CONSULTING SKILL

CURRICULUM

CONSULTING SKILLS & BEHAVIOURS

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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 very 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 a 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.

Consulting skills & behaviour curriculum

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.

Analytical Problem Solving (Issue Analysis)

Based on our designing and leading problem-solving programmes for the world's top consulting and professional service firms for over 25 years, participants will learn to:

- Rigourously analyse complex business problems
- Develop irrefutable conclusions and compelling recommendations
- Develop more innovative solutions for clients
- Work together with clients and team members more cohesively and effectively
- Manage time and resources productively to increase impact and profitability
- Integrate these skills with existing processes and tools into current engagements

Background

This programme is the result of extensive research and experience working with leading consulting firms and teams to identify the best-practice processes and tools to solve complex and unstructured business problems.

What the programme will cover

The programme enables participants to increase the rigour and productivity of their own thinking and that of their team, improving their capabilities in the following areas:

Defining the scope of the problem to be solved

- Analysis of the client's situation including the political and emotional context
- Defining the objectives, the client wants to achieve
- Outlining the topics that need to be investigated
- Defining internal outputs and external client deliverables
- Planning how best to communicate recommendations

Collecting data

- Framing the most important hypotheses that drive data efficient data collection
- Knowing how to avoid bias and being able to define and ask the right questions
- Ascertaining exactly what data needs to be collected and when
- Agreeing on collection methods and sources and organising and displaying data
- Achieving cost effective use of time and resources

Developing the logic

- Knowing how to synthesise efficiently without losing sight of the client's objective and context
- Drawing reasoned and clear findings and conclusions from raw data
- Developing both practical and where appropriate innovative recommendations
- Planning and setting up implementation in a way that clients will own fully

Building an aligned and effective team

- Accelerating effective team working and team maturity
- Identifying and assigning key tasks in the consulting engagement
- Strengthening the ability to read, empathise with and adapt to others

How individuals and organisations benefit from this programme

A common language and process that:

- improves rigour of thinking and clarity of communication
- identifies and substantiates compelling recommendations and solutions
- manages and exceeds client expectations
- integrates with existing processes and current engagements
- improves internal and client / professional team working
- maximises client impact and successful execution
- increases engagement profitability

How we will embed learning

- Workshops with managers on the leadership and processes required to maximise ROI.
- Use of online orientations and process and tool overviews before any face to face training.
- Participants work in teams on a case study (optional technology based gaming and 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 and reference material.

Research, Interviewing and Data Collection

Delegates will learn to:

- Research, select and collect data effectively
- Minimise wasted effort through a rigourous hypothesis-driven approach
- Use best practice synthesis and storyboarding tools to organise and display data
- Prepare for interviews, using an interview guide that focuses on key questions and outputs and allows for free-form comments and record the data efficiently
- Use client interviewing as a powerful way to gather opinions and observations, test assumptions and commitments and pave the way for change
- Refine their personal interviewing style through developing their emotional intelligence and ability to build trust through a series of role-plays
- Use a variety of data sources and methods to balance comprehensiveness, pragmatism, time, cost and creativity whilst checking and avoiding bias

What the programme will cover

Participants develop competence in data collection planning, conducting interviews and synthesis, using best practice investigative frameworks and analytical processes. This highly participative programme combines case studies with practice, coaching and feedback. Participants conducting any forms of structured research and interviewing will become more effective and efficient individually and with their teams. Specifically they will cover:

How best to identify, plan and cost research and data collection requirements

- Deciding and planning data requirements and outputs
- Identifying skills and resources efficiently and costing accordingly

How to select sources and decide on methods for data collection

- Identifying the range and credibility of available data sources
- Determining the number and quality of sources required

How to conduct effective interviews

- Determining the interview plan and structure
- Setting up and managing the interview
- Strengthening your emotional intelligence: building rapport, asking effective questions, listening effectively, summarising, exploring and challenging ideas
- Recording note taking and data efficiently
- Handling difficult interviews
- Determining and adapting to an interviewee's style and tolerance for change

