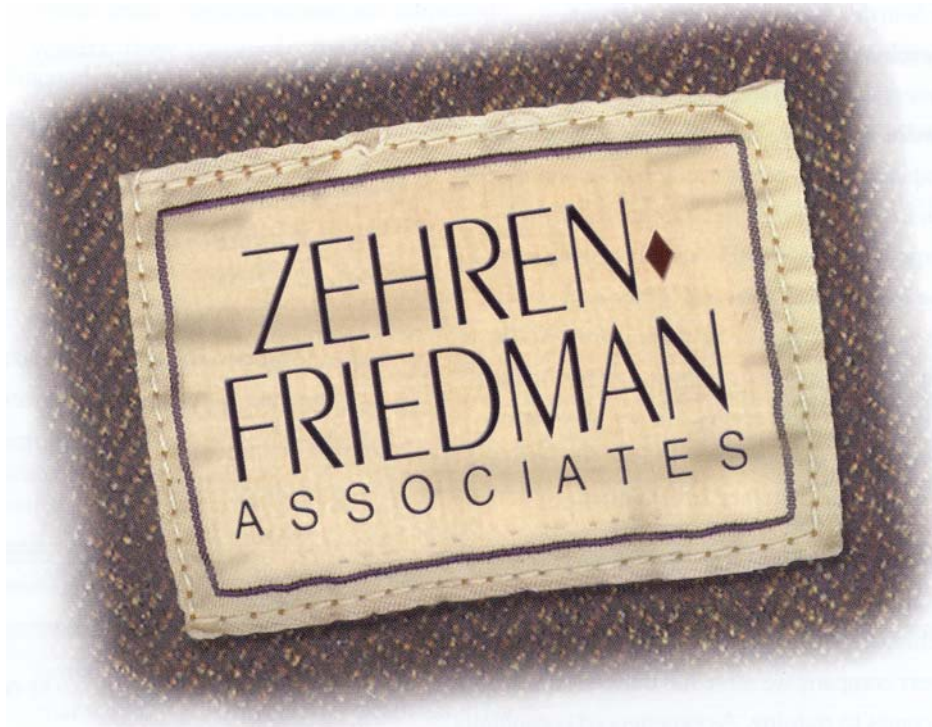


Influencing & Consulting Skills



Tailored to Your Needs

Consultants & Trainers in Sales, Presentations, Negotiations and Influence

Influence & Consulting Skills

the influence to change the world

Martin Luther King was the son of a pastor, born in 1929. He became the minister of the Dexter Avenue Baptist Church in Montgomery, Alabama in 1954. He had “a dream” of changing our world through “non-violent resistance” while fighting for civil rights. He had no direct power to institute change, yet influenced others to join his cause. He led the black boycott of segregated city buses and gained a major victory when the bus system in Montgomery became desegregated. He gained national attention from a protest he organized in Birmingham, Alabama in 1963, and later that year led the March on Washington, which drew more than 200,000 people. In 1964 he was awarded the Nobel Peace Prize. The Martin Luther King Holiday honors the life and contributions of America’s greatest champion of racial justice and equality, the leader who not only dreamed of a color-blind society, but who also led a movement that achieved historic reforms to help make it a reality. The power and results of his influence on our history are undeniable.

Influence: to cause a change in another’s thoughts, attitudes or actions

Consult: to provide advice

Manage: to control or direct

If you take a look at the three statements above, you can see that from top to bottom there is more direct control by the individual trying to get another person to act. Influence is the least overt of the three, and the most nuanced and challenging. In most cases a consultant has been invited to provide advice or guidance. A manager has some explicit level of power to manage

that report to her.

100 times a day, doors open to give us opportunities to influence others. In most cases, we don’t even recognize that the door has opened, and we “walk by,” unaware.

Influence is as much an art as a science. The tools of influence can be used wherever one wants her ideas accepted and implemented. We try to influence our bosses, peers, people in different departments, teammates on projects or in work groups, customers or clients, families and others in our communities.

On the other hand, consulting uses the tools of influence, but much more. Many consultants have discovered that having expertise, insights and good advice is only part of the game. It’s also important to be able to “contract” with the (internal or external) client so there is a clear understanding of the scope of the project and of each party’s roles and responsibilities.

Nearly every professional faces frequent situations in which the only way to have impact and to affect outcomes is to influence those who have authority to institute the necessary changes.

Whether one’s title is Human Resources Generalist, Information Technology Specialist, Product or Project Manager, Controller or Unit Head, influencing colleagues throughout the organization is an essential skill. Even managers with direct control, interact with other areas in the company over which they have none.

Influence & Consulting Skills

the skills to influence and consult

What skills must the influencer master?

