

Effective Internal Consulting: Creating and Sustaining Results



Corporate Training
SOLUTIONS, INC

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Value Added Contribution

Corporate and support functions are challenged to consistently demonstrate a “value added” contribution to clients’ business performance. Traditional shared services are adopting a proactive role in building relationships, understanding issues from a broader business perspective, speaking the language of their clients, taking a sharp focus of clients’ goals/objectives and enabling change.

Internal consultants are simply *expert internal services providers*. It is imperative that clients see these individuals as informed, listening, results-oriented and collaborative business partners operating with their objectives as a priority. All perceptions of “them” and “us” must be discouraged and eliminated for effective synergy and collaboration. Activities for all internal consultants include assisting clients by supplying information and delivering sustainable improvements in a timely fashion.

Developing client commitment is also a goal of each consulting act and specific communication skills are the tools that give internal consultants the power to translate possibility into action. Each step leading to the implementation of a solution is an opportunity to engage the client, reduce resistance, and increase the probabilities for success. Each step is an opportunity to influence and assist.

Developmental Objectives:

⇒ Defining internal consultancy: What clients need from you...?

- Technical, interpersonal and consulting skills
- Roles internal consultants choose
- Authenticity
- Internal consulting goals including establishing a collaborative relationship and gathering valid data



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⇒ The internal consulting process

- Entry “pre-meeting”, data collection, feedback/decision to act, implementation and extension/recycle/termination
- When to offer new suggestions to a reoccurring process
- Accessing the balance of responsibility and effectively communicating limits
- Learn to gather information, spot potential problems and ask effective questions
- Ensuring the requirements of each phase are completed including eliciting internal client expectations, surfacing concerns about exposure & loss of control in the contracting phase and giving direct verbal support.

⇒ How to demonstrate active listening, tact and diplomacy as tools for achieving long-term results

- The power of perception
- Active listening
- Demonstrating departmental relationship capability
- Leveraging personal strengths
- Building alliances with influencers and those that effect outcomes
- Developing new techniques for ensuring attention is given to both the technical problem and the relationships
- Search with your partners for benchmarks to help create fair solutions without alienating

⇒ Understanding and working with resistance: The faces of resistance and strategies for dealing with resistance. We explain client resistant responses including silence, slow turn around, confusion, and demonstrating irritation/impatience.

- Why clients may sometimes resist
- Managing internal emotions for “thinking on your feet”
- Specific steps for managing resistance
- Eliciting expectations of you and coping with mixed motivation

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⇒ Requesting and conducting the feedback meeting

- Demonstrating active listening
- Asking specific questions and building relationships
- Follow-up
- Eliciting further expectations of you and coping with mixed feedback

Upon participating in this program and consistently, applying described suggestions and techniques participants will be able to:

1. Have their expertise better utilized.
2. Read “landscape” more effectively and respond.
3. Demonstrate sensitivity to client needs and uncover hidden wants not clearly defined.
4. Have their recommendations more frequently implemented, as appropriate.
5. More consistently establish a partnership role with clients.
6. Develop internal commitments with their business partners more frequently.
7. Receive support more consistently from clients.
8. Continue to establish more trusting relationships with clients.



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