

# The Business Partner & Internal Consultancy Skills Development Programme

## Business Partners & Internal Consultants

### “Today’s Challenge If you can’t add value, you just add cost.”

The pressure is now on all support functions. Whether you are from IT, Finance, Marketing, HR or another support area, outsourcing, consulting and offshoring contracts are eating into the traditional security that your these functions have enjoyed. It is no longer sufficient to deliver good transactional services. In today’s environment if you are not adding value it is not long before someone starts asking challenging questions about the cost-benefits of your function.

Business leaders want more from their support professionals. They are seeking a more proactive and challenging role that forces managers to think about how they are leveraging people and the organisation for business success. New business requirements need new skills and competences.

This is why Performance Dynamics has developed the Global Internal Consultant Programme. We have been working with support function managers for a significant number of the world’s leading companies\* to develop and refine a programme which equips support function managers from IT, Finance, Marketing, HR and elsewhere with the vital components necessary to move to a high valued added business partner or change agent role.

Using a very powerful and practical client-centred methodology our proven programme enables participants to fundamentally review their current operating style. The way we work with each participant results in the development of real “consulting and business partnering skills”.

#### **\* Some of our clients who have participated in our programmes**

**ABB - Autodesk - BAT - BT - Barclays - Brooke Bond Foods - Coca Cola - Dade Behring - Dişbank - Eurocontrol - First Plus - Guaranti Bank - ING - Invesco Perpetual - Irish Management Institute - KLM - Koc Group - Lloyds TSB Asset Management - Management Centre Europe - Management Centre Turkey - Nokia - Organon - Pfizer Turkey - Philip Morris International - RJR - Sara Lee (DE) - Shell Services International - Siemens - Sony - Standard Life - Thomson Holidays**

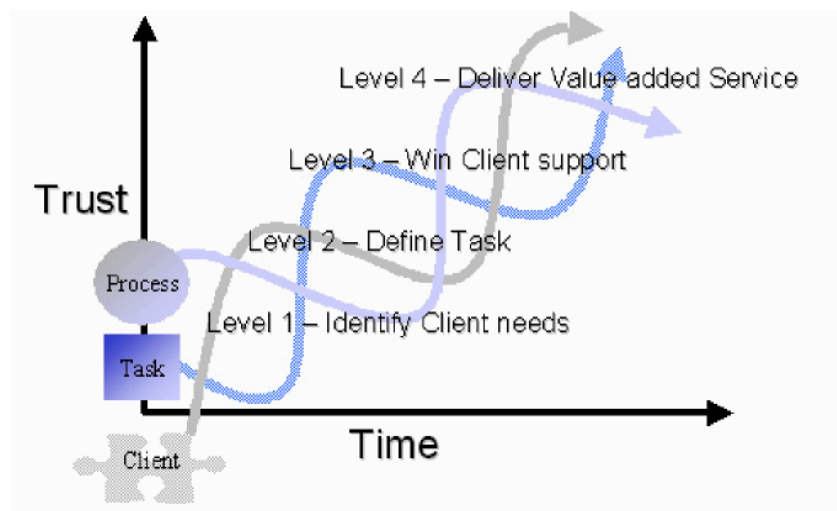


## THE PROGRAMME OBJECTIVES

At the end of the programme participants will

- Fully understand the role of the internal consultant, business partner and change agent and how it differs to conventional support function roles
- Be able to apply a range of client centred tools and techniques to effectively manage internal projects, meetings and change scenarios
- Be able to successfully manage internal and organisation initiatives using classic project and change management tools and techniques
- Be able to apply the techniques and skills of an internal consultant, business partner and change agent with increased credibility and confidence

Have reviewed their strengths as a business partner, internal consultant or and change agent.



## THE CASE STUDY APPROACH

A vital element of our programme's success is the fact that it is based on a case study. The case highlights a wide range of realistic and challenging client scenarios that are common to all large organisations. Indeed a key part of our approach is the real life business experience that is introduced by our consulting team who challenge and place participants under real life pressures.

Participants are required to apply and practice the range of consulting tools and techniques that are explored on the programme. The case study allows for a very challenging and pressurised exercise – but all contained within the context of a low risk learning environment.

