



# CENTRAL PIEDMONT COMMUNITY COLLEGE

## CORPORATE & CONTINUING EDUCATION

**Course Number:** CCP 7000  
**Course Title:** Professional Consulting Skills  
**Course Hours:** 16

*Last Revised On:*

### **Description:**

Professional Consulting Skills will help you understand the multi-faceted role of the consultant and how these roles must effectively ("doing the right things") and efficiently ("doing things right") integrate to ensure the success of the endeavor. Highlights include professional service quality, characteristics of consulting professionals, building client relationships, being a business advisor, knowing your client's business, and more!

### **Objectives:**

- Identify the types of skills required for successful consulting and the application of these skills
- Define the competencies required of well-rounded consultants
- Examine approaches to decision making in team environments
- Demonstrate facilitation skills in team environment
- Explore and demonstrate conflict resolution techniques
- Describe the value of the consultant/client relationship
- Examine the roles and responsibilities of the consultant and project manager
- Examine the actions and roles required for a successful change process in partnership with the client
- Explore the roles and functions a consultant may fill during a project

### **Content:**

- Opening and Introduction to Session
  - Introductions
  - Agenda overview
  - Icebreaker
- Session Introduction
  - Define the expectations of participants
  - Define roles and responsibilities of participants and instructor
  - Develop an understanding of training anxiety
- Professional Service Quality
  - To understand the issues which impact Service Quality
  - Explore and understand the 5 constructs of Service Quality
  - Provide an overview of causes relating to Service Quality gaps



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- Professional Consulting
  - Define “Consultant” and the roles and responsibilities of a Consultant
  - Identify the types of skills required for successful consulting and the application of these skills
  - Identify the cycle of a consulting project
- Characteristics of Consulting Professionals
  - Develop an understanding of the professional and personal attributes of the successful consulting professional
  - Define the competencies required of well-rounded consultants
  - Discuss the importance of effective collaboration in consulting assignments
  - Understand the importance of developing a “systematic” way of thinking
- Building Effective Teams
  - Identify types of teams
  - Discuss advantages and disadvantages of teams in the consulting environment
  - Provide the consulting professional with the fundamentals required to build and utilize teams effectively
- Group Decision Making
  - Discuss the dynamics associated with group decision making
  - Examine different approaches to decision making in team situations
  - Learn team facilitation skills and demonstrate in group exercises
- Outback Exercise
  - Reinforce learning of team development foundations and decision making during in depth exercise and feedback
  - Practice using a team and contributing to a team to solve problems
- Conflict Management
  - Understand the different causes and assumptions relating to conflict
  - Explore and practice approaches to conflict resolution
  - Learn the skills needed to effectively manage and resolve conflict to ensure results
- Challenging Personalities
  - Understand the choices when interacting with challenging clients
  - Examine tactical actions to manage situations which occur frequently
  - Examine features of different “types” of difficult people encountered while working with the client
  - Challenging personality “role play”



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- Building Client Relationships
  - Provide the consulting professional with an understanding of the value of the consultant/client relationship
  - Learn the effect that the relationship has on the client's perception of Service Quality
  - Learn the interpersonal skills required for developing and maintaining these relationships and demonstrate current levels in group exercises with feedback
- Your Role in the Project
  - Understand the expectations of internal and external roles and responsibilities common in consulting projects
  - Develop an understanding of the expectations of a consultant managing the risk
  - Understand time management and utilization
  - Learn methods for status reporting and project reporting
  - Provide guidelines on maintaining project work papers and documentation
- Effective Interviewing Skills
  - Understand the importance of collecting critical information through interviews
  - Develop an understanding of the risks associated with poor interviews
  - Understand time management of the interview
  - Learn the 4 Cornerstones of Effective Interviewing
- Intuitive Decision Making
  - Understand the role of intuition in the decision making process
  - Assess personal intuition skills through exercise and feedback
- Introduction to Selling Services
  - Provide the consultant with directions and ideas in recognizing potential opportunities for additional work
  - Explore methods to analyze and quantify the opportunity
  - Understand the need to control scope changes, additional requests, modifications and "give aways"
- Introduction to Project Management
  - Provide an overview of how projects are structured
  - Develop an understanding of the components in managing a project
  - Explore how the consultant's work is developed
  - Examine the roles and responsibilities of the consultant and project manager
- Consulting Communication Skills
  - Enhance communication skills required of consultants in supporting Service Quality



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- Learn the importance of applying communication fundamentals as part of the relationship development and tactical elements of a project
  - Develop a profile of current listening skills and action plan
  - Develop questioning and interviewing skills through exercise and feedback
  - Develop skills in managing objections
  - Examine applications for assertive communication skills and role practice
  - Focus applications in areas of analysis, problem solving and confrontations
  - Develop a profile of personal improvement and action plan
- Consulting Ethics
    - To provide the consultant with guidelines for ethical conduct in the consulting industry, and when working at a client's location
    - Learn guidelines related to bias, diversity, harassment, and cultural considerations
- Change Management
    - To explore principles of change management
    - Learn how organizations prepare for, respond to, react to, or avoid change
    - Learn the actions and roles required for a successful change process in partnership with the client
- Being a Business Advisor
    - Understand the different roles and functions the consultant fills
    - Explore the situational application of these roles in a project
    - Develop a foundation of skills for the different roles and functions through examples, exercises, and role practices
- Knowing the Client's Business
    - Introduce techniques for learning the components of the client's business which the consultant may need to learn quickly
    - Tie the learning of the client's business to delivering Service Quality
    - Provide an overview of the hard and soft components of the client's operation and culture
    - Explore the client's potential competitive strategies and impact of the interventions and/or changes resulting from the consulting engagement
    - Present an overview of the importance of developing a structure for continuous improvement
- Session Closing
    - Review of Lessons Learned and how to apply them
    - Reinforce commitments for continued professional development
    - Questions and Answers
    - Evaluation of session and content



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**Prerequisites:**

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**Method of Instruction:**

- Lecture, Discussion, Role Play, Demonstration

**Evaluation:**

- Participation and demonstration of skills