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Developing **INTERNAL CONSULTANCY SKILLS**

Driving Change... Improving Efficiency

2-4 NOVEMBER 2010 • LONDON • 3-DAY FOUNDATION PROGRAMME

Public sector organisations are under increasing pressure to 'drive through' change and improve efficiency, but with reduced budgets many are unable or unwilling to hire expensive outside consultants, instead preferring to use their own internal resources, **the internal consultant**. This three-day programme is designed to give delegates the opportunity to acquire and develop the skills to become an effective internal consultant within their organisation. Detailed and practical information and advice will be provided along with extensive documentation. Case studies and exercises will be used to illustrate key points. The seminar will be 'interactive' with plenty of opportunities for questions and discussion.

PROGRAMME Day 1 - 0945 Registration, 1000 Start, 1630 Close Day 2 - 1000 Start, 1630 Close Day 3 - 1000 Start, 1630 Close

WHAT IS INTERNAL CONSULTANCY?

- Defining consultancy ● The role of the internal consultant
- Essential skills and attributes of an internal consultant
- Personal power and influence ● How do consultants behave?

THE KEY RELATIONSHIP - FOCUS ON THE CLIENT

- Identifying the client
- Researching the client - establishing the 'situation' - killer facts!
- How does the client view the current situation?
- What does the client see as the problem?
- How would the client like to change that situation?
- What are the client's expectations?
- Building the relationship from the initial meeting

MATCHING THE CLIENT'S NEEDS

BUILDING A PORTFOLIO OF INTERVENTION STYLES

- The Acceptant Style - how to help when emotions are involved
- The Catalytic Style - how to help the client make decisions
- The Confrontational Style - how to offer challenge and support
- The Prescriptive Style - how to offer wisdom and advice

ENGAGING WITH THE CLIENT USING THE CONSULTANCY CYCLE

1. Establishing some goals and parameters with the client

2. Collecting data from records, observations and interviews

- People
- Identifying the stakeholders - how does the current situation affect them?
 'Internal' stakeholders - what is the prevailing culture of the organisation?

- Products
- What are the deliverables in the situation?
 What are the inputs and resources being used?

- Processes
- Current activities and processes?
 Collecting data on the current situation - ideas around process mapping

- Procedures
- Organisational structures - how are people, activities, and processes currently organised, managed and controlled?

3. Analysing the current situation

- Processes and people based analytical tools and techniques
- Ishikawa diagrams ● Statistical techniques
- Benchmarking ● Management audits
- PEST-CE, SWOT and SWAT
- Change analysis techniques including force-field diagrams

4. Designing and developing a solution

- Clarifying client needs and objectives
- Clarifying end-user needs and objectives (is there a clash?)
- Clarifying specialist and supplier needs and objectives
- Identifying the stakeholders in the implementation process and resulting risks, activities and costs
- Identifying the process by which a solution might be implemented
- Identifying the resources (including funding) that will be required
- Identifying the time required to implement a solution
- Identifying the key risks inherent in the implementation

5. Presenting your findings - creating a report which...

- Describes the situation ● Describes the information collected
- Describes the analysis carried out ● Describes the conclusions reached
- Sets out the recommended course of action ● How to break bad news!

6. Selling the solution

- Who has to be persuaded that the solution should be tried?
- How to persuade them? The power of SPIN

7. Implementing the solution - how to help the client take action

- Understanding the client's reluctance ● Building client commitment
- Identifying an action plan to build sustainable change
- Ensuring effective handover/transfer of ownership

8. Disengagement and follow up - the consultant's exit strategy

- Ensuring that the changes 'stick' ● Identifying the next steps

9. Evaluating the intervention

- Clarifying the success criteria
- How to evaluate? ● When to evaluate?
- Who should evaluate?

Presented by: David Jackson, Managing Consultant, ETC

David is a regular and popular presenter for ETC and has over 20 years' experience of advising and training public bodies in the UK, Ireland & Europe on consultancy skills, project management, business planning and service delivery strategy and implementation. He holds a BSc in Business Operation & Control and a Masters degree in Management Sciences and Operational Research along with professional qualifications in Project Management, Quality Management and Finance. David's experience includes senior roles in management consultancy and policy research and significant roles in management training.

Venue - Park Inn Hotel, Southampton Row, London WC1

Fee per delegate: £495.00 plus £86.62 VAT Total £581.62

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ETC, PO Box 999, Leeds LS16 0AA Telephone 0113 230 6170 Fax Booking Line 0113 298 2088

BOOKING FORM

INTERNAL CONSULTANCY SKILLS

2-4 November 2010 - London

ORGANISATION _____

① First Name _____ Surname _____

ADDRESS _____

Job Title _____

② First Name _____ Surname _____

_____ POSTCODE _____

Job Title _____

TEL inc STD	FAX inc STD	e-mail
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UNFAMILIAR WITH ETC? If you would like to speak to past delegates, please do not hesitate to contact ETC

