



the group for  
organizational effectiveness, inc.

# the **consulting skills workshop** for **HR Professionals**

## why attend the consulting skills workshop?

**Human Resource (HR) professionals** are being asked to be more “**strategic**,” or to act as “**internal consultants**.” Regardless of the terms used, a common business imperative is that HR professionals must work with management to help move the business forward. To perform this role successfully, HR professionals must possess strong consulting skills in addition to their traditional HR skill and knowledge base.

The **Consulting Skills Workshop** supports the “internal consulting” role by helping HR professionals:

- Develop and refine their **consulting strategy**.
- Clarify and utilize various **consulting roles** with customers.
- Conduct effective **situation assessments** and clarify customer needs.
- Identify and work through **challenging situations**.
- Establish **clear expectations** and win-win agreements.
- Form **effective partnerships** with line management.

## who will benefit?

People who should attend the workshop include:

- HR Professionals who need to support the business—**who work with internal customers** (e.g., line managers, business leaders) to clarify needs and issues, help implement solutions, and move the business forward.
- HR Professionals who are in or who are evolving into a **strategic/consultative role**, and want to enhance their impact as internal consultants (the workshop is not for HR Professionals in transactional roles).

## what is the consulting skills workshop?

The Consulting Skills Workshop is a **highly interactive**, two-day seminar that provides participants with the skills and tools to enhance their impact as internal consultants. Participants will practice the skills and concepts learned in the workshop through interactive class exercises, including real world, role-play simulations that provide an opportunity for participants to experience both the consultant and customer perspectives. Throughout the workshop, participants will incorporate their own current business situations into the class exercises.

Due to the highly interactive, **hands-on** nature of the workshop, enrollment is typically limited to 12 to 16 participants. In order to increase the application of what is learned in the workshop, it is recommended that participants attend the workshop in pairs (two people that work together on a regular basis, share similar customers, or provide similar services). The workshop is conducted onsite, and can be customized to the specific needs and requirements of your organization.

## what participants will learn

Participants will learn:

- A consistent, effective approach to **planning and preparing** for consulting projects.
- An approach for reviewing where their “business” comes from and the **mix of services** they provide.
- How to identify and interact with the **key players** in a consulting engagement (sponsors, agents, users, and advocates).
- How to conduct an effective initial **situation assessment**—that quick assessment that you make during the first meeting or two with a customer.
- A four part process of gathering information, exchanging ideas, reflecting what has been learned, and reaching a **joint commitment** on how to proceed.
- A process of exploring the customer’s perceived business **goals, needs, expectations, problems**, and potential **solutions**.
- Appropriate **questions to ask** when responding to an initial request or problem.
- How to handle **difficult consulting situations**.
- Key strategies for understanding and overcoming **customer resistance**.
- How to accurately assess and differentiate between a customer’s **wants and needs**.
- Various **consulting roles**, and how to choose the right role for the situation at hand.
- How to **negotiate** roles and expectations with customers.
- What to include in a successful “**agreement**.”

## consulting tools

The following consulting tools are provided in the workshop:

- A “**tool kit**” of consulting tactics and tips that can be used to facilitate customer interactions.
- A detailed **debriefing guide** that helps participants learn from future consulting engagements.
- A resource list of **diagnostic probes** to use when conducting a situation assessment (includes examples in the areas of strategic management, change management, organization & job design, teams, performance, and training).
- **Tipsheets and advice** on how to best handle a wide range of difficult consulting situations.



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tel: 518.456.7738 • [www.groupOE.com](http://www.groupOE.com)