How to organise and synthesise interviews

- Managing the influx of data that has been collected
- Writing up notes clearly and summarising quantitative and qualitative data
- Identifying findings from data and developing lines of logic
- Framing compelling conclusions and practical recommendations

How individuals and organisations benefit from this programme

Participants benefit from a process and set of tools that reliably:

- increase the efficiency of data collection
- improve the accuracy of data synthesis
- avoid bias and assumptions in recommendations
- provide an audit trail of logic to substantiate recommendations and solutions.
- increase participants' confidence

Organisations will:

- Increase team productivity through a common language and approach and ensure robust findings and conclusions

How we will embed learning

- Workshops with managers on the leadership and processes required to maximise ROI.
- Use of online orientations and process and tool overviews before any face to face training.
- Participants work in teams on a case study (optional technology based gaming and simulation).
- Highly experiential exercises and role plays interspersed with tutor coaching, debriefs and peer reviews.
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- Follow up coaching on live projects with online resources, reference videos and articles.

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Consulting Fundamentals

In this highly participative programme, you will learn the consulting techniques and skills that are a prerequisite in consulting:

- Understand your consulting style and how to work effectively together in teams
- Increase your awareness of the business context and commerical drivers
- Use best practice frameworks to develop your strategic thinking and analysis
- Understand and practice the fundamentals of good conversation with clients
- Strengthen critical key communication skills around listening, advocating ideas, inquiry, coaching, storytelling, meeting management and facilitation.
- Know how to gain the client's commitment to your ideas and recommendations
- Identify mental models and bias and understand their impact on decision making
- To understand the sources of creativity and strengthen your creative thinking
- Learn about personal and organisational change and how to influence them
- Recognise the factors to affecting successful change and overcoming resistance
- Strengthen your coaching skills and know how to support clients through change
- Strengthen the ability to develop propositions to illustrate and demonstrate your and your organisation's competencies to your client
- To be able to surface further opportunities to contribute from current work by deepening empathy and understanding of client needs and stakeholder politics

What the programme will cover

Participants recognise and be able to adapt their consulting style and mental models, see the broader strategic context, analyse and articulate strategically and develop a roadmap for change. They will strengthen their client development capabilities and be able to gain buy in to their ideas, recommendations and propositions.

Strategy and change analysis and management tools

- Understanding and mapping the broader business context
- Analysing and current strategy and potential future state
- Managing personal and organisational change

Self awareness, thinking and creativity

- Analysing and owning your personal consulting style
- Recognising and managing your mental models and bias and your client's
- Strengthening creativity and brainstorming approaches
- Developing lasting client relationships

Communication

- Mastering key influencing phases of executive conversations
- Developing inquiry strategies and questioning techniques
- Advocating a point of view and gaining buy in to recommendations
- Using coaching to empower colleagues and clients
- Managing and facilitating meetings
- Using storytelling to engage and influence
- Developing and articulating compelling propositions

How individuals benefit from this programme

Participants will be:

- Able to maximise their contribution to any consulting type project or strategic and change conversations.
- More self-aware and engaging around clients and colleagues.
- Able to integrate ideas with existing company processes and projects.

Organisations will:

- Increase team productivity and client impact through common tools and approaches.

How we will embed learning

- Workshops with managers on the leadership and processes required to maximise ROI.
- Use of online orientations and process and tool overviews before any face to face training.
- Participants work in teams on a case study (optional technology based gaming and simulation).
- Highly experiential exercises and role plays interspersed with tutor coaching, debriefs and peer reviews.
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Consulting skills & behaviour curriculum

Effective Communication

Delegates will:

- Get to the essence of their message more succinctly and efficiently
- Structure their written and verbal communication more effectively so that the audience are more likely to understand, accept and act on what they hear
- Know how to display information effectively and use visuals
- Develop greater awareness and empathy and present with greater confidence
- Use status and non-verbal influence in a culturally appropriate way to influence
- Maintain audience interest through effective flow of messages, phrasing, use of language, tone and engagement techniques
- Manage difficult audiences and challenging questions
- Use 'storylining' and storytelling techniques to create a compelling and cohesive narrative

What the programme will cover

Participants will increase their credibility and personal impact by developing the optimal structure, message flow and relevant visuals for their audience. By using true to life scenarios, they will practice how to create a strong connection with audiences and bring ideas to life so that their clients understand, accept and act on them. Overall consultants will increase their impact and productivity in both written and verbal communication.