SOME OF THE ORGANISATIONS WHO ATTENDED ETC SEMINARS DURING 2009/10

2gether NHS Foundation Trust ● Aberdeen University ● Anglia NHS Support Partnership ● Animal Health (DEFRA) ● Argyll & Bute Council ● Arun District Council
Ashford & St Peter's Hospitals NHS Trust ● Babergh District Council ● Bangor University ● Barnet Homes ● Barnet Primary Care Trust ● Bassetlaw Primary Care Trust ● Bedford Borough Council
Bedford Hospital NHS Trust ● Belfast City Centre Management ● Berkshire Shared Services ● Bournville College ● Bradford & Airedale Teaching Primary Care Trust
Bradford Drug & Alcohol Action Team ● Bristol City Council ● Bridgend County Borough Council ● Bury Metropolitan Borough Council ● Business & Enterprise North East
Caerphilly County Borough Council ● Calderdale Council ● Cardiff Council ● Carmarthenshire County Council ● Cambridge Perfusion Services ● Cannock Chase District Council
Ceredigion County Council ● Chelmer Housing Partnership ● Chelsea & Westminster Hospital ● Cherwell District Council ● Chiltern District Council ● City of London Corporation
Clackmannanshire Council ● Clydebank College Colchester Borough Council ● Comhairle nan Eilean Siar ● Commission for Local Administration in England ● Community Services Bury
Connexions Norfolk ● Copeland Borough Council ● Cornwall Council ● Cranford Children's Centre ● Cumbria Drug and Alcohol Action Team ● Denbighshire County Council
Department for Regional Development (NI) ● Department of Contracts (Malta) ● Department of Energy & Climate Change ● Derby University ● Devon & Cornwall Constabulary
Doncaster Metropolitan Borough Council ● Dorset HealthCare NHS Foundation Trust ● Durham University ● East & North Hertfordshire NHS Trust ● East London NHS Foundation Trust
East Midlands Development Agency ● East Midlands Healthcare Workforce Deanery ● East Sussex County Council ● East Sussex Fire & Rescue Service ● East, North & West Hertfordshire PCT
Eastbourne Borough Council ● Edinburgh City Council ● Education Leeds ● Elmbridge Borough Council ● Environment Agency ● European Aviation Safety Agency
European Centre for the Development of Vocational Training (Greece) ● European Court of Auditors (Luxembourg) ● European Investment Bank (Luxembourg)
European Patent Office (The Netherlands) ● European Space Agency (France) ● European Space Research & Technology Centre (Netherlands) ● European Training Foundation (Italy)
First Choice Homes Oldham ● Flintshire County Council ● Frontex (Poland) ● Glasgow Caledonian University ● Glasgow Housing Association ● Gloucestershire County Council
Great Yarmouth & Waveney Primary Care Trust ● Greater Manchester Waste Disposal Authority ● Grwp Gwalia Cyf ● Halcrow Group ● Hammersmith & Fulham Drug & Alcohol Action Team
Hampshire County Council ● Hampshire Fire & Rescue Service ● Hartpury College ● Hastings Borough Council ● Havant Borough Council ● Herefordshire Council
Hertfordshire Constabulary ● Hertfordshire Partnership NHS Foundation Trust ● Highways Agency ● Hillingdon Primary Care Trust ● HM Prison Service ● HMP & YO1 New Hall
HMP Askham Grange ● HMP New Hall ● Homes for Haringey ● Imperial College Healthcare NHS Trust ● Improvement and Efficiency West Midlands ● Independent Police Complaints Authority
Infineum UK ● Inverclyde Council ● Isle of Anglesey County Council ● Isle of Wight Council ● Keele University ● Kensington & Chelsea Tenant Management Organisation
Kent Drug & Alcohol Action Team ● Kingdom Housing Association ● Kirklees Council ● Kirklees PCT ● Lanarkshire Alcohol & Drug Action Team ● Lancashire Drug & Alcohol Action Team
Learning and Skills Council ● Leeds City Council ● Leeds Partnerships NHS Foundation Trust ● Legal Services Commission ● Lewes District Council ● Lincolnshire Community Health Services
Lincolnshire County Council ● Liverpool Heart & Chest Hospital NHS Trust ● Local Better Regulation Office ● London Ambulance Service ● London Borough of Brent
London Borough of Camden ● London Borough of Croydon ● London Borough of Ealing ● London Borough of Enfield ● London Borough of Greenwich ● London Borough of Hackney
London Borough of Hammersmith & Fulham ● London Borough of Haringey ● London Borough of Harrow ● London Borough of Hillingdon ● London Borough of Islington
London Borough of Lambeth ● London Borough of Merton ● London Borough of Newham ● London Borough of Richmond upon Thames ● London Borough of Southwark
London Borough of Sutton ● London Borough of Tower Hamlets ● London Borough of Waltham Forest ● London Borough of Wandsworth ● London Councils
London Fire and Emergency Planning Authority ● Maidstone & Tunbridge Wells NHS Trust ● Manchester City Council ● Manchester Mental Health ● McGrigors
