

INTERNAL CONSULTANCY SKILLS AT WORK



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TRAINING CENTER



Introduction

Internal Consultancy Skills at Work Training Course prepares professionals who advise colleagues without formal authority to deliver real influence and measurable results. Internal consultants face a distinct challenge: they must build credibility, manage competing interests, and win commitment from people who do not report to them. This program teaches a practical consulting cycle from entry to closure. It draws on established advisory frameworks and structured problem-solving methods. As a result, participants learn to scope requests clearly, gather reliable evidence, present recommendations that land, and support implementation until change sticks. Furthermore, the course builds the negotiation, facilitation, and stakeholder skills that internal advisers need every day.

Internal Consultancy Skills at Work Course Objectives

- Apply the internal consulting cycle from entry and contracting to closure.
- Use the ARIA and GRPI models to define roles and expectations.
- Conduct stakeholder analysis with the power-interest grid.
- Diagnose organizational problems with the McKinsey 7S framework.
- Apply root cause analysis using the 5 Whys and fishbone diagrams.
- Structure findings with the MECE principle and issue trees.
- Build persuasive recommendations using the Pyramid Principle.
- Facilitate workshops and meetings with structured agendas.
- Manage resistance and negotiate scope with senior stakeholders.
- Support implementation with action plans and success measures.

Course Methodology

- Facilitated sessions built around live internal consulting scenarios.
- Role-play of client entry meetings and scope negotiations.

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- Case studies from HR, IT, finance, and operations functions.
- Group exercises in issue trees and evidence structuring.
- Practice presentations with structured feedback from peers.
- Simulation of resistance handling and stakeholder alignment.
- Personal reflection and consulting development action plans.

Who Should Take This Course

- Internal consultants and business partners.
- HR, finance, and IT business partners.
- Organizational development and change specialists.
- Process improvement and quality advisers.
- Project managers advising internal clients.
- Subject experts moving into advisory roles.
- Managers leading cross-departmental initiatives.

Internal Consultancy Skills at Work Course Outlines

Day 1: The Internal Consultant Role and Entry

- Defining internal consultancy and how it differs from external consulting.
- The internal consulting cycle: entry, diagnosis, recommendation, implementation, closure.
- Building credibility and trust without formal authority.
- Contracting: agreeing scope, roles, and success criteria.
- The ARIA model for resolving conflict at project start.
- Ethics, confidentiality, and professional boundaries.
- Case study: a failed internal consulting engagement and why it failed.





Day 2: Diagnosis and Data Gathering

- Framing the problem with issue trees and the MECE principle.
- Stakeholder analysis using the power-interest grid.
- Data collection methods: interviews, surveys, and observation.
- Diagnosing organizations with the McKinsey 7S framework.
- Root cause analysis with the 5 Whys and fishbone diagrams.
- Distinguishing symptoms from underlying causes.
- Workshop: diagnosing a real internal business problem.

Day 3: Structuring and Presenting Recommendations

- Turning evidence into clear, defensible findings.
- The Pyramid Principle for structured communication.
- Writing concise recommendations and executive summaries.
- Building the business case with cost-benefit analysis.
- Data visualization and slide design basics.
- Handling tough questions and objections.
- Workshop: presenting a recommendation to a simulated client.

Day 4: Influence, Negotiation, and Facilitation

- Sources of influence and persuasion without authority.
- Negotiating scope, resources, and timelines.
- Facilitating workshops with structured agendas and ground rules.
- Managing difficult stakeholders and political dynamics.
- Handling resistance with the ADKAR change model.

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- Giving and receiving feedback with the SBI model.
- Role-play: negotiating a contested internal project.

Day 5: Implementation, Measurement, and Closure

- Moving from recommendation to action plan.
- Supporting implementation with the RACI matrix.
- Setting success measures and tracking outcomes.
- Managing handover and knowledge transfer.
- Evaluating engagement success and lessons learned.
- Building a personal internal consulting brand.
- Capstone: presenting a complete engagement plan.

Conclusion

By successfully completing Internal Consultancy Skills at Work Training Course, participants will have acquired the knowledge to scope engagements professionally, diagnose problems with proven frameworks, structure persuasive recommendations, and guide implementation to a successful close. They will also understand how to influence without authority and manage stakeholder resistance constructively. Gentex Training Center delivers this program through applied workshops and expert facilitation, so participants can add value as trusted internal advisers.

FAQs for the Internal Consultancy Skills at Work course





Q1 What is the "Internal Consultancy Skills at Work" course about?

It is a training program that teaches professionals how to advise internal clients effectively without formal authority. It covers contracting, diagnosis, structured recommendations, influence, facilitation, and implementation support.

Q2 What are the key benefits of the "Internal Consultancy Skills at Work" course?

Participants gain stronger credibility with senior stakeholders, cleaner problem definitions, and recommendations that win approval. Organizations benefit from faster decision-making, better use of internal expertise, and change initiatives that reach implementation instead of stalling.

Q3 What skills will I gain from the "Internal Consultancy Skills at Work" course?

Participants build client contracting and scope management, diagnostic problem structuring and evidence gathering, persuasive recommendation and presentation, and stakeholder influence, negotiation, and facilitation.

Q4 What tools, methods, or standards are covered in the "Internal Consultancy Skills at Work" course?

The course covers the internal consulting cycle, the ARIA and GRPI models, the MECE principle, issue trees, the Pyramid Principle, the power-interest stakeholder grid, the McKinsey 7S framework, the 5 Whys, fishbone diagrams, cost-benefit analysis, the RACI matrix, the ADKAR model, and the SBI feedback model.



Q5 How is the "Internal Consultancy Skills at Work" course applied in real-world practice?

Learners apply it by holding entry meetings to agree scope, running structured interviews and diagnostics, presenting findings in pyramid form, facilitating alignment workshops, and tracking implementation through RACI-based action plans and success measures.