

Flawless Consulting<sup>SM</sup> **2** discovery



A  
DESIGNED LEARNING  
TWO-DAY  
WORKSHOP



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## The essence

We know the problem.

Every project has its undiscussables.

If we don't deal with this directly

We find ourselves

Colluding with the very people

We want to serve.

# Flawless Consulting **2** discovery

Even the best of consulting relationships can get difficult when we decide to move ahead with a project and gather the data we need to solve the business problem. Our problem: we often ignore the political system we are operating in and focus on just data and facts. We view the personal complaints from people in the system as distractions. We also intuitively realize that what the client wants, won't solve the problem. So how do we tell the client what we know they do not want to hear?

Too often, we take the easy road and ignore the underlying issues.

Designed Learning's *Flawless Consulting 2: Discovery* will provide you with the skills to uncover the social system in which the technical solutions and recommendations you and the client develop will be put into action. Too often, we view this stage of the consulting process as data collection and diagnosis, failing to realize that the answer is already in the room. This workshop, designed by Peter Block helps internal consultants provide real feedback in ways that build the client/consultant relationship and build trust. Rather than living as if we are captured by the political system, we can develop the skills to become advocates for our clients' own self-discovery and self-sufficiency.



## The Concepts

### The Discovery Phase

The business of this phase of flawless consulting includes going beyond the client's presenting problem and finding out how the problem is being managed. In addition, you will learn how to help identify the client's contribution to the problem and develop a simple, clear and independent picture of the situation.

### Using Interviews to Understand the System and Build Relationships

Beyond simple interviewing techniques, you will learn how to conduct interviews and gather information on the present goals, procedures and relationships affecting the problem as well as understanding what the future goals and relationships might be. You discover the importance of understanding that all data collection takes place in a political system. You will be reminded that the interview itself is the intervention.

### Probing to Discover the Underlying Dimensions of the Problem

The goal of the interview is to discover the underlying problem of what is occurring in your organization. This workshop will help you develop the skills to ask the right questions, at the right moment, with the right empathy to get the most accurate picture of the situation. You will also learn how to quickly build the trust needed to gather the necessary information.

### Dealing with Resistance in Interviews and the Feedback Meeting

Individuals really don't hate change, they just dislike being coerced. When we meet resistance, we tend to take it personally.

This workshop will help you understand that resistance most often is the client's expression of their underlying concern. If we take it personally, it will only get in the way of dealing with it effectively. Through repeated practice, you will discover the key to utilizing resistance and change as a chance for learning and developing deeper, more effective and meaningful relationships with your clients.

### Organizing the Data into Critical Issues

We have all of our data. We are ready to go. Wanting to be helpful, our instinct is to flood the client with data. But it is to our detriment to barge ahead with out carefully considering how to organize and interpret the data for our client. You will learn to select the ones that are critical and deliver them to your client in a powerful and empathetic way. You will also learn to develop recommendations or ways to help your client act on the issues. More importantly, you will develop the skills and courage to tell the client things that no one else will reveal.

### Constructing Descriptive, Non-evaluative Feedback Statements

Fact: the client has always contributed to the problem in some way. This makes it important that we offer our perceptions in ways that can be heard, accepted and acted upon. Many times we also need to relax our rein on the ownership of the data and recommendations and support the client with how they want to proceed.

## The Promises

The objectives of *Flawless Consulting 2: Discovery* are to develop feedback and decision support skills that increase the staff person's ability to have a strong and positive impact on their client's business results.

### Targeted outcomes include:

- Practice a data collection or discovery model
- Conduct interviewing meetings to collect data around a business issue
- Deal with resistance in the data collection process
- Gain skills in turning recommendations into a decision to act
- Conduct a successful feedback meeting
- Identify methods for mapping out action steps with client prior to implementation
- Increase line manager commitment.

## The Participants

Individuals in staff positions such as human resources, training, organizational development, information systems, finance, safety, purchasing, engineering, etc. — anyone who is in a position of having influence without direct control.

### Workshop size:

Up to 24 participants and may vary based on your specific requirements.

### Materials provided

*A Participant's Workbook.*

### Pre-assignment

Attend *Flawless Consulting 1: Contracting*. Chapters 10-19 of *Flawless Consulting*.

### Methodology

The Flawless Consulting Workshops are highly interactive. You will become deeply immersed in the material through interactive simulations with one or two other attendees. The workshops also includes written exercises to apply key concepts to your own unique situation. In addition videotaping in small groups is used to analyze actual situations. Finally, you will have the opportunity to experience a full feedback meeting. In addition, you will work as part of an actual consulting team to practice contracting meetings, data collection interviews and feedback meetings. Brief lectures are used to present initial key concepts.

## The Days

### Day 1 (8:30-5:00 p.m.)

- Introduction — Contracting Revisited
- Form Consulting Teams
- Teams Conduct a Contracting Meeting with a Client
- The Data Collection and Discovery Phase
- Resistance in Data Collection Interviews
- Teams Conduct Data Collection Interviews
- Organizing the Data
- Developing Impactful Feedback Language
- Process the Learning

### Day 2 (8:30-5:00 p.m.)

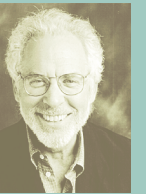
- The Feedback Phase
- Resistance in Feedback Meetings
- Conduct Team Feedback Meetings
- Contract with Self
- Final Feedback on Consulting Strengths
- Future Commitments

## Designed Learning Affiliates

All workshops are led by Designed Learning affiliates. These experienced consultants have a wide range of experiences within organizations providing them with the unique ability to understand and relate to the perspectives of internal consultants like yourself. Many of Designed Learning affiliates utilized Designed Learning's services before actually starting their own consulting businesses. With affiliates throughout the United States and Europe, Designed Learning can match affiliates with your specific needs.

### Additional Information

We want to talk with you, give us a call or visit our website [www.designedlearning.com](http://www.designedlearning.com) to see how others, like yourself, decided to attend these workshops, the only one's designed and continually developed by Peter Block. Join others who have captured the experience of consulting flawlessly in their organizations.



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