



PEOPLE AND
PERFORMANCE
CONSULTING PTY LTD



Christine Cox Consulting



PROFESSIONAL INTERNAL CONSULTING SKILLS PROGRAM

A practical program which develops key client relationship skills and the ability to influence change and improvement in your organisation.

THE CURRENT OPPORTUNITIES AND CHALLENGES

Providers of internal professional support services to their organisations are increasingly reviewing and reshaping their roles and relationships with internal clients.

There is currently a recognition that the delivery of higher valued services within organisations is possible through focussing more on **strong relationships** and **partnering** with clients and less on driving rigid compliance with corporate policies, procedures and technical requirements. By working with their clients as a **respected advisor** and **business partner**, internal service providers (e.g. Human Resources, IT, Finance, Planning, Policy, Performance, Technical Services, and Project Services etc.) have developed:

- A deeper understanding and knowledge of their clients' business needs, operating context and current opportunities and risks
- More timely and appropriate advice and services, including action on potential risk areas
- A stronger understanding through education of available services and of clients' accountabilities within relevant corporate policies and strategy
- Services which are better tailored to specific client needs

The remodelling of service delivery approaches has led to the implementation of new **internal consultancy** roles.

To support these roles there is a need to develop key relationship management skills and the ability to engage clients through a stronger understanding of the client's business, and the complexity and challenges they face in dealing with change.

DEVELOPING PROFESSIONAL INTERNAL CONSULTING SKILLS

The *Professional Internal Consulting Skills* development program conducted by *People and Performance Consulting* and *Christine Cox Consulting* draws on our experience to improve service delivery using contemporary delivery models and consultancy approaches. Our program is based on the Institute of Management Consultants (IMC) competency framework for professional services consultants, as well as a recognised framework for Organisational Development professionals. A 360 degree feedback process used in the program for participants is designed around these.

Who will benefit?

Managers and staff who are in key change management, client relationship management, and project management roles, and who are required to influence and negotiate with clients in providing services and advice.

What will participants gain?

The *Professional Internal Consulting Skills* program develops knowledge and skills in:

- The role of internal consultants in influencing change and improvement within the organisation
- The competencies required for effective internal consulting
- The situational roles and approaches needed for effective consulting
- How to plan the stages in the consulting process
- The ability to strategically influence and negotiate roles and outcomes with internal clients
- How to identify client resistance and apply process "interventions"
- How to apply effective change management, negotiation and conflict resolution techniques
- Effective processes for ongoing client relationship management
- Personal leadership and how to develop a high performing internal consultancy team.

Support towards professional accreditation

The newly developed *Diploma of Consultancy* is a nationally accredited qualification accepted all over Australia and has industry endorsement by the Institute of Management Consultants (Australia). The qualification is owned by Interlink Technology and awarded through mentored assessment in the workplace against eight units of competence. Our *Professional Internal Consulting Skills* program provides targeted learning and development across the units of competency and will support internal consultants aiming to further develop or fine-tune their skills and knowledge in preparation for mentored assessment for the Diploma of Consultancy.

PROGRAM OVERVIEW

The program consists of a short introductory session for participants and their sponsoring managers and includes four key learning modules spread over two parts which are conducted six weeks apart to allow learning application and review (refer illustration below). There is an optional coaching component which can be undertaken on a team or individual basis. All modules can be tailored to support the specific needs of your organisation and can be run as standalone if desired.

FEEDBACK ON CONSULTING COMPETENCIES

INTRODUCTORY SESSION (2 HOURS)

- Participants and Sponsoring Managers – roles and expectations
- Learning Process Overview
- Feedback process (360 degree tool)

PART 1 (2 DAYS)

INTERNAL CONSULTANT ROLE

- Role in Context – org priorities; service delivery models
- Professional consulting competencies
- Personal feedback and key areas for development
- Challenges in Internal consulting
- Situational roles – how to adopt appropriate approaches

CLIENT ENGAGEMENT

- Planning the stages in the process
- Negotiating roles – ‘Contracting’ with a client
- Client engagement – practical ‘client’ exercise
- Challenges in Internal consulting
- Situational roles – how to adopt appropriate approaches

CLIENT RELATIONSHIP MANAGEMENT SKILLS

- Influencing strategically, negotiation and conflict resolution
- Sources of change resistance – assessing change readiness
- Planning appropriate interventions
- Negotiation – practical ‘client’ exercise
- Maintaining the relationship
- Workplace action planning

PART 2 (1 DAY)

CONSOLIDATING THE ROLE AND BUILDING THE TEAM

- Review of key learnings and challenges
- Managing self
- Personal leadership
- How to build an effective internal consulting team
- Group presentations
- Evaluation and close of program

AND/OR

INDIVIDUAL OR TEAM COACHING PROGRAM (optional)

- Tailored planned coaching on specific skills areas for participants

WORKPLACE LEARNING PROJECT

- Planned project focussed on establishing and/or managing client relationships
- Capture learnings
- Discussions with Manager/coach

THE FACILITATORS



Steve Turner is a Director of *People and Performance Consulting*. Steve has over 25 years experience as a manager, project manager, and in working as both an internal and external consultant. He has been responsible for leading and supporting major organisational change initiatives including quality improvement, performance management frameworks, organisational reviews, restructures, and developing new service delivery models. His clients include agencies across the Queensland State public sector, local government, and the university sector. Steve is a highly experienced learning facilitator in the areas of leadership, team development, and consulting and communications skills.



Christine Cox is a Director of *Christine Cox Consulting* who specialise in learning and development. Christine has over 25 years experience in human resource management and 15 years experience as a management consultant within South-east Queensland with substantial local government and public sector experience. Christine's main area of expertise is in the field of human resource development and organisation development. Christine is a Certified Management Consultant (CMC) (an internationally recognised accreditation awarded by the Institute of Management Consultants (IMC) Australia). She has worked extensively with the IMC (Australia) over many years to develop and assess management consulting competencies. She is the Assessor for the IMC (Australia) for awarding CMC status in Australia. Christine has been instrumental in developing the new Diploma in Consultancy. Christine holds a Bachelor of Education (majoring in adult learning), has a Certificate IV in Workplace Training and Assessment and is an experienced trainer and facilitator.



Dr Leonie Horrigan is a co-Director of *People and Performance Consulting*. Leonie specialises in organisation development and change to help organisations improve performance and optimise their investment in people. Leonie's expertise includes organisation change and review, how businesses are structured, people management strategies, team effectiveness, development and performance, and leadership development. With a PhD in business psychology and some 15 years experience in senior management and consulting roles in the public and private sectors, Leonie helps organisations to understand and apply the psychology of people at work.

CONTACT US

For more information on how the *Professional Internal Consulting Skills* program can be tailored for you or your organisation, please contact Steve Turner on 07 3843 5329, Chris Cox on 07 3325 2433, or e-mail sturner@peopleperform.com.au or ccox@christinecoxconsulting.com.au.
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