Effective use of graphics

- Using visual aids selectively to add colour and impact — to enhance not obscure or confuse your message

Influencing and delivery techniques

- Using storytelling to engage the audience — relating materials through the use of metaphors, analogies and personal stories to fully involve the audience
- Developing awareness of how body language, tone of voice and words combine to create status, impact and credibility
- Effectively handling questions and counter-arguments, avoiding defensiveness and maintaining control
- Using visual aids selectively and with impact — for audience benefit rather than presenter benefit

Tricky client conversations

- Handling questions and counter-arguments effectively, avoiding defensiveness and maintaining control

How individuals and organisations benefit from this programme

Participants will:

- Have increased confidence when communicating to stakeholders.
- Support arguments logically with relevant and succinct data / visuals.
- Have greater audience awareness.
- More agility in facilitating high stakes meetings and difficult situations.

Organisations will:

- Be able to rely on their teams to communicate at all levels of the client.
- Increase team productivity in developing communication.

How we will embed learning

- Workshops with managers on the leadership and processes required to maximise ROI.
- Use of online orientations and process and tool overviews before any face to face training.
- Participants work in teams on a live materials or relevant case studies (optional technology based gaming and 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.

Managing the Consulting Engagement

Delegates will learn to:

- Manage the thinking, the team and the client in any complex engagement more effectively
- Identify clients' rational, emotional and political drivers to build trust and help overcome resistance from stakeholders
- Apply the research on best practice principles that help their teams to excel and to build trust and loyalty with their clients
- Understand the dynamics within your client organisation and apply a variety of approaches to facilitate client change
- Gain greater client trust and satisfaction

Overview

This programme focuses on the role of the manager in engagements who must lead a team and win the respect and trust of clients. It is for those who are about to manage or have already managed engagements.

What the programme will cover

Participants will explore the different leadership and management demands of the engagement manager role through the key stages of the consulting process. Topics will include:

- Working with the client to clarify the objective and engagement expectations
- Building the team and creating a high performance trusting environment
- Setting expectations with the client and the team
- Facilitating the analysis and challenging the thinking in one's team
- Leading the key phases of the engagement
- Managing quality and creating "moments of truth" with the client that illustrate quality
- Creating compelling conclusions and recommendations
- Leading client communication and facilitating the communication and relationship building process with your team
- Distilling the thinking into provocative thought leadership
- Coaching team members
- Managing challenging conversations with both the client and team members
- Understanding the dynamics of facilitating change in order to stimulate positive change for clients

The seven stages of managing the consulting process

1. Clarifying client expectations
2. Building and briefing the team
3. Facilitating the planning
4. Managing the quality of the analysis and data collection
5. Managing the synthesis, preparing communication and key presentations
6. Coaching the client to lead the implementation and developing change agents
7. Managing client expectations and closing the engagement successfully

How individuals and organisations benefit from this programme

Individuals will:

- Be more adept at managing challenging engagement situations.
- Manage and exceed client expectations.
- Be able to integrate their learning into projects immediately.
- Increase their productivity.

