



// I learnt so much. I never realised there was so much process and structure to good consulting. //

Senior Manager,  
Professional Services Company, Asia Pacific.

Presented by Greg M. Lee

# Internal Consulting Excellence

Maximise your effectiveness and value with this proven **9-step approach** to best practice consulting

## Special Features

- **Intensive three-day format** with limited class size to maximise effectiveness of training.
- **High impact** experiential learning techniques.
- **Latest best-practice consulting methods** and developments from both the commercial and academic sectors.
- **Results oriented.** The emphasis throughout is on achieving tangible results that can be immediately applied upon return to the workplace.
- **Business oriented case study** to maximise relevance to IT departments and professionals

This powerful and compelling course has been designed for managers, specialists, and anyone who provides advice and guidance, or is in a position of influence, or is responsible for or involved in the provision of services or deliverables. The course is aimed at those involved in:

- Identifying, capturing, and/or scoping business requirements
- Managing relationships with business representatives/sponsors
- Deploying and managing IT services to support business operation
- Solving organisational issues

## Key Benefits

Providing quality internal services is not only about having good specialist or technical knowledge. Increasingly, success is determined by how well you can develop a consultative approach with others in your organisation. By attending this program you will learn the critical skills and competencies to:

- Increase the likelihood of achieving desired project outcomes
- Enhance the perception of internal IT services
- Improve your standing as an internal advisor
- Attract increased requests for assistance with real organisational challenges
- Better equip yourself to deal with issues faced daily in the provision of services, including end-user and line-of-business manager dissatisfaction, fuzzy specification of requirements, lack of business case support, out-of-scope requests
- Better contribute to the overall effectiveness of your organisation

## Designed For:

- IT Managers
- Service Delivery Managers
- Project Managers
- Customer Service Managers
- Help Desk Support
- Business Analysts
- Existing Consultants wanting to validate their own styles
- Anyone new to an advisory or consulting role

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# Internal Consulting Excellence



The ultimate course on developing your consulting skills and techniques

Developing the depth and quality of the internal consulting function has never been more important. As organisations continue to transform their processes and systems to meet increasing client demands, more and more value is required from the delivery of IT services. Today's IT departments need staff to produce tangible, sustainable results through their interactions with all stakeholders.

Internal consulting encompasses all service functions within the organisation, whether they are formally set up as consulting units mirroring external consultancies, whether they are individuals or informal groups who provide services to the rest of the organisation, or those who engage and manage external consultants. In-house IT consultants, like their external counterparts, need a range of professional skills and frameworks in order to maximise their effectiveness and the value they contribute to the organisation - beyond dealing with purely technical matters.

## Internal Consulting - the Critical Skills

No matter where your original expertise lies, this unique training program will build upon your existing skills and knowledge to equip you with the right consulting skills, techniques and frameworks.

You will learn how to develop a consultative approach to your work that is both systematic and effective and that will enhance your individual and departmental standing with the business. The program provides an effective framework for running focused consultancy meetings, undertaking well-structured projects, managing demanding clients, designing and facilitating customer workshops, analysing data and documenting findings.

## Key Benefits

Over three days of intensive and interactive training you will learn proven best-practice consulting techniques. By the end of the program you will be better able to:

- Deliver relevant and responsive in-house consulting services to your organisation for improved business performances
- Develop a consultative approach to your work that is both systematic and effective
- More successfully drive and influence internal projects and initiatives for improved outcomes
- Gather and analyse information for improved outcomes, accurately clarify client requirements and manage expectations
- Manage team dynamics to improve project effectiveness
- Apply facilitation techniques to improve meeting and workshop outcomes
- Develop problem solving techniques to resolve business issues
- Attract and optimise higher calibre staff
- Deliver clear and concise insightful findings
- Remain focussed on client outcomes and value
- Make compelling recommendations and generate buy-in
- Generate challenging engagements and increased repeat requests
- Jump-start your consulting career and further develop your potential

### External Consulting

The key consulting techniques taught in this course are of direct relevance to all external service providers and their consulting teams.

## Who Should Attend?

This course offers powerful benefits to anyone whose job involves providing services or facilitation to members of their organisation or to external customers. It also allows existing consultants to validate their own consulting styles. Key IT roles include:

- CIO / MIS / IT Managers
- Service Delivery Managers
- Business Liaison Officers
- Project and Process Managers
- ITIL Professionals
- Helpdesk Support
- Pre & Post Sales
- Business Analysts and Consultants
- Database Developers
- Software Developers and Engineers
- Internet Designers/Developers
- IT Security Managers
- Product Managers
- Program Managers
- Team Leaders
- Technical Writers

**"Great and refreshingly thorough to see all the pieces of the consulting process end-to-end – a holistic view"**

Senior IT Manager, **Major International Bank**

**"I will be able to set clearer expectations and manage engagements better"**

Analyst-Programmer, IT Security, **Government Agency**

**"I feel much better prepared to interact with and evaluate vendors rather than have them manage us"**

IT Regional Manager, **Asia-Pacific Manufacturer**

**"I enjoyed this structured 9-step program more than previous individual soft skill courses"**

Service Delivery Exec, Asia Pacific, **Major Outsourcing Provider**

**"Our work with Greg produced rapid dividends in the form of increased awareness and confidence, leading to enhanced profile, retained major clients, and extended engagements"**

Director, Service Department, **Major Australian Bank**

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...learn the skills practised by all leading consultancies...

