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- Azali is a premium provider of Board Secretarial and Corporate Governance advisory services

A multi-skilled professional with extensive management and consulting experience gained over twenty (20) years in Board, Legal and Human Resource practice.

Consulted for Cedar Consulting (HR), USAID (HR) , IFC (Corporate Governance) and PwC (Governance Audit)

Objectives of the Webinar

To equip corporate secretaries, **both in employment and in the private practice**, with the skills necessary to effectively provide **advisory services** in the changing marketplace.

Outcomes

- Create awareness in corporate secretaries of the need to **adopt the consulting skills orientation in their professional advisory role**

- Provide corporate secretaries with **basic skills in consulting**

- Create awareness on **risks associated with consulting** and mitigation strategies
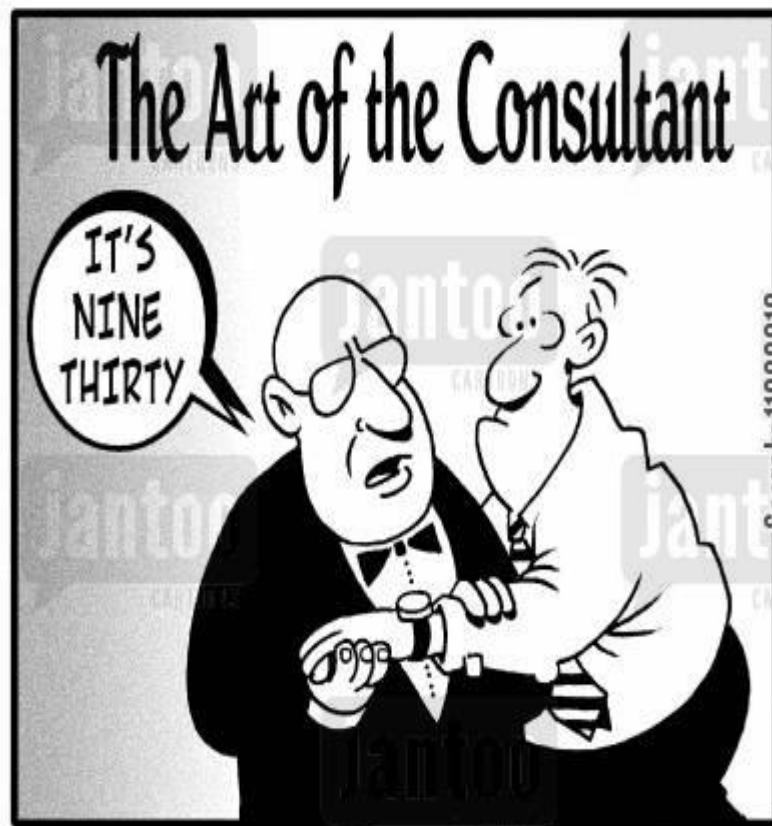
Outline

- Part 1: Consulting Skills – The Fundamentals

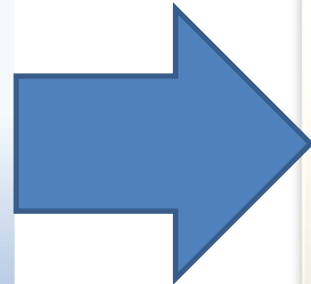- Part 2: Consulting Business Basics

Part 1

CONSULTING SKILLS – THE FUNDAMENTALS

Who is a consultant?

consultant.

Common

means
An expert in a particular field who provides technical and other forms of assistance to companies on a fee basis.

Consulting defined

- A **consultant** is a person in a position to have some influence over an individual, group or an organisation but who has no direct power to make changes or implement programs.

vs

- A **manager** is someone who has direct responsibility over the action.

"Peter Block – Flawless Consulting''

Consulting defined

- The recipient of the advice is called the **client**
- The client may be an individual, department or a whole organisation
- The client is the person the consultant wants to **influence without exercising direct control**

The end goal of consulting

- The end goal of any consulting assignment is **change**
- Change can come in various forms e.g. policies, systems, structural changes or learning something new
- The consultants objective should be to engage in successful actions that **result in people or organisations managing themselves differently**

What is your role as a Consultant?

- Much of the <u>disfavour</u> associated with consultants is when a consultant calls themselves a consultant but takes on a management role.

Consultant vis-a-vis Manager

A Consultant is called when there is a clear-cut **problem that needs a solution** while Managers are involved in **day-to-day activities** including; planning, organizing, staffing, directing and controlling

Manager vs. Consultant

* Manager
  * Mostly Administration.

* Consultant
  * Technical issues take precedence,
  * Work is time bound,

  * Accomplish more technical work in half a day than is possible in a week as a manager .

Consulting skills

INTERPERSONAL SKILLS

Most of your job will be workinging with people and helping them through their business problems. You'll have to understand the person in order to get to the solution.

CREATIVITY

Consultants often come up against new difficulties usually with unreliable or incomplete information. Your creativity will help you to come up with an innovative solution.