How we will embed learning

- Workshops with managers on the leadership and processes required to maximise ROI.
- Use of online orientations and process and tool overviews before any face to face training.
- Participants work in teams on a live materials or relevant case studies (optional technology based gaming and simulation).
- Highly experiential exercises and role plays interspersed with tutor coaching, debriefs and peer reviews.
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The Trusted Advisor: Advanced Client Relationship Development

Delegates will learn how to:

- Manage the transition from subject matter expert to Trusted Advisor
- Develop lasting relationships at any level and particularly with senior executives
- Master critical client conversations that foster credibility, rapport and trust
- Design compelling events that form an exceptional impression with clients ("Moments of Truth")
- Act as an ambassador and represent the collective capabilities of their firm
- Develop proactive inquiry and thought leadership approaches that differentiate them from their competition and provide more sales opportunities
- Develop personal effectiveness in challenging executive client communications
- Distinguish between those clients who just want to 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 a project into a sustainable client relationship
- Develop approaches for staying relevant and not being boxed in as a provider of just one area of expertise
- Manage the level of non-billable investment that is meaningful to your client

How individuals and organisations benefit from this programme

Participants will be able to:

- Build client relationships at all levels.
- Know how to identify those potential clients who will become long term partners.
- Lead client's thinking and articulate powerful points of view that reveal blind spots.
- Actively manage their network for current and future gain.
- Turn difficult client situations into long term successful relationships.

How we will embed learning

- Workshops with managers on the leadership and processes required to maximise ROI.
- Use of online orientations and process and tool overviews before any face to face training.
- Participants work in teams on a live materials or relevant case studies (optional technology based gaming and 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.

Building Your Network and Brand

Delegates will learn how to:

- Analyse, build and optimise their current networks
- Apply key networking principles with existing and new clients
- Clarify the essential elements of their personal brand by analysing the 7Ps of purpose, persona, product, passion, promotion, packaging and permission
- Build out their brand proposition without any inauthenticity or spin
- Develop relevant, original ways to promote their brand – online and offline
- Understand how to exemplify their brand

What the programme will cover

This highly interactive programme is for professionals who are engaged in client development. Participants will:

- Understand what people look for from a community and someone's brand
- Recognise the networking and brand characteristics of top performers
- Analyse their network and compare their networking building approaches to best practice
- Create a systematic approach to prioritise and develop their network to generate opportunities to enhance their business and career
- Develop original and compelling ideas that lead to long term relationships
- Refine and enhance your personal brand and build awareness online and offline
- Engage comfortably and credibly in conversation in planned and chance meetings

Build your network

- Key networking principles and trust-building implications
- How to maximise different networking mediums and enhance your brand   by leading the thinking

Build your brand

- Understand your current implicit brand
- Develop a personal brand that is authentic and compelling for you and enhances your firm's brand
- Recognise how to live your brand rather than assert it
- Use influencing techniques in conversation to illustrate your differentiating brand qualities rather than assert them

Build your senior executive relationships

- Understand the emotional needs that must be addressed for clients to buy
- Develop winning networking behaviours that build trust at senior executive level
- Create points of view that differentiate you and your firm

How individuals and organisations benefit from this programme

Participants will:

- Be able to generate a powerful growing network that enhances the firm's and their reputation.
- Get to their brand essence and create approaches to strengthen their brand.
- Understand how to connect both socially and intellectually with others.
- Develop a plan to build long term relationships and generate new ones.

Organisations will:

- Increase revenues through greater leads and attract more talent.

How we will embed learning

- Workshops with managers on the leadership and processes required to maximise ROI.
- Use of online orientations and process and tool overviews before any face to face training.
- Participants work individually and in teams on their brands and network also using relevant best practice case studies.
- 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.

Consulting skills & behaviour curriculum

Coaching for Performance

Delegates will:

- Identify when a coaching approach is most appropriate with colleagues and clients
- Know how to build powerful coaching relationships
- Understand what it means to be a steward of transformation for others and how to to develop their mindset and skills
- Use a wide variety of coaching approaches to expand people's ability to take effective action and create wider communities of collaboration and commitment
- Be able to diagnose where coaches are stuck, foster new ways of being, skills and practices, transform people's point of view about themselves and their situation and elicit powerful new commitments
- Apply best practice coaching models for maximum impact

What the programme will cover

Participants develop the mindset, skills and behaviours of an effective coach through highly experiential scenario-based roleplays which illustrate the key phases of coaching. Participants works on developing rapport, questioning skills; strengthening their emotional intelligence to read between the lines, explore what really matters and unblock and empower the coachee. During the different scenarios participants develop fluency in setting up coaching relationships and applying different coaching models.