Metropolitan Police ● Mid Cheshire Hospitals NHS Foundation Trust ● Ministry of Economy (Lithuania) ● Ministry of Education (Poland) ● Ministry of Environment (Latvia)
Ministry of Finance (Bulgaria) ● Ministry of Finance (Slovenia) ● Ministry of Regional Development (Poland) ● Ministry of Environment (Poland) ● Ministry of Justice
Museum of London Group ● Nacro ● National Clinical Assessment Service ● National Council for Voluntary Organisations ● National Prescribing Centre ● NATO ● Natural England
Newtownabbey Borough Council ● NHS Barnsley ● NHS Bedfordshire ● NHS Berkshire East ● NHS Blackburn with Darwen ● NHS Blackpool ● NHS Dental Services
NHS Doncaster ● NHS East Lancashire ● NHS Education for Scotland ● NHS Forth Valley ● NHS Great Yarmouth & Waveney ● NHS Havering ● NHS Hounslow
NHS Institute for Innovation & Improvement ● NHS Manchester ● NHS National Services Scotland ● NHS Newcastle & North Tyneside Community Health ● NHS Newham
NHS Somerset ● NHS South Gloucestershire Provider Services ● NHS South West Essex ● NHS Wandsworth ● Norfolk Community Healthcare ● Norfolk Constabulary
Norfolk County Council ● Norfolk Drug & Alcohol Action Team ● North Ayrshire Council ● North Down Borough Council ● North East Essex Primary Care Trust
North East Lincolnshire Council ● North East Lincolnshire Council ● North Lanarkshire Council ● North Lincs Primary Care Trust ● North Peterlee Neighbourhood Pathfinder
North Tyneside Council ● North West Collaborative Procurement Hub ● Northamptonshire County Council ● Northumberland County Council ● Northumberland Tyne & Wear NHS Trust
Nottingham City Council ● Nottingham University ● Nottinghamshire Community Health ● Nottinghamshire County Council ● Npower ● Omagh District Council ● One NorthEast
Oxfordshire County Council ● Oxfordshire Drug & Alcohol Action Team ● Partnerships for Schools ● Pennine Prospects ● Plymouth City Council ● Poole Borough Council
Prospect Community Housing ● Prospect Leicestershire ● Reading Borough Council ● Redbridge Primary Care Trust ● Rochdale Metropolitan Borough Council
Rochford District Council ● Rotherham Doncaster and South Humber Mental Health NHS Foundation Trust ● Royal Berkshire Fire Service ● Royal Borough of Windsor & Maidenhead
Safer Bristol Partnership ● Safer Middlesbrough ● Safer Sutton Partnership Service ● Salford City Council ● Sandwell Metropolitan Borough Council ● Sandwell Supporting People
Scottish Borders Council ● Semple Fraser ● Shropshire Fire and Rescue Service ● Slough Borough Council ● Solihull Metropolitan Borough Council
South Cambridgeshire District Council ● South Lanarkshire Council ● South London & Maudsley NHS Foundation Trust ● South West Essex Primary Care Trust
South West London & St. George's Mental Health Trust ● South West Strategic Health Authority ● South Yorkshire Passenger Transport Executive ● Southampton City Council
Southampton University Hospitals NHS Trust ● Southend-on-Sea Borough Council ● Staffordshire County Council ● Stockport Homes ● Stockport Metropolitan Borough Council
Stockport NHS Foundation Trust ● Stockport Primary Care Trust ● Stockton-on-Tees Borough Council ● Stoke-on-Trent City Council ● Stoke-on-Trent Community Health Services
Stoke-on-Trent Primary Care Trust ● Stoke-on-Trent Youth Offending Services ● Strathclyde Police ● Suffolk Coastal District Council ● Suffolk County Council ● Suffolk Drug & Alcohol Action Team
Suffolk Mental Health NHS Trust ● Sunderland City Council ● Surrey Community Health Services ● Surrey County Council ● Surrey Waste Management ● Tameside MBC
Thames Valley Police ● The Arts Institute at Bournemouth ● The British Council ● The Grove Children and Family Centre ● The Mersey Partnership ● The Standards Board for England
Torfaen County Borough Council ● Transport for London ● Treasury Solicitors ● Trent & Dove Housing ● Tyne & Wear Fire & Rescue Service ● UK Trade and Investment
University College London ● University of Wales ● Victory Primary & Children's Centre ● Viridor Waste ● Warwickshire Fire and Rescue Service ● Wakefield Primary Care Trust
Wales Audit Office ● Waveney District Council ● West Berkshire Council ● West Granton Housing Co-operative ● West Lothian Council ● West Sussex County Council ● West Sussex Health
West Sussex Primary Care Trust ● West Yorkshire Probation ● Westcountry Housing ● Wigan Council ● Wiltshire County Council ● Wirral Primary Care Trust ● Wolverhampton City Council
Wolverhampton City Primary Care Trust ● Wrexham County Borough Council ● York University ● Youth Justice Agency (Northern Ireland) ● Youth Justice Board ● York City Council



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