

# Consulting with Clients



If your organization offers solutions that can mean real change in how your clients do business, resistance to change can stop the sale. *Consulting with Clients* (CWC) helps your consultants diagnose the client's change-readiness, identify interests and potential allies, and set your clients up for successful implementation. Helping clients succeed from the onset of the relationship puts you at their side as an ally, reduces resistance to change and objections, and reduces the percentage of projects that fail to succeed and grow after the contract is signed.

## Learning Objectives

As a result of participating in *Consulting with Clients* (CWC), consultants are able to:

- Understand the client's agenda, commitments, and views of the project
- Develop a deeper interpersonal relationship with the client centered on trust, credibility, and rapport
- Understand the individual and cultural expectations, goals, and style needs that must be addressed to develop appropriate solutions
- Gain the client's personal and formal commitment to take action and implement the recommendations
- Deliver business value to the client and organization beyond that of a technically correct solution

## Program Outcomes

Consulting skills are as important as technological proficiency in today's environment. CWC is an intermediate-level workshop that enables consultants to bring business value to their internal or external clients. They will learn how to align solutions to address business priorities and processes and, as a result, achieve increased revenue and customer loyalty.

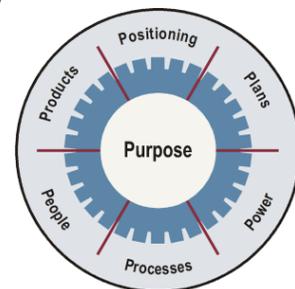
## Learning Approach

CWC is a three-day interactive workshop composed of the following three core modules: 1) Making Sense of

Complexity, 2) Creating Productive Relationships, and 3) Facilitating Meaningful Change.

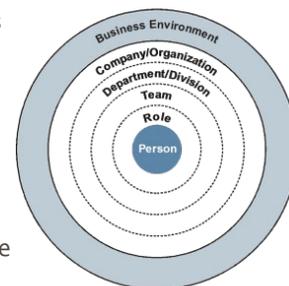
## Making Sense of Complexity

The *7-P Situational Analysis* analyzes a potential change from seven perspectives to uncover where resistance or misalignment could jeopardize success of the change—and the sale. Consultants will learn to probe more deeply into issues surrounding a project and beyond the technical specifications, i.e., the human and political requirements that the client is often not thinking about but that can profoundly affect the success of the project.



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The *Issues Scope* helps consultants understand the implications of a client's project at different levels of the organization. The model helps illustrate that situations are composed of several interdependent dimensions. Understanding the scale of an issue requires probing it across the dimensions. Knowing how the dimensions interact leads to a more effective and valuable solution.



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## Key Learnings Are . . .

### Making Sense of Complexity

Use of the *7-P Situational Analysis*, *Issues Scope*, and *Three Level Technique* to examine all the areas in a client's business that may be affected by the desired change; the models allow the consultant to raise critical issues and bring value by suggesting solutions to foreseen and unforeseen difficulties

### Creating Productive Relationships

How to examine personal value and style in a consulting relationship and how it expands the idea to include the "culture" of a whole organization

### Facilitating Meaningful Change

How consultants and team members learn to make agreements with clients when advocating and supporting the big and small steps needed to make a change occur

## Your Consultants Will Be Able To . . .

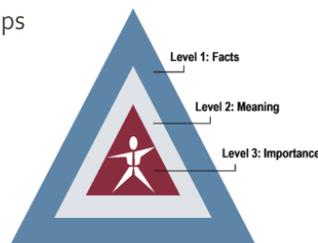
Identify areas of a client's business affected by an intended change and bring unexpected value in resolving difficulties

Recommend solutions that will "work" within the culture and values of the client organization

Gain alignment on changes needed to implement a complex solution

### Continued

The *Three Level Technique* helps distinguish between mere information and what is meaningful to the client. By listening for client "pings" on each issue, the consultant can identify what values are at stake in a decision—thus being able to identify and align the solution strengths to the criteria of most interest to the client.

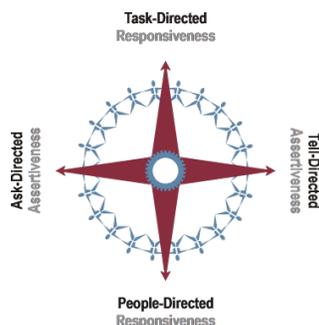


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### Creating Productive Relationships

Consultants learn to develop productive working relationships with many people during the Relating phase of the consulting process. They learn to build relationships based on their understanding of the client's and the organization's values. Knowing "what works" in a given culture with given individuals allows the consultant to recommend solutions that "feel right" to the client.

The Social Style model helps consultants understand what each individual client values.



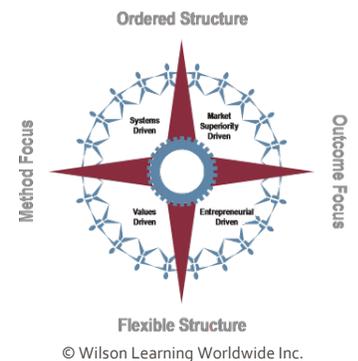
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The Organizational Culture model helps consultants understand what the organization values as a whole.

### Facilitating Meaningful Change

Consultants learn to help clients take appropriate action to resolve the problems and issues defined in the *7-P Situational Analysis* by helping them understand how the advocated solution fits the situation. They learn to design a solution that aligns with the client organization's needs and to develop a strategy for advocating the solution that will make the client say "yes" to its implementation.

The Solution Alignment model helps the consultant design a solution that aligns with all the issues and values discovered in the consulting process. They learn to consider and evaluate solutions that fit the 7-Ps, the scope of issues, and the underlying values of key decision-makers. They consider how the solutions will affect not only the technical situation but also the personal and cultural factors that sway decisions in the organization.



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