The fundamentals of coaching

- Understanding the difference between coaching and other forms of management interaction and recognising when coaching is an appropriate intervention
- Developing the right mindset and emotional intelligence to be an effective coach
- Learning and applying best practice coaching models for maximum impact

Building rapport

- Enrolling a new coachee through the definition of implementation objectives, commitment and possible obstacles
- Creating a platform for a strong coaching relationship through verbal and non-verbal techniques
- Recognising when coaching is an appropriate intervention

Turning insight into action

- Empowering coachees to enable them to take action and remove obstacles
- Helping coachees to recognise what internal and external resources are available to them
- Using effective questioning and powerful speaking to create breakthroughs, manage resistance, gain commitment and generate action

How individuals and organisations benefit from this programme

Individuals will benefit from:

- Accelerating their learning.
- Increasing collaboration with peers.

Organisations will benefit from:

- More effective collaboration that can be applied to areas such as innovation, engagement or sales execution.
- Motivated individuals and teams.
- Stronger leadership and less micro-management.

How we will embed learning

- Practical tutorials with regular practice and feedback sessions each day.
- Emphasis on developing own coaching style in real-life situations.
- Advising managers on the leadership required to maximise ROI.
- Use of online orientations and tool overviews before face to face training.
- Participants work in teams on a live materials or relevant case studies.
- 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.

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Leading Through Professionalism

What this programme will cover

This highly experiential programme explores what it means to lead as a true professional and develops the necessary practices and behaviours for participants to become ambassadors of their firm. In an interactive and high-energy forum, there is extensive use of role-plays, case studies, active and reflective exercises, one to one coaching and peer feedback to explore how to exemplify professionalism.

Aims and objectives:

The programme explores the implications of becoming a world class professional; going beyond good service to show genuine interest and care for clients and representing your organisation's brand.

After completing the programme professionals will:

- Identify what their best self means and how to reliably play to their strengths and live their values
- Understand why others would follow them and how their style impacts others
- Understand the power of principles and appreciation and how to direct their energy
- Know how to create psychological safety and lead by example
- Understand how to set standards, encourage others to excel and exemplify the firm's culture and brand
- Be able to use their non-verbal personal presence to positively influence others
- Know how to give and receive feedback and coaching
- Understand how to lead without the use of hierarchy
- Know where to focus to develop themselves and manage their future with less stress

The effect on participants

Organisations will benefits from participants attending this programme with a:

- Deeper understanding of how and where they can more fully live their values
- Increased confidence in living their values and principles
- Develop self-awareness of their style and their impact on others and versatility in being able to adapt their style to suit relate to others

The effect on organisations

- Greater productivity from participants and their teams
- Increased confidence in the participant "doing the right thing" for the firm and clients

How individuals and organisations benefit from this programme

Participants will be able to:

- Exemplify professionalism and increase their impact on colleagues and clients.
- Understand how to create safety with others and accelerate trust.
- Recognise how to connect their values and principles to their firm's.
- Work together more cohesively and leverage each other's abilities.

