

Consulting Skill Development (1 – 2 Days)

In our increasingly complex organizations, consulting roles abound. Sometimes these are formally designated as consulting; just as often they operate under other names. People consult from within an organization and from without. No matter what the specific consulting situation, someone is attempting to provide help to others.

This workshop focuses on the skills that enable a consultant to establish a relationship, be helpful and, in the words of Peter Block, “to get their expertise used.” It is structured around the phases of a consulting process—entry, contracting, diagnosis, feedback and action planning, intervention, evaluation and termination. It examines some of the underlying theory base of organizational consulting—action research, systems models, change models, and others.

Duration

One day (May be delivered as a webcast. Recommend 4 90-minute sessions.)

Objective

To develop proven consulting skills by:

- Understanding the consultant role
- Defining the applicable terms
- Explaining relevant consultant knowledge and skills
- Changing mind-sets

Resources

Block, Peter. (Current Edition) *Flawless Consulting: A Guide to Getting Your Expertise Used*. San Francisco, Jossey-Bass/Pfeiffer.

Optional: DiSC Classic 2.0 from Inscape Publishing. This profile is completed online as pre-work.

Content

The following topics are offered. Only 10 can be effectively covered in a one-day workshop.

1. Understanding and Managing Behaviors. (Option)
2. Consultant by Any Other Name . . .
3. Techniques Are Not Enough.
4. Flawless Consulting.
5. Contracting Overview.
6. The Contracting Meeting.
7. The Agonies of Contracting.
8. The Internal Consultant.
9. Understanding Resistance.
10. Dealing with Resistance.
11. From Diagnosis to Discovery.
12. Getting the Data.
13. Whole Systems Discovery.
14. Preparing for Feedback.
15. Managing the Feedback Meeting.
16. Implementation.
17. Strategies of Engagement.
18. Some Tools for Engagement.
19. Ethics and the Shadow Side.
20. The Heart of the Matter.
21. Another Checklist You Can Use.

