

# INTERNAL CONSULTING SKILLS



This highly practical **2-day seminar** will boost your consulting skills and dramatically improve your ability to get things done right, fast and first:

- Build highly productive working relationships with internal & external clients or stakeholders
- Develop lasting solutions your clients will 'own'
- Apply the skills and techniques to influence those 'difficult' stakeholders
- Use professional consulting tools and techniques that really work
- Use your EQ to 'read' your client and get what you want
- Overcome resistance and build real commitment to action
- Operate with greater self-confidence and professionalism
- Excel as a value-adding advisor and business partner
- Jump-start your consulting career!



**NEW**  
Interactive, secure  
course-delivery via  
**zoom™**

[www.performancedynamics.co.uk](http://www.performancedynamics.co.uk)

**LOCKDOWN OPTIONS:** *Effective skills development during social distancing ...*

- Highly interactive **online course**
- OR**
- **Classroom** delivery as restrictions are relaxed

*... in UK and British Isles*

**GET A QUOTE ONLINE:**  
[www.performancedynamics.co.uk](http://www.performancedynamics.co.uk)

This is a fast-paced and highly concentrated learning experience and draws on the extensive practical consultancy and change management experience of the facilitators. The program includes consulting case studies and role plays, and practical tips, tools and techniques to help you get even better results as an internal or external consultant or business partner.

**Past participants:** *NHS, Royal Mint, Doncaster Council, Telefónica O2, Vodafone, Jersey Telecom, BOC Gases, Royal Bank of Scotland, Bravura, Tata Steel and many more...*

**This will boost your performance if you are a:**

- Human Resource Practitioner
- IT Professional
- Business Analyst
- OD Specialist
- Business Partner
- Learning & Development Specialist
- Finance Professional
- Governance & Risk Advisor
- Internal Auditor
- Quality & Service Assurance Advisor
- Project Leader
- Business Development Manager
- Change Agent
- Corporate Strategy Specialist
- Business Improvement Manager

**PERFORMANCE Dynamics®**

## THE CHALLENGE

Today more than ever, **public health measures**, **remote working practices**, unpredictable demand and unrelenting competition are forcing organisations to re-think the way they operate. As a result **corporate and support functions** are under pressure to demonstrate a genuine 'value adding' contribution to organisational performance. Similarly, **external service providers** are under scrutiny to deliver high

quality at a reasonable cost. This is having a dramatic effect on how internal functions and external service providers must now operate.

## HOW TO SURVIVE

Many support functions (Human Resources, IT, Finance, Marketing etc) are being downsized, outsourced or opened up to competition from external service providers. Others are moving to a more integrated shared services model with greater responsibility for supporting performance organisation-wide.

To survive in this new environment, **traditional support functions** must adopt a more proactive role in building relationships, enabling change, influencing outcomes and taking a sharper focus on organisational goals and business needs. Technical specialists (in IT, HR, Finance, Planning etc) need to see issues from a **broader business perspective** and speak the business language of their internal clients and stakeholders. Similarly, to take advantage of the market for internal services, **external providers** and consultants must break down the perceptions of 'us and them' and must collaborate as business partners to deliver **high quality products** and sustainable improvements in service. The internal consulting model provides an essential and dynamic way to adapt to these changes.

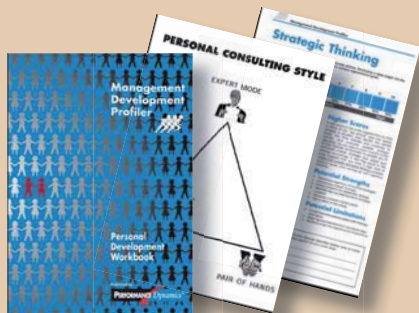
## COURSE STYLE

Tested in over 450 organisations in 17 countries, the Internal Consulting Skills program uses our proven approach to help you develop, practise and then apply the skills required to operate in this new mode. In the practical consulting simulation sessions you will work with one of our expert consultants in a team with up to 7 other participants. Guided by your facilitator, you and your team will plan and take

part in a lively and realistic simulation of a consulting process – from initial contact with your client or internal stakeholder through to a successful conclusion. You will receive feedback and advice on your current consulting style and take away powerful consulting tools, checklists and proven techniques to help you deal with the real-life hurdles internal consultants, advisors and service providers face. You will learn how to build highly productive partnerships with internal and external clients and stakeholders, how to re-position your team as a value-adding business partner, how to introduce high-impact and lasting improvements and much more...