The organisation will benefit by:

- Energising professionals who are powerful representatives of the whole firm

How we will embed learning

- Highly experiential programme involves regular tutor and peer to peer coaching, exercises, reflection and group dialogue.
- Workshops based with managers on the leadership and processes required to maximise ROI.
- Use of online orientations and process and tool overviews before any face to face training.
- Participants work in teams on a live materials or relevant case studies.
- All case learning, processes and tools are applied to real world situations and integrated with existing approaches.
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Developing and Implementing Strategy

Programme agenda

Based on global best practice of major consulting firms, participants will learn how to identify and develop opportunities and develop a strategy and how to engage their organisations or clients in implementing that strategy. Specifically they will:

- Develop a framework and approach to assess strategy
- Explore and develop market opportunities and internal requirements to capitalize on those opportunities
- Develop business cases around each opportunity
- Plan next steps effectively
- Understand how to communicate at senior levels as a thinking partner and presenting your strategy recommendations succinctly and clearly
- Learn how to enlist others and creating a compelling implementation roadmap

Overview

Our experience and research over the last two decades has identified how to assess and develop strategy and critically how to increase and focus people in a co-ordinated way to implement strategy. Leaders go through a number of phases as they master these invention, ignition and implementation skills:

Invention

- Challenging your own and the organisation's assumptions about the future
- Generating bold possibilities and scoping these into strategy, targets and projects
- Becoming an ambassador of the vision and strategy, inspiring others

Ignition

- Enlisting others as co-creators and creating organisational urgency
- Putting people to the test and coaching them in the fundamentals of breakthrough performance
- Building 'dragon slayer' teams — building a set of core values around 'all for one, and one for all' teamwork

Implementation

- Maintaining a future focus — delivering the vision through rigorous and co-ordinated action and communication
- Converting opposition to momentum — winning over resistors and increasing energy and commitment through visible wins
- Repeating successes whilst looking for the opportunities to consolidate progress and achieve further unprecedented goals

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How individuals and organisations benefit from this programme

- Greater view of what's possible within the business.
- Greater motivation and alignment in their organisations and / or clients.
- Clear framing of strategy.
- A plan including stakeholder engagement, addressing risk and implementation issues and how to win over resistance to change.

How we will embed learning

- Workshops with managers on the leadership and processes required to maximise ROI.
- Use of online orientations and process and tool overviews.
- Participants work in teams on a live materials or relevant case studies (optional technology based simulation).
- Highly experiential exercises and roleplays 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.

Consulting skills & behaviour curriculum

Fundamentals of Change Management

Delegates will learn to:

- Understand what change management is and your role in enabling it
- Develop the self-awareness and strengthen your skills as a change agent
- Become more effective at diagnosing and managing change at an individual, team and organisational level
- Understand how people see change in terms of threat and reward and how to address any anxiety, lack of motivation or commitment.
- Recognise and manage different stages of the emotional cycle during the change process
- Use actionable frameworks and tools to increase success rate

What the programme will cover

Participants will strengthen their ability to diagnose and manage change through more effective stakeholder management, culture change and leadership alignment. They will also gain confidence in designing interventions using a practical framework and toolset. Risk of failure in change projects can be minimised by understanding the consultant's role and the impact of change on stakeholders. Organisations will experience improved leadership alignment and better management of stakeholder expectations.

Leading change

- Understanding the benefits of using frameworks to inform, not limit, thinking
- Becoming aware that behaviours and culture are critical to successful change and a core part of daily business
- Recognising change as a series of critical skills, processes and behaviours that are grounded in research

Scoping change issues and needs

- Developing political awareness and sensitivity to human aspects of change
- Understanding the phases of change and what makes change sustainable
- Recognising the evolution of change as both organisational and individual

Changing mindset and culture

- Strengthening ability to manage projects that increase likelihood of change being successful
- Highlighting potential obstacles early on and winning over key stakeholders
- Educating clients and colleagues on the challenges of change and delivering compelling messages to key stakeholders

How individuals and organisations benefit from this programme

- Greater self-awareness around role as change agent.
- Stronger stakeholder relationships and management of expectations.
- More effective management of different change scenarios.
- Greater leadership alignment.
- Increased productivity from change effort.

How we will embed learning

- Workshops with managers on the leadership and processes to maximise ROI.
- Use of online orientations and process and tool overviews before any face to face training.
- Participants work in teams on a live materials or relevant case studies (optional technology based gaming and simulation).
- Highly experiential exercises and roleplays 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.