

Competent Staff Consultant Series

All change is individual, occurring person by person across an organization.

Overview

The competent staff consultant workshop is designed to provide a basic skill set. A ten step model is used that provides the internal staff consultant with a process that takes the consultant from entering into a consultant-client relationship through contracting, information gathering, analysis, preparation of feedback, developing options, action planning, implementation, assessment and closure.

Attendees will receive an assessment of their consulting skills covering the critical core competencies used by successful internal consultants. These are defined in the attachment. In addition, a personal development plan will be provided for each attendee.

Attendees will be able to select from six consulting specialities those roles that fit their staff support function. These specialities are:

- Technical Consultant
- Group/Team Process Facilitator
- One to One Management Coach
- Customer Services Consultant
- Strategy Development Consultant
- Managing Change Consultant

For each specialty area chosen, the attendee will receive, as appropriate, tools and training that include:

- Models/Concepts
- Instruments
- Case Studies
- Group Exercises/Simulations
- Videos
- Personal Feedback

Staff Consulting Roles and Key Competencies

(underlined competencies are developed / enhanced in workshop)

©2005, Workitect, Inc.

Technical Expert

- In depth Experience in the Field
- Leading Edge Knowledge
- Written and Oral Communications
- Analysis
- Problem Solving
- Innovation

Group/Team Process Facilitator

- In Depth Knowledge of Small Group Behavior
- Confronting Effectively
- Interpreting Non-verbal Behavior
- Listening
- Charting
- Process Mapping
- Team Building
- Relationship Building

Management Coach - One to One

- Results Orientation
- Information Gathering
- Motivating Others
- Developing Others
- Innovation
- Self Confidence
- Listening
- Confidentiality
- Behavioral Event Assessment
- Building Job Competency Models
- Customer Service Consultant
- In depth Knowledge of Customer Requirements

Satisfaction Measurement
Diagnostic Information Gathering
Analysis
Innovation

Strategy Development Consultant

Mission Formulation
Strategic Business Modeling
Gap Analysis
Performance Auditing
Diagnostic Information Gathering

Managing Change Consultant

In depth Knowledge of Change Processes
Credibility
Diagnostic Information Gathering
Building Relationships
Visioning
Problem Solving
Innovation
Maintaining Focus
Cultural Awareness

Management of Changes/Processes

Attributes of Change Agents:

Diagnosing Problems
Building Relationships with Clients
Articulate Visions
Set Leadership Agendas
Solve Problems
Implement Goals

Needs:

1. Knowledge of Change Processes
2. Skills/Attributes of Change Agents
3. Abilities to deliver change
4. Credibility
 - accuracy
 - consistency
 - meeting commitments

- chemistry/rapport
- confronting appropriately
- integrity
- thinking outside the box
- confidentiality
- listening and focusing on executive problems

Consulting Critical Core Competencies Influence

Leadership

Taking initiative and mobilizing aggressive action to achieve goals; running effective meeting; taking bold action; adapting leadership to fit the situation.

Influencing

Being able to influence employees, managers, and executives in support of organizational goals; building networks of colleagues throughout the organization to promote and support projects; creating win/win situations.

Organizational Savvy

Knowing how to make things happen in the organization; effectively managing complex relationships; showing political astuteness; understanding political agendas.

Coaching & Advising

Providing useful and practical advice; providing assistance to others to accomplish their goals.

ADMINISTRATIVE

Project Management

Planning and organizing projects with others; clarifying goals and mutual expectations; establishing working agreements including roles, planning contingencies; evaluating results.

COMMUNICATION

Speaking & Informing

Letting people know of decisions, changes, and other relevant information on a timely basis; speaking effectively on a one-to-one basis; being clear, direct.

Listening

Demonstrating attention to and conveying understanding of the comments and concerns of others.

PROBLEM SOLVING

Technical Knowledge

Having the prerequisite occupational technical knowledge in the consulting area; recognized by others in the organization as an expert in the field.

Diagnosing

Diagnosing core issues; involving others in problem diagnosing.

INTERPERSONAL

Giving Feedback

Presenting clear, direct feedback which is informative and useful; focusing feedback on critical issues; giving positive as well as problem-centered feedback.

Managing Conflict

Bringing conflict or dissent into the open and using it productively; arriving at constructive solutions while maintaining positive relationships.

Facilitating Skills

Helping others to accomplish goals; facilitating groups; making meetings productive.

Relationship Building

Developing and maintaining cooperative work relationships; presenting self as approachable, trustworthy, and concerned while demonstrating respect and concern for others.

PHASE I - EXTEND

CONSULTING SKILLS

Day 1

- Introduction and Logistics
- Review of the 10 Step
- Consulting Model
- Step by Step Practice
- Process Facilitation
- Assessment of Consulting Skills

Day 2

Consulting Specialty I

- necessary concepts
- use of consulting tool kit
- practice
- personal feedback

Pilot Consulting Project

Selection and Planning

Phase II - APPLICATION

4-6 weeks after Phase I

Day 3

- Debrief Pilot Consulting Project
- Individual Presentations
- Group and Facilitator Consult with Project Leader
- Redesign of Project as Needed

Day 4

Consulting Specialty II

- necessary concepts
- use of consulting tool kit
- practice
- personal feedback