LEADERSHIP SKILLS

Some clients may resist or fear change. Even though your solution may be flawless, without appropriate leadership skills, you may be unsuccessful in implementing it.

InvoiceBerry
the skills cosultants need

CRITICAL THINKING

You will often have to think innovatively and challenge the status quo. Using your analytical thinking, you'll have to navigate the client towards an effective solution.

COMMUNICATION SKILLS

Consultants need to be in constant communication with their clients. You'll have to effectively interact with people of vastly different and sometimes challenging personalities.

INTELLECTUAL DRIVE

Consultants should be driven by the pursuit of a solution driven by evidence and not just intuition. They should be intrigued by new ideas and find ways to apply them.

Critical skills

- There are **3 critical skills** you need to do a good job;

  1. Technical

  2. Interpersonal

  3. Consulting skills

1. Technical skills – Do you know your stuff?

- The foundation of consulting skills is **your expertise**
- Basic training in a specific field e.g. company secretarial, accounting, marketing, HR, engineering, counselling, etc
- **Experience** in the field after a number of years
- This gives you **credibility** and builds **confidence**

2. Interpersonal skills – Can I trust you?

An effective consultant is able to **interact** with people

- Likeable/Personable
- Offers support/help
- Communicates effectively
- Disagrees tactfully, diplomatically and reasonably
- Trusted partner
- Exercises ethical standards   (…flexibility?)

How Clients Choose Consultants

- *"In selecting a professional, I am not just buying a service, I am entering into a relationship. Your selling task is to earn my trust and confidence – with an emphasis on the word "Earn"'"*

How do you cultivate your client's trust?

3. Consulting skills – How well will you get the job done?

- There is a **sequence of steps** to successfully complete a consulting engagement

- If you ignore or skip any of the steps, you are headed for trouble

Skills required for each step

1. Marketing and Public relations
2. Proposal writing
3. Interpersonal skills
4. Emotional intelligence
5. Negotiation skills
6. Research
7. Data analysis (using technology)

Skills required for each step (cont.)

8. Conducting effective meetings/Interviewing skills

9. Facilitation/Presentation skills

10. Report writing

11. Project management

12. Monitoring and evaluation

13. Consulting networks

Consulting Process

1. Client inquiry or Request for service (RFP/EoI)

2. Needs analysis and Problem identification

3. Specific Proposal writing

4. Negotiation and contracting

5. Kick off meeting

6. Data collection and analysis

Consulting Process (Cont.)

7. Feedback/findings and monitoring

8. Recommendations

9. Decision/Opinion and Final report; and

10. Project Close

11. Implementation support (if necessary)

Exercise/Poll

- On a scale of 1-10, how would you rate yourself on:

  - Technical skills ……./10

  - Interpersonal skills ………/10

  - Consulting skills ………/10

- How can you build your skills in these 3 areas?

Part 2

CONSULTING BUSINESS BASICS

Business basics

- Sell enough work/pipeline
- Deliver it to the right standards and time
- Bill and collect promptly
- Achieve the right mix of utilisation and recovery
- Recover all expenses
- Use a time tracking tool
- The Rule of Two – billing rate

Business basics

- You do not have to have to be outgoing or charismatic to be a good salesperson
    - Accurately assess the clients needs and provide the right solution; this is the key to selling

- Being authentic helps the client to trust you more
    - Organizations will spend time and money on things they want to do/motivation

- You do not have to be PwC, KCB or Safaricom to have a brand
    - Be clear what you stand for? Know your UVP/value addition

Elements in costing your services

- Professional **time** – includes preparation, face to face time, analysis, delivery, reporting etc
- Reimbursable **costs** – printing, communication, travel
- **Tax** e.g. VAT, WHT
- Get the right **payment schedule**. This is key to cash flow management
- Managing **overheads** eg work from home, e-tools etc

Know and manage your risks

- Project risks – Beware of **scope creep**

- Performance risk – Can you **deliver**?

- Reputation risk - Is this a client you want to be **associated** with?

- Financial risk – Cash profit - manage your **cash flow**!

- Commercial risk - Never begin work without a **signed contract**

- **Risks** associated with corruption, intellectual property

Reflection: Key actions

- What are your **key learnings** from this Consulting Skills webinar?

- What will you **implement**?

- How will you **measure** your progress?

- What **support** would you require?

- Resources: How to become a Successful Consultant
  Published on June 23, 2016; By Kamran Khan

Dare to be DIFFERENT

Consulting Books

1. HBRs 10 Must Reads: The Essentials
2. The McKinsey Way by Ethan Rasiel
3. Flawless Consulting: A guide to getting your expertise used by Peter Block
4. The Back of the Napkin – solving problems and selling ideas with pictures by Dan Roam
5. Linchpin by Seth Godin
6. The Consultant with Pink Hair
7. Pyramid Principle: Logic in Writing and Thinking
8. Key Management Models: The 60+ models every Manager needs to know

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