

## Becoming consultative -

- Situation** Team of IT Internal consultants servicing the operations of a multi-national corporation in the Western Pacific, South East Asia and Oceania regions.
- Challenge** The IT consultants had just finished a two-year project installing the SAP information system in their pacific rim operations. This involved more than ten countries and a number of languages.  
The corporation wanted its consultants to become more client focused to ensure that the implementation and operation of the new system would be achieved more quickly and successfully.
- Action** Ian developed a two-day training program for the internal consultants that included sections on client service, consulting skills, marketing consulting services and dealing with different nationalities.
- Results** Program was well received and it was re-run for a second group within the same corporation. Early reports from management indicated that service standards and morale of the consultants had both improved significantly.

## Education & Training unit

- Situation** Group of Development Internal consultants in large public sector organisation.
- Challenge** The consultants have a number of processes designed to deliver specific relevant benefits to their organisation.  
Utilisation of these services was at an unsatisfactory level.
- Action** Ian developed a two-day training program for the internal consultants that included sections on consulting skills, marketing consulting services and managing client relationships.
- Results** Program was well received and a different approach was adopted by the organisation to the marketing of its services. Primarily the consultants now focus more on meeting the particular needs of their clients rather than selling their 'products', referrals are encouraged and to be reflected in evaluation of staff performance.

## **Rainmaking – we are all marketers now**

- Situation** Consulting firm engaged in project management
- Challenge** Most of the assignments for this firm are of the contracting type which is more competitive business than consulting work.  
Firm also reliant on too few business winners.
- Action** Ian developed a one-day training program for all staff (c20) on:
- The nature of consulting and forms of service delivery
  - How to make the transition from contracting to consulting
  - Moving from simply doing the work to engaging the client and creating the basis for future work
- A second day was spent with the senior management team of the firm to focus on the process of winning more engagements for the firm.
- Results** A recent project and it was well received. Ian is continuing to work with the client in quarterly follow up PD sessions continuing the learning.

## **Becoming appreciated – changing perceptions**

- Situation** Consulting unit in corporatised utility business.
- Challenge** An established internal consulting unit considered that its services were undervalued by its client base and that its existence was threatened.
- Action** Ian developed a one-day training program for the internal consultants designed to address these needs. It included sections on building profile, gaining client involvement, taking more care with task descriptions and evaluation of assignments.
- Results** Client engaged Ian to run a similar program for higher level managers and consultants within the organisation.

## Creating another income stream

- Situation** Australian University
- Challenge** Universities are structured so that the academic staff can perform consultancy services in their disciplines and in their communities. Also, many universities have developed considerable IP with commercial potential. The challenge is to encourage, train, enable and motivate the academic staff to offer consulting services.
- Action** A series of meetings was held to build stakeholder support. Ian attended some of these.  
A short two-hour lunchtime presentation was delivered to interested parties. More internal meetings were held which Ian addressed, to garner support. Ian then conducted a two-day training program for all interested academics (20) and is available to assist individuals for a time after the workshops.
- Results** As well as the continuation of this project, a number of the academics have won consulting engagements. Some have also found the training and discussions beneficial in the marketing and sale of their IP. (Ian has previously undertaken two similar projects).

## Winning business – Strategic advice firm

- Situation** Small but fast growing consulting firm that Ian has worked with prior to its formation (ie: the principal's attended my workshops that are designed to show people how to set up and run successful consulting businesses)
- Challenge** The firm has grown to thirty professional staff in three years and the principals want to win more uncontested work.  
All members of the firm also need to develop lead generation awareness and capacity.
- Action** A special winning business training program for all staff. New staff also attend public workshops of the Successful Consulting program and Ian regularly meets with the Principals to discuss business issues.
- Results** The firm was recently named as the 36<sup>th</sup> fastest growing company in Australia by BRW magazine.  
Ian's contribution is often recognised by the firm's leaders and Ian will continue to train the staff at the firm.

## **It is not enough just to do a good job ...**

- Situation** Fast growing Australian branch of international consulting firm specialising in service to government.
- Challenge** Employee consultants and contractors of the firm were too focused on the professional or technical aspect of service delivery. Management was concerned that business opportunities were being missed by the firm.
- Action** Ian addressed the annual conference of the firm (as the only external presenter) to lay the basis for introduction of more training in winning business throughout the firm.
- Results** Further training was undertaken by Ian within the firm over a 4-year period and is continuing.  
Ian was invited to present to overseas members of the firm who were present.

## **New managers gaining confidence – accounting firm**

- Situation** Large accounting firm with 300 personnel
- Challenge** Each year a group of accountants are promoted to manager. They become responsible for their own clients for the first time.  
Typically many of them have concerns over their ability to discuss and negotiate fees, to handle potential client issues and complaints, and to give advice on complex issues.
- Action** Training sessions were conducted with the target groups to address these issues using training content and role plays.
- Results** The program was conducted over a number of years and is now done by the partners themselves as part of a more integrated transition process.