CONSULTING SKILL

CURRICULUM

CONSULTATIVE SALES SKILLS

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What Does Consulting Skill Ltd Do?

We develop consulting skills and behaviours, then customise and apply them to the world of our clients to produce exceptional results.

- We develop great consultants and great professionals who use consulting capabilities. Over the last 25 years our clients have worked with us to solve complex problems, lead teams, build Trusted Advisor relationships, develop business and accelerate their growth.
- Our work is customised to our clients' cultures, integrating their ideas, people, technologies and approaches with ours. Clients tell us that they keep using us because we go beyond mechanics to change mind-sets and behaviours supported by tools that their professionals can put to immediate use.
- 94% of our programme participants are very satisfied with our work, 95% use us after the pilot phase and 97% would recommend us to colleagues. 55% of our clients have worked with us for over ten years.
- We draw widely from consulting best practices, psychology, neuroscience and leadership research.
- Headquarted in London, but with our 50+ faculty all over the world, we have designed and led programmes to 250K+ professionals in 60+ countries in 450+ organisations over the last 30 years.
- Every one of our faculty has had at least 15 years' experience in their professional field before joining us. 50% of the team have held Partner or Senior Manager positions in the Big 4, strategy and IT consulting firms, 30% in other top professional services firms such as accounting, law, PR and advertising, engineering and healthcare and 20% from industry.

Who works with us?

We work with consulting firms and professional services and across industry with for instance internal consulting teams, industry service functions like Operations, HR, Finance and IT and professionals who want to develop their problem solving, client engagement, communication, strategy development and change management skills and behaviours.

What do clients use Consulting Skill Ltd for?

Our team has a 25-year record of increasing revenues and margins for our private sector clients and effective client engagement and successful change management for our public-sector clients. Clients tell us that we increase their effectiveness through developing world class consulting skills and behaviours such as complex problem solving, client relationship management, consultative selling, outstanding team and client communication, cutting edge leadership and change management.

Why Talk to Us?

- **We have experience**. Our faculty have 15+ years in industry / consulting / Professional Services and have developed more professionals in consultative skills and behaviours than any other team globally. Our clients include 7 out of the top 10 Management Consulting Firms, 6 out of the top 10 global technology firms, 41 of the Fortune 100 and 33 of the FTSE 100.

- **Our approach**. You're unique, and so are your development priorities and culture. We don't have sales targets – they take our focus off you. We have client impact targets. We want to know what differentiates you and if and how we can build on that. We listen… deeply …to diagnose with you. We'll explore ideas openly with you from our head, heart and guts. If there's a match we'll blend your expertise with ours to create inspiring and experiential development.

- **We're candid**. If this sounds like common sense, it's not common. We need to have a very close working relationship with our clients and if sometimes we find the bottleneck is at the top of the bottle we need to say so (as it has been in our organization!) So we employ a lot of iterative feedback and coaching. Changing behaviour is deeply personal and given smart discerning professionals are often highly skeptical, our consistent candour is key to building any kind of trust.

- **We integrate**. We bring together the very best ideas out there – suggesting content, experts, ideas, technologies, approaches and other partners that are most relevant to your unique context

- **We have access to the latest thinking**. Our faculty deliver programmes for leading academic and leadership development firms including Oxford and Cambridge University, London Business School, Insead, IMD, Kellogg, Duke, Korn Ferry, Deloitte and Mercer. We interview professors from Stanford, Harvard, Kellogg, Oxford, Duke, London Business School and IMD to ensure we can bring you cutting edge research.

- **Our track record of results**. Where clients want tangible commercial results, we commit to produce on average a 20x return on their investment with us. In the majority of cases we've produced a lot more. Either way post-programme satisfaction is not enough. What clients tell us really makes the difference is how closely and openly we work together.

- **We're nimble and scalable**. We understand the importance of responsiveness and scale to meet your demands.

