



The Influential Internal Consultant™ Building Relationships and Getting Results in Your Organization



Consulting, whether internal or external, always involves facilitating change: technical, organizational, or behavioral. As an internal consultant, you can't depend on positional power to make things happen in your organization. Your impact on individual choices and behavior or on organizational strategy, tactics, and decisions is based on your expertise, your relationships, and your skills for influencing others. As an internal consultant, you must walk a fine line between your role as an insider, understanding the culture and the business, and your value as an outsider with a more objective view and broad knowledge. *The Influential Internal Consultant™* helps you to combine these assets with a sophisticated set of influence behaviors and the know-how to put them to work at each phase of the consulting process.

This two-day workshop is based on the book, *Consulting on the Inside: A Practical Guide for Internal Consultants®* by Beverly Scott and B. Kim Barnes (ATD Press, 2011) and Barnes & Conti's popular *Exercising Influence®* program. By participating, you will develop a greater understanding of your role, the consulting process, and how to use specific influence skills and tools to create or enrich an effective and successful internal consulting practice.

OBJECTIVES AND OUTCOMES

As a participant, you will be able to:

- ▶ Identify consulting roles that best fit you and your organization
- ▶ Gain tips and approaches to building and developing your internal consulting practice
- ▶ Apply the consulting process model to your own organization's consulting initiatives
- ▶ Practice and apply influence skills that contribute to consulting success
- ▶ Plan and prepare for an upcoming consulting situation.

WHO SHOULD PARTICIPATE?

Anyone with an internal consulting role and/or responsibilities in fields such as Human Resources, Finance, Strategy, Change Management, Internal Auditing, Information Technology, Organization Development, Human Factors, or Training and Development.

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COURSE OUTLINE:

- ▶ Introduction: Overview, definitions, participant challenges
- ▶ Opening exercise: Baseline consulting activity
- ▶ The phases of consulting: Application to own practice
- ▶ Introduction to influence tactics: Exercise and model
- ▶ Influence behaviors: Review and exercises
- ▶ Pre-work review
- ▶ "Isometric" skill practice with consulting situations
- ▶ Influence framework: Application to key client influence opportunity
- ▶ Consulting phases and applicable influence behaviors
- ▶ Influence objectives, issues, and tactics for internal consulting
- ▶ Contact Phase skill practice: Focus on Receptive influence tactics
- ▶ Skill practice, feedback and review
- ▶ Agreement Phase: Focus on Expressive influence tactics, especially Negotiation
 - Skill practice, feedback and review
- ▶ Information and Assessment Phase: Focus on Receptive tactics
 - Methodologies for gathering information
 - Developing recommendations
- ▶ Feedback Phase: Making recommendations and dealing with resistance
 - Skill practice, feedback and review
- ▶ Your role and consulting practice
 - Review competency assessment and discuss next steps
- ▶ Commitments and closing