- Networking
- Persuasion
- Probing
- Listening
- Collaborating
- Assertiveness
- Dealing with differences gracefully
- Providing feedback

What additional skills must the consultant master?

- Diagnosing
- Setting outcomes
- Managing the project
- Managing the project creep
- Contracting

In our seminars, we address these and other skills critical for individual contributors and managers who want to be more influential, or who need to become internal or external consultants.



INFLUENCE WITHOUT AUTHORITY

Target Audience

- Individual contributors and managers who must effect change by influencing others over whom they have no direct control
- Managers who want other options for getting those below them to act without having to “command” them

Overview

- Focuses on getting more ideas accepted and successfully implemented
- Helps participants to determine when a door has opened to influence others, and what to do next
- Determines when tools of influence are more applicable and when to use the tools of persuasion
- Looks at why different people think differently, make decisions differently, interact with others differently
- Creates strategies to influence others based on differences
- Presents strategies to avoid and work through disagreements and conflict
- Reinforces key interpersonal skills of collaboration, probing, listening and giving feedback to others
- Typical format: two-days, up to sixteen participants; high experiential – three assessment tools, several role plays, many small group discussions
- Each participant creates a plan on how to have more influence in real work-related situations during the class

Influence & Consulting Skills

INFLUENCE WITHOUT AUTHORITY

Participants will learn to ...

- Determine the difference between influence and persuasion, and why they need to be good at developing both
- Use rapport to generate credibility by networking – being known, valued and trusted by more and more people
- Recognize when a door has opened to influence others and how to use six different strategies to effect change
- Become more persuasive by leveraging *The Persuasion Equation* and other tools
- Use the *Myers-Briggs Type Indicator*™ to understand themselves as well as some of the causes of interpersonal disagreements
- Build strategies to identify when you have to flex your style to others, and how to get others to flex their styles to you
- Avoid and/or work through disagreements by negotiating – both a process and a set of behaviors that effect outcomes
- Collaborate and create synergy
- Give peer feedback, a key tool of influence

INTERNAL CONSULTING SKILLS

Target Audience

- All those who provide advice or professional services to other individuals, groups or departments within their organizations

Overview

- Introduces a five-step process to ensure a successful consult
- Focuses on the most important interpersonal skills of a consultant
- Participants create a personal development plan to move toward a more collaborative style of consulting
- Makes use of lecture, discussion, exercises and case studies
- Typical format: Two-days, up to sixteen participants

Participants will learn to ...

- Identify the three roles consultants play and ensure that they are in the appropriate role
- Use the *Myers-Briggs Type Indicator*™ to better understand their consulting style and to improve communication with the client
- Negotiate client contracts, clearly defining scope, objectives, deliverables and schedules
- Determine the best methods to collect and analyze information
- Manage confrontation and resistance

PROFESSIONAL CONSULTING SKILLS

Target Audience

- Professionals who consult with clients outside their own organizations

Overview

Similar to *Internal Consulting Skills* but assumes the context of serving external clients

Influence & Consulting Skills

Direct quotes from the participants in our influence and consulting seminars:

<ul style="list-style-type: none">• I would immediately cancel all future instances of this class, so that no-one else would learn the secrets that I now hold.• The instructor made a tremendous effort to tailor the material to the situations that we face, as opposed to presenting generic examples and advice that wouldn't apply here. As a result, I think that everyone came away from the class with something that he or she could use in their environment.• Most effective and interesting discussion of Myers Briggs that I've ever been a part of. Overall, really great class, great instructor. Role plays were effective (and not too many of them).• The flow chart will be very useful. I wish I had this class and information years ago.• The role plays were great! They made me understand what the subject was about and showed me where I would need to improve.• Very knowledgeable about our systems / process and how consulting skills can be best implemented in light of our culture.• The instructor's use of examples was very helpful, as well as probing the participants for examples.	<ul style="list-style-type: none">• The most important topics of the course were Handling Resistance and the Consulting Model. Resistance is always part of our environment.• These are skills and tools that can be applied not only within the business environment, but in many of life's situations.• The part on negotiations was most important to me – it will help me set goals and understand clearly what I am to do. Most of the time, I simply do what managers want me to do. Now I know we can negotiate roles and responsibilities.• The case studies are key; very important because it was a visible manifestation of my tendencies and traditional approaches.• MBTI – gave me insight into improving my job performance as well as how to deal with others without assuming they are wrong. Regarding influence and persuasion – tools will make me more comfortable with dealing with managers & co-workers.• The instructor was very engaging and energetic; good amount of interaction; anecdotes were greatly appreciated.• Instructor did a wonderful job to realign his teaching to real world events and how we can use these tools on a day to day basis.• Comprehensive approach; all points covered.
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ZEHREN♦FRIEDMAN
A S S O C I A T E S

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