## Style Profiler

Computer analysed assessment of your Personal Consulting Style plus 100 page Consulting Skills course manual and 40 page Personal Development Workbook (soft copies for Zoom-based courses) with your own benchmarked personal profile and personal development action plan.



Get a quote online at:

[www.performancedynamics.co.uk](http://www.performancedynamics.co.uk)

# PROGRAM OUTLINE

### 1. The Consulting Process

- What is consultancy?
- Understanding client and stakeholder needs
- The 34 essentials you need to begin a successful initiative
- How to clarify and define what is in and out of scope
- Nine important steps to ensure you 'add value'
- How and when to use 'Expert' and 'Collaborative' modes

### 2. PRACTICAL CONSULTING SIMULATION: Initial Client and Stakeholder Meetings

- How to manage successful initial meetings
- Establishing credibility and professionalism
- 24 ways for you to run better initial meetings
- The 80:20 rule and why you will fail without it
- Highly effective techniques to distinguish 'needs' from 'wants'
- How to develop highly effective questions
- Four powerful techniques to boost your active listening
- The difficult issues and how to raise them and deal with them
- The client's difficult questions and how deal with them
- Proven and practical ways to manage your client's expectations
- Developing a clear, measurable definition of the real objective
- How to develop proposals and plans with high impact

### 3. Consulting Tools, Models & Techniques

- How to use the most important professional consulting tools to diagnose the problem and identify options
- When to use quantitative and qualitative techniques
- Harnessing your client's experience to analyse the problem
- Involving your client in identifying solutions they will 'own'
- Using consulting models as powerful communication tools

### 4. PRACTICAL CONSULTING SIMULATION: Information Gathering and Analysis

- The secrets of successful information gathering meetings
- 20 ways for you to improve your information gathering
- How to deal with dominant people who are more senior
- A highly effective technique to influence demanding clients
- The keys to building rapport and overcoming resistance
- Powerful techniques to gain trust from suspicious client staff
- How to diagnose the problem and begin developing solutions
- Running successful questionnaire surveys and focus groups

### 5. PERSONAL DEVELOPMENT AND PERSONAL ACTION PLANNING: Developing your Consulting Style and Skills

- Benchmarking your consulting style against over 500 Australian consultants, business partners and service providers
- Using the 'Consulting Style Profiler' to develop your business, client and self management skills
- Over 150 action steps to boost your effectiveness
- Measuring your 'Emotional Intelligence' against our benchmark group of consultants and business partners
- 10 important ways to boost your Emotional Intelligence

Maximum 8 people (Zoom) or 16 people (Classroom)

### What our past course participants say...

*Did what it said on the tin! Good range of consultancy tips which will be valuable in my current and future roles.*  
Keith Chalmers, Scottish & Southern Energy, Perth, Scotland

*Extremely valuable - not only is it a sound introduction to my next internal consultancy role but I have an action plan to take my development further.* Maria Psaras, Internal Consultant, Financial Ombudsman Service, London

## 6. SKILLS PRACTICE:

### Client Management and Influencing

- Essentials of successful client and stakeholder management
- Difficult situations and how to deal with them
- A simple-but-effective 7-step process to help you say 'no'
- How to have the difficult conversations - more techniques
- Applying proven techniques to handle 'difficult' stakeholders

## 7. PRACTICAL CONSULTING SIMULATION: Presenting Recommendations to gain 'Buy-in'

- How to present 'bad news' without alienating your client
- Using your EQ to help you communicate convincingly
- How to read and respond to your client's behaviour
- 23 ways to help you prepare and run persuasive presentations
- How to present your findings for maximum impact
- Distinguishing 'buying signals' from interruptions
- How to handle the tough questions
- 6 effective ways to handle difficult people in presentations
- How to use the next steps to lock in client commitment

