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Consultative Skills that Drive Better Training

Client Relationship Continuum

Order-Taker

Training Consultant

Strategic Business Partner

Reactive

Responsive

Proactive

Learning Relationship

Learning and Performance Relationship

Learning, Performance, and Business Relationship

Client determines problem and requests specific solution

Client determines problem and requests specific solution

Client and Performance Consultant determine the problem and collaborate on solutions

Supportive Role

Value-added Resource Role

Collaborative Partner Role

The ACT Equation

Strategic Business Partner



Access



Credibility



Trust

10 Consultative Skills that Drive Better Training

Access	<ol style="list-style-type: none">1. Build relationships with all stakeholders involved in decision making.2. Network with stakeholders to stay current on their strategic business needs.
Credibility	<ol style="list-style-type: none">3. Come into the dialogue as a consultant, not as an order taker. This means coming prepared with information and ideas and then setting expectations and goals.4. Ask questions about business goals, not just training goals. Demonstrate your understanding of the business strategy and your interest in connecting learning to that strategy.5. Analyze information about the current state and the desired future state to identify performance improvement opportunities beyond what your clients are asking for.6. Provide proactive recommendations that target specific performance gaps and link them to the specific business outcomes your client is trying to achieve.7. Collaborate with clients on their training requests to offer guidance that shapes their thinking and helps you reach a consensus regarding the most appropriate solutions.
Trust	<ol style="list-style-type: none">8. Cultivate your expertise in subject areas that add value to your clients.9. Position yourself as a resource that clients can trust for a range of needs related to performance improvement—not just training programs.10. Be willing to tell your client that training is not the answer and be prepared to help your client find the most appropriate non-training solution.

Question for Reflection



“What is the value to your organization (both the department you sit in and the clients you serve) of putting these consultative skills into action?”

The ACT Equation: Access Strategic Business Partner



Access



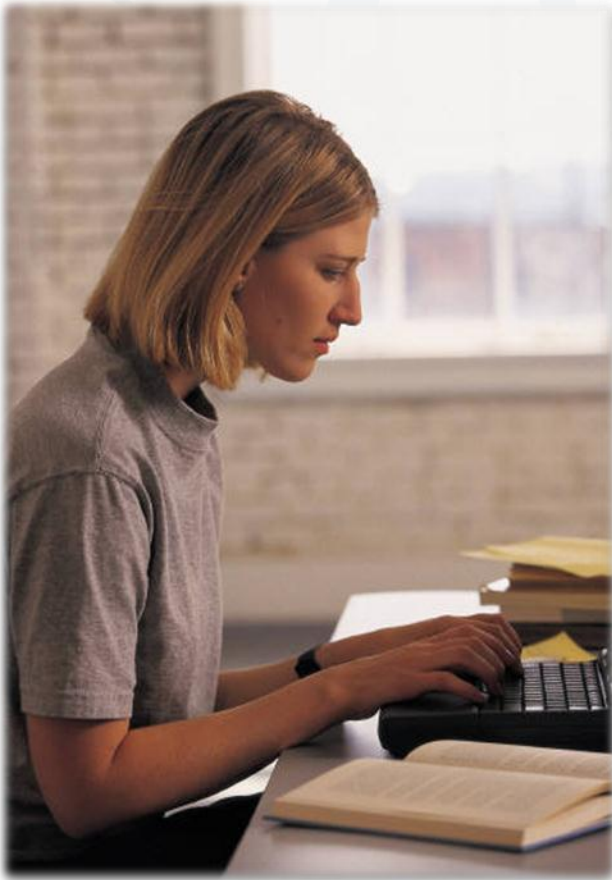
Credibility



Trust

Access:

What does your internal networking activity look like?



The ACT Equation: Credibility

Strategic Business Partner



Access



Credibility



Trust

Credibility: Consulting Questions

- **Transition**

Move the conversation away from order-taking and toward having a more strategic dialogue about the client's needs

- **Performance**

Uncover the specific on-the-job behaviors that are the desired outcome of the training

- **Business**

Evaluate the impact of these behaviors on the business as a whole

- **Drill-Down**

Clarify or uncover additional information

The ACT Equation: Trust Strategic Business Partner



Access



Credibility



Trust

Trust: Training Solutions and Beyond

<p>Environment</p>	<p>Information</p> <ul style="list-style-type: none"> • Newsletters • Individual feedback • 360° feedback • Organizational communication 	<p>Resources</p> <ul style="list-style-type: none"> • Job aids • Documentation and standards • Technology • Time • Coaching • Mentoring 	<p>Incentives</p> <ul style="list-style-type: none"> • Rewards & recognition • Compensation • Career ladder programs
<p>Individual</p>	<p>Knowledge/Skills</p> <ul style="list-style-type: none"> • Education & training • Action learning • On-the-job training • Simulations • Self-directed learning • Competency-based assessments 	<p>Capacity</p> <ul style="list-style-type: none"> • Emotional intelligence • Selection and recruitment practices 	<p>Motives</p> <ul style="list-style-type: none"> • Job analysis • Employee assistance programs

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