- **We combine high professionalism with low ego.** It's ego that creates conflict, silos and delusion. We never forget it's your business and we are here to enable your vision.

Consultative Selling

Delegates will learn to:

- Deeply empathise by understanding how clients assess value and why clients buy
- Make a powerful and impressive personal impact from the outset
- Identify and explore topics credibly that matter most to their clients
- Strengthen their ability to co-diagnose client needs
- Frame and reframe problems and opportunities to maximise impact
- Ask powerful questions and scope critical success factors around opportunities that create credibility
- Developing compelling points of view that bring new insights to clients
- Create buy in to their value propositions by co-creating them with the client

What the programme will cover

Based on multiple research studies of thousands of top sales professionals and executives, combined with the latest thinking from neuroscience and psychology, participants will learn best practice processes and frameworks to be able to lead the thinking on strategic issues, co-diagnose client needs, effectively scope opportunities and develop compelling value propositions.

Understanding buyer behaviour

- Reading and adapting to how different clients assess value
- Recognising how and when clients buy
- Learning five critical conversations that clients need to have as buyers
- Developing relevant, compelling and original points of view

Developing winning consultative sales capabilities

- Developing an inquiry strategy to diagnose client issues
- Framing and reframing the client’s objectives and issues
- Developing relevant and thought-provoking points of view
- Structuring and articulating a compelling value proposition

Managing critical conversations

- Developing profound listening skills around what is said explicitly and implicitly
- Increasing verbal and non-verbal personal impact
- Creating moments of truth that form a powerful positive impression
- Managing unexpected questions and challenging encounters

Role plays

Participants will practise skills during a series of role plays based on live or imminent situations with their target client in a safe and supportive environment.

How individuals and organisations benefit from this programme

Participants will increase conversion rates, expand engagement revenues, strengthen client loyalty and follow-on sales by:

- Creating a plan that deepens client relationships and adds value to new relationships
- Increasing credibility with clients through compelling points of view
- Connecting with the client’s agenda and engaging clients in dialogue
- Pinpointing client needs and tailor their proposition around them

Organisations will:

- Increase sales and profitability through greater client loyalty, increased hit rates and sales productivity and higher value engagements.

How CSL will embed the learning

- Advise managers on the leadership and processes required to maximise ROI.
- Online orientations and process and tool overviews before face to face training
- Team based case study on live situations (optional technology based simulation)
- Highly experiential exercises and role plays interspersed with tutor coaching, debriefs and peer reviews.
- All case learning, processes and tools are applied to real world situations and integrated with existing approaches.
- Follow up coaching on live projects with online resources, reference videos and articles.

The Trusted Advisor

Delegates will learn how to:

- Manage their personal development to becoming Trusted Advisor
- Master critical client conversations that foster credibility, rapport and trust
- Design compelling events that form an exceptional impression with clients ("Moments of Truth")
- Develop proactive questions, agenda setting and thought leadership approaches that differentiate them from their competition
- Develop personal effectiveness in challenging executive client communications
- Develop and manage lasting client relationships
- Act as an ambassador and represent the collective capabilities of their firm
- Identify and distinguish between prospective clients who just take your ideas and those who value a reciprocal relationship

What the programme will cover

Based on the findings of multiple studies of over 1100 interviews with senior executives and Trusted Advisors, this programme will make you more relevant and compelling to senior executives so that you differentiate yourself and your organization.

You will understand how to build new or existing relationships with senior executives, broaden and grow your client base and represent the interests of your whole organisation. You will be able to build the kind of credibility where you can deeply understand your clients' needs and how they define value, framing issues and opportunities, offering compelling thought leadership, exploring potential options as equals and co-creating the future together. You will be able to develop client loyalty that commands a price premium and develops a sole source relationship.