## 8. ACTION PLANNING: 'Positioning' yourself as a valued 'business partner'

- Moving from 'cost' or 'overhead' to 'added value'
- How to avoid simply being a 'pair of hands'
- Identifying opportunities to add greater value
- Building powerful networks and sponsors
- 30 practical ways to re-position your team as a business partner
- Developing your own 'marketing' action plan

## Highly Practical: 6 Special Features

1. Sharpen your skills in our hands-on simulations of real-life business and consulting situations.
2. Pin-point your development needs and capitalise on your strengths with our unique Consulting Style Profiler.
3. Take away our comprehensive manual, practical check-lists and quick-reference Palm Cards for your guidance after the course.
4. Learn simple-but-effective techniques you can apply immediately.
5. Maximise your personal learning in our small, tutor-guided skills development groups. Join Zoom courses from any location.
6. Discover the "trade secrets" from our experienced case study facilitators who are all practising management consultants.

## Classroom or zoom™ ?

Our classroom and online courses have identical content. In addition to instructor-led presentations and discussions, during online Zoom courses participants collaborate in Zoom breakout rooms with shared cloud whiteboards then run and review simulated consulting meetings with our highly experienced facilitators. Zoom-based course participants receive soft copies of all course materials.

*"One of the best programmes I have been on. I found the content not only invaluable for future consultancy meetings but many learning points are applicable to my general work. Extremely valuable."*  
Fiona Rodden, NHS Thames Valley & Wessex Leadership Academy

*Very valuable in learning lots of new techniques and how to deal with difficult people and unexpected outcomes. Maxine Nottridge, Global Human Resources Business Process Manager, BOC Gases*



**Daryl Wightman** is Managing Director of Performance Dynamics and our Course Leader. He has over 30 years' experience as a management consultant and has a unique background in both business information systems and human behaviour. He joined Andersen Consulting (now Accenture) as an IT Consultant in 1978 and designed and implemented large computerised business systems for clients in insurance and banking in London. As a

Chartered Psychologist in the SHL Group and then a Managing Consultant in PricewaterhouseCoopers (pwc) he assisted clients in London and Sydney to initiate and manage organisational and culture change and introduce leading-edge HR practices to align human performance with business goals. He regularly facilitates business planning and change management initiatives and has assisted over 150 major organisations in the UK, Europe, Asia, Middle East, Africa, USA, Canada and Australia including Tata Steel Europe, Lloyd's underwriters, Jaguar Cars, Amadeus France, The Royal Mint, ThoughtWorks USA, Pliva Croatia, BHP Billiton, Bank Negara (Malaysia), i2 Technologies (India), Fonterra NZ, the Australian Taxation Office and the Commonwealth Secretariat. Daryl is a regular speaker on change management and one of the authors of 'Australian Human Resources Management'. He was awarded a scholarship to Cambridge, holds a double MA in Physics and Psychology from Cambridge University and is a Chartered Psychologist in the British Psychological Society



**Kate McLaughlin** is Training Director of Performance Dynamics and has over 20 years' experience in training and business consultancy in financial institutions in London and Sydney. She is a specialist in banking operations and designed and implemented the quality standards and process for the first project in Europe to centralise back office processing in retail banking operations.

Kate designs and implements training and development solutions to support business improvement initiatives and her past clients include HSBC, Schroders, Hill Samuel and Midland Montagu. She holds a BA(Hons) from Southampton University, Post Graduate Certificate in Education (Cambridge) and is an Associate of the Chartered Institute of Financial Services (UK).



**Natalie Verdon** has over 20 years' experience in management consultancy. She specialises in change management processes taking a holistic view of business systems, organisational culture and factors influencing bottom-line results. She is co-author of the 'International Customer Service Standard' and is a regular speaker and trainer on customer service and process improvement. Her clients include Pfizer, Westpac, Qantas and Woolworths. Natalie holds a

Bachelor of Arts degree in Psychology and is a licensed assessor for the International Standards Accreditation Board.