### 1 Clarifying the Consulting Role

- Understanding the need for consulting services
- Identifying barriers to consulting success
- Exploring various consulting approaches and strategies
- 5-Step Consulting Process
- Guidelines for successful consulting engagements

### 2 Initiating and Managing Consulting Engagements

- Qualifying client motivation and level of commitment
- Clarifying business issues, potential solutions, and desired outcomes
- Identifying and assessing risk(s)
- Establishing and maintaining credibility
- Managing stakeholder expectations
- Determining strategy and approach
- Identifying milestones and estimating workload, capabilities
- Forming and leading teams
- Writing a research proposal, terms of reference, and business case

### 3 Understanding and Influencing Client Thinking

- Understanding differences in people's personalities and styles
- Identifying our own thinking and behavioural tendencies
- Using physiology to expand our communication range
- Narrowing perceived inter-personal gaps to create rapport

- Questioning technique
- Active listening
- Body Language

### 4 Gathering Information

- Understanding various methods and selection criteria
- Designing surveys
- Planning and conducting interviews
- Facilitating workshops and focus groups
- Document search and other support methods
- Managing discussions and taking notes
- Ethics and legal issues

### 5 Data Analysis

- Quantitative versus qualitative methods
- Quality issues - reliability, validity, generalisability, and triangulation
- Discerning patterns in data and handling extremes
- Looking for disconfirming evidence
- Distilling findings: issues, causes, impacts, and solutions

### 6 Information Presentation

- Representing raw data
- Confidentiality
- Report writing
- Audience analysis
- Presentation design, flow strategy, and framing

### 7 Engagement Close-Out

- Cross-checking back to initial Brief and Proposal (promised deliverables)
- Review of effort versus plan
- Presentation delivery skills
- Objection handling
- Gaining commitment and moving to the next step

### 8 Generating Opportunities

- Being proactive versus reactive
- Identifying consulting opportunities
- Reviewing the Services 'sales' process
- Value propositions
- Differentiation
- Defending rate / charges
- Relationship management
- Phasing and generating re-buy

### 9 Continuing the Consulting Journey

- Reviewing material covered and relevant reading
- Reviewing what learnt and personal plans of action
- Future advanced skills programs and one-on-one coaching

**// I can see considerable positive development in every one of my staff who have worked with Greg. //**

Simon Narroway, Director Transactional Banking, NAB

## Experiential Learning

A critical differentiator of this program is its use of high-impact experiential learning techniques combined with extensive use of realistic, IT-based scenarios. Throughout the program, participants apply their newly acquired consulting skills to solve business issues contained within these scenarios. Participants work within a team based environment and experience realistic time pressures to create tangible project deliverables. The scenarios allow for very challenging and pressurised exercises - but it is all contained within the context of a low risk learning environment. Opportunities for individual, peer/team and group feedback are provided throughout the program to enhance learning outcomes.

## In-House

This course is ideally suited as an internal staff development program. To discuss your in-house requirements please contact ALC (03) 2161 9900 or email [learn@alctraining.com.my](mailto:learn@alctraining.com.my)

## Greg M. Lee

Greg Lee is a highly experienced and accomplished management consultant and trainer, having been involved in corporate training since 1987 and consulting since 1992 - with IBM for many years, then Mercuri International, Workforce Transformations, Bid Direction and his own company GMCL & Associates. Greg was initially trained in the IBM consulting approach and has maintained an active interest in methodologies ever since. Having excelled earlier in statistics, he recently gained Macquarie Graduate School of Management's Order Of Merit Award in qualitative methods and recently won an award for his paper at the Academy of Marketing's UK conference.

Greg regularly works across the Asia-Pacific region, where he has been delivering training since 1980, and the ICE program for over 18 months now. Greg typically works in two broad topic areas - IT as well as sales & marketing. He specialises in client relationships and value, sales management processes, consulting engagement design, qualitative methods, and interpersonal skills.

Given his career began as a programmer, Greg still works regularly in the ICT sector, as well as in banking and finance and other varied sectors. His clients include SME consulting firms, as well as large multinationals and government departments such as National Australia Bank, HSBC, Novell/SuSE, Panasonic, Rexel, and the Australian Department of Defence

Recent consulting assignments have included ITIL competency and e-strategy readiness assessments with Australian State and Federal governments, an advertising agency client-executive effectiveness study, a government agency IT service delivery consolidation and optimisation study, an electronics customer research and collateral development project, a not-for-profit outsource contract reassessment, an industrial services sales and marketing effectiveness study, and a government agency organisational IT requirements assessment.

Greg's formal qualifications include B.Sc., M.B.A., and M.Appl. Res.