Personal effectiveness as a Trusted Advisor

- Develop the mindset and behaviours of an advisor
- Articulate the questions that raise your credibility and stimulate conversation
- See beyond the immediate content to the areas of wider context that matter
- Strengthen your ability to frame and reframe client issues and lead the thinking
- Handle challenging conversations in a productive manner that strengthen rapport
- Increase non-verbal executive presence and know how and when to alter your status

Build relationships that go beyond a transaction

- Understand what your clients really want
- Develop a collaboration that moves from discrete to repeat engagements
- Understand the key conversations that enable clients to buy from you

Clients for life

- Understand how to convert an engagement into a sustainable client relationship
- Develop approaches for staying relevant and not being boxed in as a provider of just one area of expertise
- Understand & gauge the level of investment that is meaningful to your client.

How individuals and organisations benefit from this programme

Participants will be able to:

- Build long term and senior client relationships
- Turn difficult client situations into an opportunity to deepen trust
- Lead client's thinking and articulate powerful points of view that reveal blind spots
- Actively manage their network for current and future gain

Organisations will:

- Be able to accelerate their growth by scaling effectively through creating a culture of Trusted Advisors

How CSL will embed the learning

- Advise managers on the leadership and processes required to maximise ROI.
- Online orientations and process and tool overviews before face to face training
- Team based case study on live situations (optional technology based simulation)
- Highly experiential exercises and role plays interspersed with tutor coaching, debriefs and peer reviews.
- All case learning, processes and tools are applied to real world situations and integrated with existing approaches

Expanding Client Opportunities – Selling On

Delegates will learn to:

- Develop client strategies that move from discrete to repeat engagements
- Identify, prioritise and scope adjacent opportunities to any current engagement
- Rigorously analyse the decision maker network to identify personal and business needs
- Frame and reframe problems and opportunities to expand the scope and impact
- Develop conversational fluency around how and when to talk about expanding an opportunity throughout the buying process
- Develop a proposition that substantiates why their organisation is best suited to this expanded opportunity
- Illustrate rather than assert how the firm's capabilities benefit the client
- Create a set of specific actions to deepen the client relationship and expand opportunities

What the programme will cover

Based on multiple research studies of thousands of top sales professionals and executives, combined with the latest thinking from neuroscience and psychology, participants will learn best practice processes and frameworks to be able to create and win follow-on opportunities

Understanding the client and the potential sell on opportunity

- Assessing the nature of the current relationship with existing client(s) and the degree of trust and influence you have
- Understanding the mind of the buyer and the conversations you must have if they have already bought from you before you try to create further opportunities

  Identifying and qualifying potential opportunities and the potential value you can generate

Differentiating your firm

- Positioning your firm's capabilities within the mind of the client
- Preparing for the initial conversation with the client
- Illustrating rather than asserting the firm's relevance to the client

How individuals and organisations benefit from this programme

Participants will be able to:

- Deepen their client relationship and add value through new opportunities.
- See beyond the scope of current projects to what is most valuable for the client.
- Increase sales conversions through creating a better match between their proposition and the client's needs.

Organisations will:

- Be able to reliably accelerate their growth through a "farming" strategy of client development and both increase the size of individual deals and lower the overall cost of sale through creating a culture that generates client loyalty.

How CSI will embed the learning

- Advise managers on the leadership and processes to maximise ROI.
- Online orientations and process and tool overviews to ensure learning readiness.
- Team based case studies (optional technology gaming and simulation).
- Highly experiential exercises, role plays, tutor and peer coaching debrief reviews.
- All case learning, processes and tools are applied to real world situations and integrated with existing approaches.
- Follow up coaching on live projects with online guides, reference videos and articles.

