

Consultancy Skills for Training and Development Professionals

Duration: 2 Days

Designed for you if...

Your role is in training and development perhaps you are a consultant, HR business partner or a training manager and you wish to develop your consultative skills to identify needs and provide client-centred tailored training solutions.

Outcomes

You will be able to:

- ✿ Select and apply a consultancy style that builds rapport
- ✿ Demonstrate commercial competence
- ✿ Explain how organisational culture influences solutions
- ✿ Identify organisational data that is relevant to the solution
- ✿ Analyse and interpret data effectively
- ✿ Focus on analytical and proactive thinking to enable measurable solutions
- ✿ interact with colleagues and clients alike, developing professional relationships
- ✿ Develop strategies for marketing your consultancy or in house service

Organisational Benefit

Organisations are constantly facing the need to change. Increasingly customers are expecting training consultants to respond quickly with practical, creative solutions that are cost effective. This course will ensure you develop greater confidence to work with clients at all levels. It will enable HR and training consultants to raise their profile, extend their skills and make a real difference within the organisation by providing a valuable, effective, tailored training and consultancy service that focuses on the issue and returns the required results.

What Happens?

We will explore both theoretical and practical aspects of a consultancy model. Through, exercises, case study, and self analysis designed to enable you to assess your skills and capabilities.

Course Content

What is the scope of my product or service?

- ✿ Consultancy defining your service
- ✿ Identifying business benefits
- ✿ Being clear about your services, promoting them, choosing channels to market
- ✿ Proposition design: identifying the key factors that will make a solution compelling for a client.
- ✿ Addressing client objections and concerns
- ✿ Developing confidence in yourself and your products and services

The Consulting Process & Contracting

- ✿ Situation appraisal: Insight into the People, Politics and Potential aspects of what's going on in each part of the consulting process

- ✿ Diagnosis: recognising states of readiness and preparing an approach for intervention
- ✿ Critical skills for internal consultants enabling them to identify clearly what the client requirements are - and recognise that the client is often unsure or mistaken about their real needs
- ✿ Preparing for and conducting client meetings
- ✿ Developing a proposition jointly with a client - establishing objectives
- ✿ Agreeing processes, resources, responsibilities and deliverables
- ✿ Identifying criteria for success
- ✿ Managing expectations
- ✿ Reporting – what will be measured and how will results be communicated
- ✿ Understanding clients and organisations; profiling; creating a favourable initial impact

Analysis & Diagnosis

This session explores a range of consulting tools and techniques to gather, analyse and interpret data, generate options and move towards potential solutions:

- ✿ Data collection – Is / Is Not
- ✿ Analysis and problem solving
- ✿ 5 Whys
- ✿ Fishbone Technique
- ✿ Pareto Analysis
- ✿ SWOT
- ✿ SAND
- ✿ Force Field Analysis
- ✿ Weighted Matrix
- ✿ Action: Planning interventions to ensure you deliver timely and comprehensive solutions

Leadership & Management Skills

All consulting projects require inputs from other people – internal consultants achieve through people. Effective internal consultants encourage, motivate, persuade, influence, involve and organise others to contribute. Since internal consultants rarely have line manager authority this requires a special set of skills

- ✿ stakeholder analysis – recognising that not everyone will be on your side from the beginning and developing ways to work with allies, opponents, champions and adversaries
- ✿ Understanding what really motivates people – how values drive behaviour winning hearts and minds – logic and being right isn't enough!
- ✿ influencing and negotiating skills – you are more likely to get what you need if people want to give it to you; this session provides participants with powerful influencing techniques
- ✿ facilitating meetings: structuring, questioning, encouraging participation,
- ✿ communicating with internal clients – frequency, channels, content – managing expectations and delivering bad news

Making Recommendations

- ✿ Presenting Recommendations
- ✿ Overcoming Resistance
- ✿ Specifying Support Needs



spectrum

effective training solutions

- ✿ Gaining Commitment
- ✿ Barriers to change recognising them and making recommendations to overcome them
- ✿ Support methods during transition