The case study also helps participants by working with others in a consulting team environment. In turn participants are encouraged to review their own performance and to give feedback to their colleagues.

# PROGRAMME OUTLINE

Many of our client select our core three day programme. But we also tailor modules to meet your specific needs. For example, we have run the programme as an “HR Business Partner” event for global HR teams and we have also supported teambuilding across support functions by running the programme as part of an off-site business meeting for procurement specialists.

We have delivered the programme successfully on a global basis worked with multinational teams in, Brussels, Chicago, Dubai, Edinburgh, Helsinki, Hong Kong, Kuala Lumpur, London Moscow, Singapore, Sydney, and Warsaw.

## DAY 1

### INTRODUCTION

### THE BUSINESS CASE

The Context for Support functions in Today’s Organisation  
The business and challenges for support functions and outsourcing  
Support in transition – the new style and approach  
Adopting a client centred approach  
Reviewing our current approach  
identifying our internal customers/ clients  
The critical issues for Business Partner and Change Agent Role  
Marketing new support function services

### CASE STUDY PART 1

Adopting the right approach  
Support specialist or business partner?  
What are the required behaviours?  
Creating the right impression  
Getting the targets right and the getting the job offer!  
Review and discussion

### DEFINING A CHANGE PROJECT OR INITIATIVE

Managing the internal customer / client  
Identifying successes and failures in change projects  
Preparing a discussion document  
The Project Charter

## DAY 2

### REVIEW OF DAY 1

### CASE STUDY PART 2

Getting the information you need  
Adopting the right disciplines  
Avoiding the classic pitfalls in re-searching the problem  
Dealing with the different organisational characters

### UNDERSTANDING CLIENT MOTIVATIONS

Factors that motivate clients  
Developing your consulting antennae to detect client preferences  
Pacing your style to develop client rapport

### MANAGING ORGANISATIONAL CHANGE

What really goes on in change projects  
The role of the change agent in managing change

### REPORTING BACK TO THE CLIENT

Recognising the key tasks and psychology involved  
Using consulting tools to communicate effectively  
Managing Stakeholders and Stakeholder Analysis

## DAY 3

### REVIEW OF DAY 2

### CASE STUDY PART 3

Reporting back to the client  
Analysis and preparation of client feedback  
Findings, conclusions, recommendations  
Determining the key issues involved  
Managing different client situations  
Planning the next steps  
Review and discussion

### CASE STUDY PART 4

Managing the client relationship  
Maintaining the client’s commitment  
Avoiding the disappearing client  
Confronting bad news issues  
Closing the assignment and exiting

### MARKETING INTERNAL CONSULTING SERVICES

Developing a marketing strategy  
What are you selling?  
Identifying your key clients  
Defining what your clients want to buy  
Organising to deliver your services

### ACTION PLANNING

Programme review  
Skill set review  
Personal action planning and discussion  
Group review and discussion



## WHAT OUR CLIENTS SAY

I would rate this as one of the best courses I have attended in the last 5 years.  
The feedback and the atmosphere was excellent

*Simon Bullers, Principal, Global Platform Manager, Barclays Global*

Very positive experience and excellent investment of time. I can highly  
recommend this interactive and practical programme

*Kathryn Westerveld Vice President, Head of Training & Education, Group  
Compliance, ABN AMRO*

It was great – I learned a huge amount

*Michael Slattery, Information Management Specialist, Roche*

An excellent investment of time – really opened my eyes to the traps and  
pitfalls to operating as an internal consultant

*Erwin Roep, Information Security Co-ordinator, Shell*

I enjoyed the programme immensely. It gave time away from the office to  
learn and practice new techniques without fear of ridicule. We came away with  
a valuable toolbox to dip into in the future. An excellent investment of time and  
I will certainly recommend it to other colleagues

*Richard Brookes, Chief Accountant, Syngenta Crop Protection*

I found the programme highly useful as it replicates the reality of the corporate  
world. We also got to practice using a significant number of extremely  
powerful consulting tools. The programme's case study and challenging role  
plays is highly effective. The whole experience opened my eyes (and ears) to  
what it takes to operate as a real internal consultant.

*Thomas Pfeil, Manager Health Economics, Nycomed Pharma GmbH*

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