Finding and Winning New Opportunities – Selling In

Delegates will learn to develop sales strategies with prospective clients that move from early stage stakeholder analysis, through thought leadership, value propositions and to the first engagement by:

- Uncovering and qualifying compelling new live business opportunities from scratch
- Identifying new key potential decision makers, their potential issues, needs and decision-making styles
- Developing questions and compelling ideas that build credibility with new clients
- Maximising effectiveness at developing critical client conversations that open up opportunities

What the programme will cover

This highly interactive programme focuses on the rational, emotional and political skills and behaviours of new business development. It focuses on how to pursue and win sales through identifying key decision maker needs and planning and managing critical client conversations. It can be tailored for any level of seniority and teams at different levels

Understanding the client and identifying and qualifying the lead

- Analysing the client's situation to identify potential opportunities
- Understanding how to listen to our clients to genuinely hear their explicit and implicit needs
- Assessing the issues, questions and opportunities for clients and identifying the pitfalls for a business developer
- Displaying the necessary behaviours to demonstrate how your firm provides a high-value professional service

Differentiating the firm

- How to avoid commoditising your firm by talking to clients about 'offerings'
- Understanding your firm's capabilities that are most valued by the client
- Fully articulating and standing for the value of the firm without resorting to price as a differentiator
- Analysing and designing 'moment of truth' events that positively influence the client's perception of your firm

Managing client conversations

- Understanding stakeholder motivation and how to win over other stakeholders
- Learning how to how to hypothesise, test and validate client opportunities and challenges in conversation
- Developing a relevant and original point of view that builds credibility.

How individuals and organisations benefit from this programme

Participants will:

- Develop the "hunting" skills for new opportunities with prospective client relationships.
- Participants will bring in new clients in new industries and build client loyalty.

Organisations will:

- Increase sales and profitability through opening up new opportunities.

How CSI will embed the learning

- Advise managers on the leadership and processes to maximise ROI.
- Online orientations and process and tool overviews to ensure learning readiness.
- Team based case studies (optional technology gaming and simulation).
- Highly experiential exercises, role plays, tutor and peer coaching debrief reviews.
- All case learning, processes and tools are applied to real world situations and integrated with existing approaches.
- Follow up coaching on live projects with online guides, reference videos and articles.

Engaging Senior Executives

Delegates will learn to:

- Build confidence in senior level conversations and forging long-term relationships
- Communicate more effectively, using models that will increase the impact of communication
- Demonstrate increased personal presence
- Exemplify collaborative, confident and proactive business development behaviours
- Frame client's issues, lead the thinking, whilst addressing their concerns
- Handle resistance and conflict productively to strengthen the relationship

This programme assumes reasonable proficiency in business development and client management and can be targeted at either experienced Managers and Principals or Partners

What the programme will cover

This highly collaborative programme focuses on building emotional intelligence around business development, focusing on how to master critical client interactions. Participants explore the different ways of building long-term client relationships around how to create opportunities that demonstrate initiative and competence, how to seek out new intelligence, assemble evidence and create awareness of new needs, how to increase the amount of client contact and how to both building business and personal client relationships.

Initiate the relationship

- Understand the latest research on influence
- Strengthen your ability to making a positive first impression
- Know how to position your firm
- Understand how to read senior executives
- Understand how to initiate a business development conversation and build immediate credibility

Develop the relationship

- Strengthen your ability to influence clients rationally, emotionally and politically
- Appreciate the buying process that clients require to buy from you and the characteristics of the key phases
- Enhancing personal impact to influence feelings and decision-making
- Use coaching techniques to strengthen your partnership

Deepen the relationship

- Understand the characteristics of long term client relationships
- Appreciate how best to position any message the client may not want to hear
- Strengthen your ability to handle difficult client conversations and resolve any conflict

How individuals and organisations benefit from this programme

Participants will be able to:

- Strengthen the impact of their communications.
- Demonstrate the necessary business development behaviours at a senior level.
- Handle difficult conversations in a productive and positive way so as to maintain credibility and build long term relationships.

Organisations will:

- Be able to expand their influence, increase their deal size and lower their cost of sales through engaging more senior executives with discretionary budgets.

