

EXTEND™ Consulting Skills

Building Effective Client Relationships

On-site workshops can be tailored to specific technical/functional areas or industries.

Did you know that interpersonal issues, rather than technical issues, are the most common breakdown in consultant/client relationships? Failure to recognize and manage client behaviors can lead to some very bad consequences, especially if you are consulting within your own organization. EXTEND™ provides a basic consulting skill set. A ten step model is used that provides the internal or external 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. This two-day interactive workshop focuses on the first four steps of the process. Partnering—Contracting—Analyzing—Recommending. Part 2 of the Series focuses on steps 5 through 10.

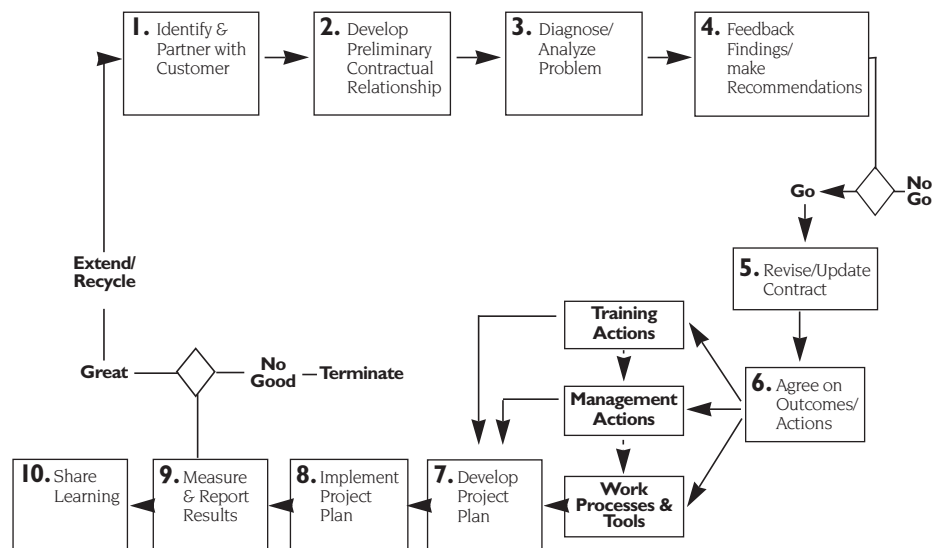
WHO SHOULD ATTEND

This program was originally designed for internal IT and HR staff consultants. But the competencies gained in this workshop can help any internal or external consultant in any technical specialty become more effective.

LEARNING OUTCOMES

During this workshop, participants have the opportunity to learn how to:

- Extend and leverage your technical expertise.
- Extend productive partnerships with internal or external customers and resources.
- Extend your customer service so that you exceed expectations.
- Extend the management and use of internal and external resources.
- Extend your ability and willingness to influence, negotiate and manage conflicts.
- Separate the people from the problem.
- Use the latest techniques in establishing contracts.
- Set and manage expectations.
- Recognize and disarm problematic clients.
- Use better methods for delivering your recommendations.



THE PROGRAM

Day 1

Consulting and Change

- Trust: “On the Ledge”

Consulting Skills Assessment

- Pre-Work Skills Survey Feedback: Staff Consulting Competencies Inventory
- Aggregate Feedback
- Individual feedback
- Development Plan

Consulting Model & Steps

- The Consulting Plan

Step 1: Identifying & Partnering with the Customer/Client

- Opportunity Assessment

Step 2: Developing a Preliminary Contracting Relationship

- Contracting Role Play: Last Minute Report
- Negotiating: Foundation for Effective Client Relationships

Day 2

- Assertiveness vs. Aggression
- Handling Resistance - You will learn that client resistance is a natural, expected reality of any change initiative, identify various types of resistance, and follow a model to help surface and influence resisting clients.
- Supporting and Encouraging Behaviors
- Influencing Others
- Contracting Role Play: Pre-Work Situations
- You and your team prepare for and conduct a contracting meeting/negotiation, then draft a simple contract (1-2 pages in length) that describes your agreement with the client.
- Contracting Insights

Step 3: Diagnosing & Analyzing the “Problem”

- Learn the five methods for collecting data, brainstorm the types of data you need to collect, and develop a data collection matrix. You will develop and use an interview protocol to conduct, summarize, and feedback the results of one-on-one interviews through an extensive case study.
- Case Study Enhancement: Projects That Failed

Step 4: Providing Feedback & Making Recommendations

- You and your team will review the data you have collected and identify 3-5 key points or themes. Then, given additional information about how the problem is being managed, as observed during data collection, learn how to effectively present problem-management feedback.
- Organizing Data & Preparing Feedback
- Role Play: Feedback to the Client

Putting the Pieces Together

SPECIAL FEATURES

You will receive an assessment of your consulting skills covering the critical core competencies used by successful internal and external consultants.

This program features a very realistic, engaging and interactive simulation about a “problem” project that involves internal and external consulting resources. Participants experience what it is like to work on a project that lacks many of the elements necessary to make a project and relationship successful.

Part 2 - 4-6 weeks after Part 1 (Contact us for more information)

Day 3

- Debrief Pilot Consulting Project
- Individual Presentations
- Group and Facilitator(s) Advise Project Consultant
- Redesign of Project as Needed
- Step 5: Revise/Update Contract
- Step 6: Agree on Outcomes
- Step 7: Develop Project Plan
- Step 8: Implement Project Plan

Day 4

- Consulting Technical/Industry Specialty
 - Implications
 - Use of Consulting Tool Kit
 - Practice
 - Personal Feedback
- Step 9: Measure & Report Results
- Step 10: Share Learning