## To join a zoom™ course each person will need their own:

- Laptop or desktop computer with speakers, webcam, microphone (or headset). See requirements: <https://support.zoom.us>
- Zoom video conferencing application (*free*)
- Miro online whiteboard application (*free*)
- Broadband internet connection (wired or mobile) minimum bandwidth 1.5Mbps/1.5Mbps (up/down). A standard broadband service is around 20Mbps.
- Test your equipment at <https://zoom.us/test>

# Run this course to boost your team's ability...



**YES** I want to improve my team's consulting skills.



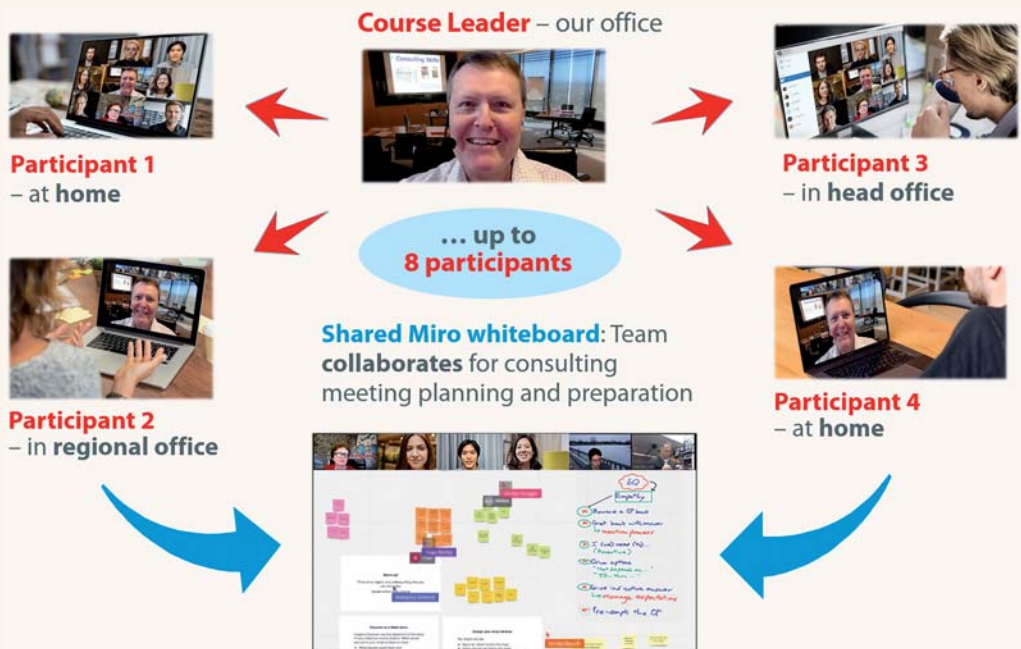
get quote

- 1 **GET A QUOTE ONLINE:** [www.performancedynamics.co.uk/getquote.html](http://www.performancedynamics.co.uk/getquote.html)
- 2 Contact us to **reserve your course dates.**
- 3 Book your internal **training room** or invite **participants** to **zoom™** online course

**Past participants include:** American Express (Brighton), Anchor Hanover (Bradford, London), Ashfords Lawyers (Exeter), BAE Systems (Adelaide), Bank of New Zealand (Wellington), BOC Gases (Surrey, Malaysia, Australia and USA), Bravura (London), BUPA, Caltex, Cheshire Constabulary HQ (Winsford), Commonwealth Secretariat (London), Deloitte, East Coast Main Line Company (York), eGain Communications (Slough), Ernst & Young, UK Financial Ombudsman Service (Canary Wharf), i2 Technologies (Bangalore, Taipei, Seoul, Beijing), Jersey Telecom (Channel Islands), M.W.Kellogg (Greenford, Middlesex), St Leger Homes (Doncaster), National Health Service (Oxford), National Health Service (Stirling, Scotland), Nestlé, News Limited, Oxford University Press, Pfizer, PricewaterhouseCoopers, Radianz Europe (London), Rio Tinto, Royal Bank of Canada (Jersey, Guernsey, Channel Islands), Royal Bank of Scotland (Edinburgh), The Royal Mint (Llantrisant), Salvation Army, Scottish & Southern Energy (Perth, Scotland), Shell (Kuala Lumpur), Southern Railway (Croydon), SureStock (Oxford), Sydney Opera House, Tata Steel (Port Talbot, Ijmuiden), Telefónica O2, Telindus (Hampshire), ThoughtWorks (London, Manchester), Toyota, Unisys Insurance Services (Liverpool), Vodafone (London), Woodside Energy, Xero, Zurich Insurance and many more...



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