How CSL will embed the learning

- Advise managers on the leadership and processes required to maximise ROI.
- Online orientations and process and tool overviews before face to face training.
- Team based case study on live situations (optional technology based simulation).
- Highly experiential exercises and role plays interspersed with tutor coaching, debriefs and peer reviews.
- All case learning, processes and tools are applied to real world situations and integrated with existing approaches.

Negotiation Skills and Dealing with Procurement

Delegates will learn to:

- Understand people's motivations in negotiation
- Outline people's typical negotiation styles
- Prepare for successful negotiation
- Apply the most effective tools, principles and tactics in a variety of scenarios
- Deal with conflict constructively

What the programme will cover

This highly interactive and experiential Negotiation Skills programme helps participants to appreciate the complex interactions and relationships in negotiation. It explores the processes, tools, techniques and behaviours that lead to success for both parties. It is supported by extensive research into buying behaviour from clients and procurement teams and the winning negotiation skills and behaviours of top professionals. The outcome will be greater confidence when negotiating at any level, stronger relationships, and higher success rates.

Changing your approach to negotiation

- Understanding the motivation and persuasion behind negotiation
- Being realistic about what is possible and handling your expectations appropriately

Awareness of personal style

- Recognising the qualities which help and hinder negotiation
- Managing team member personalities

Negotiation tools

- Applying six rules for success

Dealing with conflict

- Understanding why conflict occurs
- Applying a four-step process to handle conflict

How individuals and organisations benefit from this programme

Participants will be able to:

- Formulate a clear action plan for any level of negotiation with clients and procurement professionals
- Manage any conflict situation more confidently
- Sustain client and procurement relationships throughout the process

Organisations will:

- Be able to sustain margins through greater consistency in managing value and avoiding discounting.

How CSL will embed the learning

- Advise managers on the leadership and processes required to maximise ROI.
- Online orientations and process and tool overviews before face to face training.
- Team based case study on live situations (optional technology based simulation).
- Highly experiential exercises and role plays interspersed with tutor coaching, debriefs and peer reviews.
- All case learning, processes and tools are applied to real world situations and integrated with existing approaches.

Networking

Delegates will learn to:

- Explore how buyers look for a new partner
- Understand the characteristics of effective networking today
- Increase intellectual and social confidence to be able to adapt to any networking situation and modulate their status to make a connection and build trust
- Analyse their network potential and compare your approach to best practice
- Apply a systematic approach to prioritise and foster their existing network and generate new relationships
- Understand how best to use their personal style to network both one to one and in building communities of interest online and in person
- Develop relevant points of view that can be used as part of a networking strategy
- Engage credibly in conversation at any level with senior executives
- Be prepared for chance encounters and how to modulate personal presence

This programme provides a very experiential and practical environment for professionals to strengthen their networking skills and often re-assess any reticence towards networking. Participants will be able to develop key questions and points of view for their chosen sector or interest area and feel greater ease around the networking conversation and more intellectual and social confidence.

What the programme will cover

The programme embodies the latest research on networking including how networking drives revenues, how to engage anyone in a social setting, avoiding common pitfalls and structuring conversations face to face and via social media.

Building a networking mind-set

- Understanding how to overcome any consideration about networking by framing what networking really means.

Awareness of personal style

- Creating an awareness of how your personal style is perceived by others and what impact that can have.

Winning behaviours

- Viewing networking as the art of contribution rather than a risk of rejection.
- Researching and preparing to be able to enjoy networking experiences.

How individuals and organisations benefit from this programme

Participants will be able to:

- Formulate a clear networking strategy that will strengthen their brand.
- Generate client relationships through the process.

Organisations will:

- Be able to grow through engaging more potential buyers and attract future talent.

How CSL will embed the learning

- Advise managers on the leadership and processes required to maximise ROI.
- Online orientations and process and tool overviews before face to face training.
- Team based case study on live situations (optional technology based simulation).
- Highly experiential exercises and role plays interspersed with tutor coaching, debriefs and peer reviews.
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