ON THE MARK

1.0   INTERNAL CONSULTING AND INFLUENCING WORKSHOP

OBJECTIVES

a. Define a "consultation."

b. Explain the 3 basic consulting roles – their advantages and disadvantages in terms of responsibilities and power.

c. Learn and apply at least 3 organization development/business frameworks against a real business issue.

d. Explain the term "lens" as applied to effective internal consulting.

e. Recognize and recite the 6 Phases of a consultation and the steps associated with systematic and disciplined approach to internal consulting.

f. Know the 5 steps of contracting; practice contracting and contract on a real business issue.

g. Explain the two basic assumptions anchoring high-impact contracting.

h. Learn the step-by-step process for conducting an assessment. Differentiate between an assumed need versus a true need [root cause].

i. Conduct an assessment on a real business issue.

j. Learn the steps associated with the Planning Phase.

k. Plan out a series of "interventions" to address true need.

l. Differentiate between interventions targeting individuals, groups and organizations.

m. Work though the 6 phases of a consultation using a real business issue: Contracting, Assessment, Planning, Implementing, Evaluating and Closing

n. Explain the inherent advantages and disadvantages with being an "internal consultant" as compared to external.

DELIVERY OPTIONS

* This workshop is no less than 4 days and requires each participant to bring in a real business issue to work on over the 4 days.

- This workshop is most effective delivered in two, 2-day sessions with about 3 weeks to one month apart to allow for the completion of an in-between assignment.

- This workshop allows for the substantive inclusion of "change" work to be taught as well. For example, IT staff not ONLY have to take into account the installation of a new/enhanced IT tool but its "quick adoption" by end users as well. This is where the change work comes into play – a skill sometimes lacking in IT professionals. Refer to 3.0 in this document for knowledge and skill objectives.

- This workshop can be supported by on-site and virtual shadow consulting by OTM Principals.

- It is strongly recommended that participants attend with their direct supervisors so as to ensure seamless transfer of skill and appropriate support and guidance post-workshop.