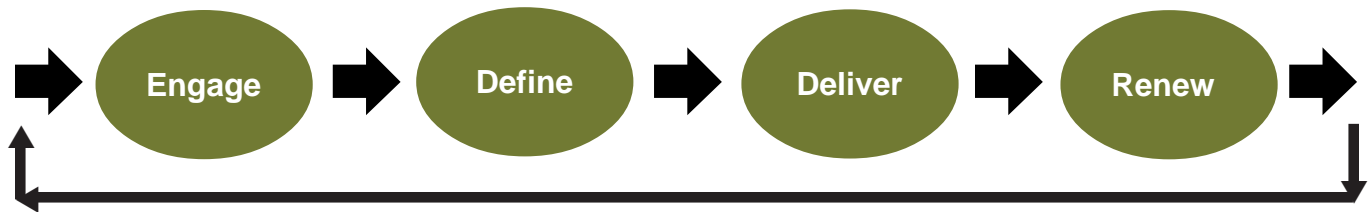


Want to enhance consulting skills and improve engagement profitability?

Then don't miss this opportunity to conduct a two-day workshop onsite for your consulting team.

Consulting Skills Workshop





This workshop teaches the consulting skills, processes, methods, and tools required to effectively and efficiently engage and deliver advisory assistance to clients. Attendees learn about the common pitfalls that lead to client dissatisfaction and the proven approaches to successful engagements.

What Makes This Seminar Unique

Field research of top-performing consulting firms was conducted to define the best practices proven to deliver business results. This is the heart of the program. The hands-on design of the session, combined with its practical tools, cause participants to immediately grasp, buy-in, and apply the core concepts, skills, and processes to a real-time consulting environment. At the conclusion of the session, participants will be able to increase their consulting effectiveness at the various levels of client relationships and engagement, delivering value as an individual contributor or through a team.

Who Should Attend?

Consultants, project leaders, engagement managers, business development managers, practice leaders, analysts, customer service representatives, consulting executives, and all others responsible for profitably delivering client value.

What You Will Learn

- The best practices of process and engagement professional consulting.
- The four fatal flaws consultants make in client engagements.
- The 10 commandments of consulting.
- How to effectively implement the consulting process.
- The four required capabilities of the professional consultant.
- How to influence with integrity.
- The four questions that should always be asked.
- How to lead the project team.
- How to manage scope creep.
- Different leverage models.
- How to partner with your client.
- An effective, professional approach to engaging clients.
- Successful techniques for consulting meetings.
- The consulting norms, values, and rules for client engagement.
- Key concepts, strategies, and critical consulting issues.
- The long-term client relationship model.
- How to develop your 30-second value proposition statement.
- Appropriate project metrics.

Workshop Topics



Unit One: The Consultant's Reality

- The Dangerous Trend: Lowered Client Satisfaction and Lowered Firm Profitability and What You Can Do to Turn It Around
- Needs, Wants, and Expectations: Your Clients, Your Firm, and You
- The Four Fatal Flaws and How to Avoid the Major Consulting Pitfalls
- The 10 Commandments of Consulting
- Consulting Assessment: Living the 10 Commandments
- Advancing from Basic to Advanced Consulting Skills: What's Required
- Case Study: The *Very* Unhappy Client

Unit Two: The Consulting Process

1. **Engage:** How to Team with the Client to Discover Needs, Wants, and Expectations
 2. **Define:** How to Work Together to Establish Clear Roles and Objectives (Quality, Time, and Budget)
 3. **Deliver:** How to Implement Solutions that Deliver Planned Business Results
 4. **Renew:** How to Review with the Client and Commit to the Next Project
- Best Practices and Lessons Learned

Unit Three: The Four Consulting Capabilities

- Technical Expertise
- Relationship Skills
- Engagement Management
- Business Acumen
- Personal Assessment: The Capabilities Profile

Unit Four: Relationship Skills

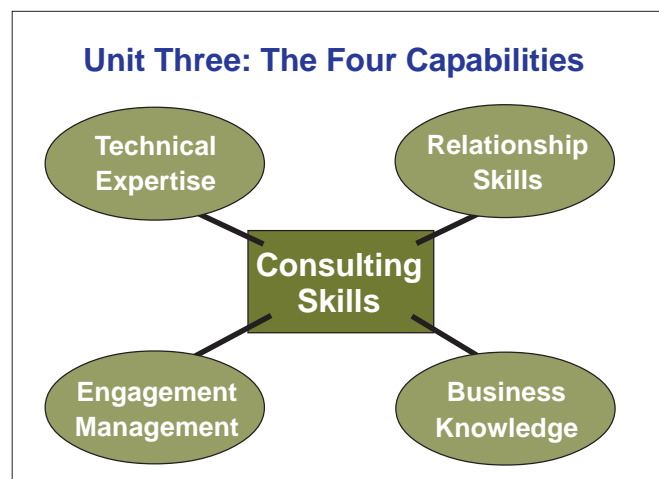
- Influencing with Integrity
- The Four I's Probing Strategy
- Facilitating Client and Team Meetings
- The Power of Non-Verbal Communication
- Dealing with Client Resistance: Tools and Techniques
- Role-Play Exercise

Unit Five: Client Engagement Management

- Assigning Consultant Accountability
- Leverage Models
- Creating Realistic Project and Consulting Metrics
- Leading the Project Team and Learning Not to Go Native!
- Managing Scope Creep

Unit Six: Successful Client Management

- The Critical Differences: Acceptance, Satisfaction, and Renewal
- Attributes of Valued Client Relationships
- Identifying Personal Strengths and Challenges
- Personal Action Planning



Interested?

Contact:

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The Facilitator

MARK W. HORDES

Mark Hordes has over 25 years of management consulting experience with a focus on professional services, marketing, and global human resources management. Mark was a partner for Andersen Consulting's Resources practice where he led SAP transformation projects and developed the Culture Change program for the Change Management competency. Previously, he was president of PQCI, a human resources and training consulting firm. He also spent several years directing the Human Resources division of a large healthcare company. Earlier in his career, Mark was vice president of the American Productivity & Quality Center, where he led multi-client human performance engagements in 10 countries. As director of market research and consulting for Dillingham Associates, Inc., he worked closely with senior management in the creation of corporate marketing and strategic plans. A graduate of the American Graduate School of International Management, "Thunderbird," he holds Master's Degrees in Business Administration and Social Work. His Bachelor of Science degree was earned at the University of Houston. A business author and keynote conference speaker, he has presented at over 100 corporate events and industry conferences. Mark consults with professional services and consulting companies in the areas that are critical to their continued growth and development.