELATIONSHIP TENSION

The discomfort or insecurity people feel when a relationship is new or when there is difficulty in the relationship



High
Relationship
Tension

Giving little to no time

No response declining meeting

Lots of questions

Frequent meetings and follow-ups

No reasons given

Excuses

Not answering your
question

Multiple questions keep coming in very short time

Inordinately delayed response

Talking about something totally different

Trust: Low Relationship Tension

RELATIONSHIP TENSION

The discomfort or insecurity people feel when a relationship is new or when there is difficulty in the relationship

High
Relationship
Tension



able to get the results/ response you need

collaborate

Accepts everything

Spend time to discuss freely

Willing to work together to solve issues

Willing to delegate

No cross questioning

Shares personal reasons as an excuse to not doing things on time

Willing to take on more



Low
Relationship
Tension

Quick reflection

No Trust

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Relating: Credibility + Empathy = TRUST

How do you demonstrate Credibility?

Propriety
Credibility
Competence
Intent

PPP + Ben Duffy

Be punctual in attending the calls with customer
Transparent communication.
delivering on time with quality
Adhere to the commitments made

Propriety

provide past results

Testimonial from other customers

show innovative solution

Proactive solutionning

Proposing a right solution taking into account both people and task oriented concerns

Competence

Collaborate and take client's input as well, when adding new members to the team.
Have inclusive planning sessions and ensure the plans are executed.
Ensure team participates actively and positively in all meetings.

Intent

No Need

Consultative Approach Breakout 2: Getting Started

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Paired Fact-and Feeling-Finding Questions

What kind of equipment are you using now?

What do you like best about the current equipment?

How easy is the equipment to handle?

what do you think about it?

What do you think about its performance?

What complaints have customers voiced about the product?

What concerns do you have about the impact of these complaints on your market position?

How happy are the customers about the product?

What features are been rated as good/bad to use?

What do you think about the complaints?

What guarantees have you made to customers?

What production or service challenges do you face as a result of these guarantees?

what do you thinks about quality of deliverables

What do you thik about the standards that have been met?

Annotate: Discovering Motives: Questions

You are currently using XYZ Analytics model, how is that working out? You are looking to switch from this – what is the benefit you are looking to get (business/you)?

What are the top 2 reasons for setting up a smart factory? What would your organization/you hope to achieve after doing this?

How does this help the business?

Which geography/market you want to concentrate & Why?

How much turnaround time or response time you are expecting? Why are you focusing on this?

Why do you want to increase your revenue?



No Help

Consultative Approach Breakout 3: Getting Started

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Advocating Appeals by Type of Personal Motive

DRIVERS	EXPRESSIVES	AMIABLES	ANALYTICALS
Power	Recognition	Approval	Respect
<ul style="list-style-type: none"> • Increased control of: <ul style="list-style-type: none"> - People - Time - Processes - Information • Desired results • Improved decision making • Choice of options • Freedom to act • Increased authority • Access to important posts or people • Immediate action • High gain potential 	<ul style="list-style-type: none"> • Leadership / hero • Being first • Uniqueness or originality • Visibility • High gain potential—chance to make it big • Setting examples for others • Increased talent • Chance for publicity • Being a teacher • Enhanced self-esteem 	<ul style="list-style-type: none"> • Popular ideas—everybody's doing it • Assistance in selling to others • Avoidance of conflict or controversy • Risk sharing or minimization • Support data • Reliability • Protection of reputation • Enhanced self-esteem • Minimum risk 	<ul style="list-style-type: none"> • Recognition as an expert • Solid research data • Systemic plans • Progress reviews • Written proposals • Increased skills • Scientific approach • Special information • Do it yourself • Vendor stability

Focus on the Client: Solution Summary Debrief

Knowing personal motives gets more buy in

Easier to share solution summary & advantage statement

Benefit statement harder to find.

Solution summary gets the listeners attention through your presentation

Listen to the Solution Summary statements created by each consultant group.

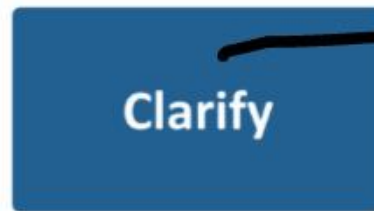
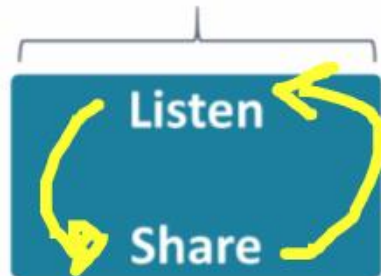
Offer Feedback:

- Guess the Task and Personal motive.
- What is effective in their statements? What might they do differently?

What have you learned about Solution Statements?

Processing Resistance: LSCPA

Manage the
Relationship Tension



Uncover the
Question



Answer the
Question



Gain
Agreement

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No Satisfaction

Consultative Approach Breakout 4: Getting Started

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 - when clients are happy, means its a repeat business for us.
 - Reestablishing the connect will be difficult once lost
 - word of mouth -

Thank you for your active engagement! It's been a pleasure working with you!

Stay Safe!

Judy

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