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Nota di contenuto	TITLE -- COPYRIGHT -- ABOUT THE AUTHOR -- ABOUT THE SERIES -- CONTENTS -- DEDICATION -- INTRODUCTION -- SECTION 1 What Is an Internal Consultant? -- THE INTERNAL CONSULTANT -- CONSULTANTS' SPECIAL CHALLENGES -- HOW AND WHY PEOPLE BECOME INTERNAL CONSULTANTS -- Career Enrichment -- CONSULTING COMPETENCIES FEEDBACK -- SECTION 2 How to Define Yourself as a Consultant -- WHAT IS THE CUSTOMER-SUPPLIER CHAIN? -- HOW DO YOU FIT INTO THAT CHAIN? -- WHAT DO CLIENTS NEED FROM YOU? -- WHY CONSULTANTS NEED TO BE REAL -- Author's Response -- Lesson 1: Most People Are Ambivalent about Hearing Honest Feedback -- Lesson 2: They Often "Shoot the Messenger" -- Lesson 3: Build Rapport and Trust with Your Client Before Beginning Intensive Work -- Lesson 4: Client Resistance Can Happen Anywhere, Anytime and at Any Level -- IN-HOUSE CONSULTANTS: SPECIAL CONSIDERATIONS -- SECTION 3 The Eight-Phase C-O-N-S-U-L-T-S Process -- THE INTERNAL CONSULTING PROCESS -- PHASE 1: CONTACT -- First Impressions -- FINDING DECISION MAKERS -- WHEN IS THE BEST TIME TO MAKE CONTACT? -- CONTACT OBSERVATIONS -- PHASE 2: OUTCOMES -- CONSULTANT'S ANALYSIS OF THE SITUATION -- PHASE 3: NEGOTIATE NEEDS -- COMMON NEGOTIATING POINTS -- Time Commitment on Both Sides -- Method for Data Gathering -- Specific Objectives and Timeframes -- Administrative Support -- Budget -- Check-in Periods -- Ongoing Form of Communication -- Relationship Issues -- Location/Office

Space -- Additional Points to Clarify -- PHASE 4: SEARCH FOR DATA -- WHY DO DATA GATHERING? -- INFORMATIONAL INTERVIEWING GUIDELINES -- Interview Guidelines -- Setting Up the Interview -- Preparing for the Interview -- Starting the Interview -- Conducting the Interview -- Listen Actively -- Taking Notes -- Closing the Interview -- PHASE 5: UNDERSTAND AND FEED BACK DATA -- THE THREE METHODS -- Method 1: Gap Analysis. Method 2: Forced-Field Analysis -- FORCE-FIELD ANALYSIS -- Method 3: The Four Ps Analysis -- TIPS FOR RECEIVING FEEDBACK -- PHASE 6: LAY OUT ACTION PLAN -- DEVELOPING A UNIFIED PLAN -- Activity #1 -- Activity #2 -- Activity #3 -- WRITING OUT THE UNIFIED ACTION PLAN -- PHASE 7: TRACK RESULTS -- PHASE 8: SET IN MOTION -- SECTION 4 Understanding and Working with Resistance -- WHAT IS RESISTANCE? -- HANDLING RESISTANCE -- STRATEGIES FOR RESISTING RESISTANCE -- Your Own Blocks -- APPLYING WHAT YOU LEARNED -- SECTION 5 How to Market Yourself Inside the Organization -- POSITIONING YOURSELF IN THE MARKET -- Create Your Positioning Statement -- DESCRIBING YOUR BENEFIT -- NOW IT'S YOUR TURN. READY? GO... -- PACKAGING YOUR SERVICES -- GETTING CREDIBILITY.

Sommario/riassunto

This book addresses the major kinds of internal help: problem solving, enacting change, giving advice, and working on large-scale transformations. Included are clear descriptions of the seven-phase internal consulting process and why it is important to conduct a "lessons learned" wrap-up meeting to explore outcomes.
