



Core Consulting Skills “CCS”

Concepts and practical skills for internal (and external) consultants

Course Code	44-312117-3
Program Overview	<p>This program is the first of three 3-day programs to develop the knowledge and practical know-how of those who offer functional expertise, facilitation and inquiry as internal (and external) consultants and business partners.</p> <p>The second 3-day program reviews different consulting styles, introduces participants to a model of consulting, and provides opportunities for consulting skills practice on generic and participants’ own case studies.</p> <p>The third 3-day program offers advanced consulting tools, tips and techniques within different organisational and ethnic cultural contexts.</p> <p>This first 3-day program develops the core consulting skills of a coaching approach, emotional intelligence, persuasive presentations, influencing without power and conducting challenging conversations.</p>
Who Should Attend?	This program is appropriate for internal or external consultants, and also for core function (HR, OD, Finance, IT, Logistics, Procurement, etc.) Business Partners who operate as internal consultants to their internal product or service Business Manager clients.
Program Standard	All of our specified trainers, coaches and consultants are accredited Members or Fellows of at least one of the following professional organisations and are bound by their rigorous codes of professional conduct and practice: Chartered Management Institute, Institute of Leadership & Management, Chartered Institute of Personnel and Development, European Mentoring and Coaching Council, International Coaching Federation
Certification	Instructor Certified
Learning Objectives	<p>By the end of the program, participants will be able to:</p> <ul style="list-style-type: none"> ➤ Understand what coaching is and isn’t, and how it is of use in consulting ➤ Use three simple models of coaching ➤ Understand the importance and the benefits of emotional intelligence in consulting ➤ Present findings with credibility, rationality and emotion ➤ Know the difference between influencing and persuading ➤ Use a model to influence and persuade effectively in conversation ➤ Recognise the barriers to having challenging conversations, and know how to overcome them ➤ Know when to instigate a challenging conversation and the implications of not doing so ➤ Build motivation and confidence to deal with challenging conversations.
Language	English
Training Methodology	Short theory inputs and case studies are explored through role plays in trios, experiential exercises and questionnaires, followed by reflection and peer coaching on learning transfer and its application. Do-Review-Learn-Apply.
Duration	3 Days (24 Hours) considering 8 Hours/Day.

Instructor	Internationally Certified instructor (Details of IEMS Instructors can be found on the company website)	
Date & Venue	(Venue to be selected and organized by the client)	
Course Contents		
<p>Day 1</p> <p>Introductions and overview of the program</p> <p>Coaching</p> <ul style="list-style-type: none"> ➤ What it is and what it isn't ➤ How coaching is useful for consulting <p>Key coaching skills</p> <ul style="list-style-type: none"> ➤ Contracting ➤ Listening ➤ Questioning ➤ Supporting ➤ Challenging <p>Coaching model 1 – Where? Now? Next?</p> <ul style="list-style-type: none"> ➤ Coaching practice in trios ➤ 2+2 feedback <p>Coaching model 2 – GROW</p> <ul style="list-style-type: none"> ➤ Coaching practice in trios ➤ 2+2 feedback <p>Emotional intelligence</p> <ul style="list-style-type: none"> ➤ What it is ➤ Goleman's model of EI ➤ Concept of the emotional bank account <p>Coaching model 3 – Empathic listening</p> <ul style="list-style-type: none"> ➤ Coaching practice in trios ➤ 2+2 feedback <p>Day 1 Conclusion & Review</p> <p>Overnight preparation of a case study for presentation</p> <p>Day 2</p> <p>Day 1 recap and key learning points</p> <p>Speaking to persuade</p> <ul style="list-style-type: none"> ➤ Purpose and context - ethos ➤ Narration – logos 	<ul style="list-style-type: none"> ➤ Treatment – pathos ➤ Topping and tailing ➤ Tools, tips and techniques <p>Presentation practice</p> <p>Using their own case study each participant speaks to persuade</p> <ul style="list-style-type: none"> ➤ 2+2 feedback from all other participants <p>Influencing skills</p> <ul style="list-style-type: none"> ➤ The difference between influencing and persuading ➤ Working with push and pull behaviours ➤ Barriers and enablers of push and pull ➤ Participants' preferred style and experiences ➤ Peer coaching on influencing effectiveness <p>The Ladder of Engagement – a model of influencing</p> <ul style="list-style-type: none"> ➤ Explanation of the model ➤ Related push and pull behaviours ➤ Planning a conversation using the Ladder of Engagement ➤ Participants practise influential conversations <p>Day 2 Conclusion & Review</p> <p>Overnight preparation of examples of real challenging conversations</p> <p>Day 3</p> <p>Day 2 recap and key learning points</p> <p>Challenging conversations</p> <ul style="list-style-type: none"> ➤ Typical types of challenging conversations <p>The cost of not having challenging conversations</p> <ul style="list-style-type: none"> ➤ ...at a personal level ➤ ...at an organisational level 	<p>Participants' examples</p> <ul style="list-style-type: none"> ➤ What is difficult or challenging? ➤ Facts or fears? ➤ Is it you or is it me? <p>Participants practise – 3-chairs technique</p> <ul style="list-style-type: none"> ➤ My point of view ➤ Your point of view ➤ What's really going on <p>Exercise debrief</p> <ul style="list-style-type: none"> ➤ Thoughts, behaviours and attitudes that are closed to learning ➤ Thoughts, behaviours and attitudes that are open to learning <p>Conflict management</p> <ul style="list-style-type: none"> ➤ What is conflict? ➤ Participant experiences ➤ Five styles of conflict management ➤ The pros and cons of each <p>Conversations for real</p> <ul style="list-style-type: none"> ➤ Top tips for handling challenging conversations ➤ Peer coaching on handling real challenging conversations more effectively <p>Review of the course</p> <p>Personal development plan</p> <ul style="list-style-type: none"> ➤ Reflection on learning, transfer and application ➤ SMART action planning ➤ Peer coaching on transfer and application of learning <p>Evaluation of the program</p>

