



## NOW AVAILABLE ON THE WEB

CALGARY — **POWERFUL PROFESSIONALS** proven **consulting skills workshop** is now available on the web. The workshop, which presents a **very practical approach** to not only **assist professionals in improving their performance**, but also ensuring that **their services are recognized** as well as **strategically valued** by their organizations.

Powerful Professional workshops and webinars are supported by an **up-to-date research base** consisting of over 60,000 professionals, their clients and their managers. The popular workshop has been presented over 1,200 times worldwide to over 15,000 participants.

On the web, *Powerful Professionals* is being presented as a series of **one hour, pragmatic webinars**, each webinar focused on building the **key consulting skills** we know clients, peers, and managers value in **effective, results-driven professionals**.

Webinars Deliver Benefits	Webinars Available
<p>When time and costs count more than ever, <i>Powerful Professionals</i> webinars offer:</p> <ul style="list-style-type: none"> <li>✓ Skill building at the professional's desk.</li> <li>✓ Convenient scheduling</li> <li>✓ Interactive learning</li> <li>✓ Expert, experienced instructors</li> <li>✓ Supported by brief summary articles</li> <li>✓ One-hour segments to <b>enhance application</b></li> <li>✓ Topics culled from what <b>we know are important skills</b> from our research</li> </ul>	<p>CLICK titles for more information of each topic on the next pages.</p> <p><a href="#">Intro to Internal Consulting/Business Partnering</a></p> <p><a href="#">Step1: Exploring the Need</a></p> <p><a href="#">Asking Powerful Questions</a></p> <p><a href="#">Step 2: Clarifying Expectations</a></p> <p><a href="#">Sorting Out Complex Situations</a></p> <p><a href="#">Recommending Change/Selling Your Ideas</a></p> <p><a href="#">Dealing with Resistance</a></p> <p><a href="#">Strategic Professional Roles</a></p> <p><a href="#">Leading Change as a Professional</a></p> <p><a href="#">Dealing with Multiple Stakeholders</a></p>

### Fees

Live, Interactive Webinars	Recorded Webcasts
\$49/single registration \$399 for the "10 pack" with a certificate	\$29/single registration \$199 for the "10 pack" with a certificate

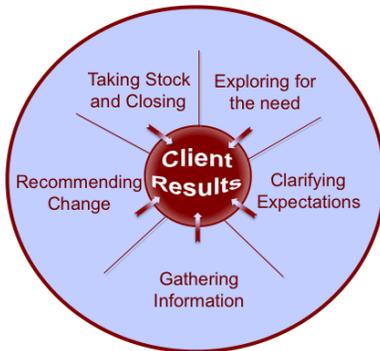
**To Register** — [www.Powerful2Lead.com/Webinars.htm](http://www.Powerful2Lead.com/Webinars.htm)

OR e-mail: [mel@Partner2Win.com](mailto:mel@Partner2Win.com) or [hiebert@ConsultSkills.com](mailto:hiebert@ConsultSkills.com)

# WEBINAR DETAILS

## 1. Intro to Internal Consulting/Business Partnering Role

*In addition to being great at your professional expertise, you also need to be great at how to **deliver** that expertise.*



We find a consistent theme as we work in all corners of the world—professionals need to be better “business partners” or “internal consultants.” Professionals need to possess more than expertise—they also need to be adaptive in delivering that expertise to meet explicit business needs.

If we ask “how many of your managers have ever taken a workshop called ‘How to make good use of professional expertise’ the answer is none. Delivering expertise doesn’t just “happen” and it is folly to “wing it.” Professional client service requires professionals to have a deliberate, distinct process or framework to follow—a “mental model”—as you work with your clients. Our field-tested 5-step Expertise Delivery model

provides professionals with rationale for what they are doing and why they are doing it. When required, professionals can confidently explain their consulting processes to clients/customers. Thousands of professionals presently use, adapt, customize, internalize and make this Expertise Delivery model their own, confident that their consultations are following a process that leads to success.

### **From this webinar, professionals will take away:**

- Reasons for seeing oneself as an internal consultant/business partner.
- A pragmatic expertise consulting model professionals can use to deliver their expertise to clients/customers.
- For each step, a set of goals and key skills, as well as some do’s and don’ts.

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## 2. Exploring for the Need

*You never have a second chance to make a first impression.*



During the first few minutes of client contact, professionals have the most leverage they will ever have—over the problem scope, over how the problem will be worked, and over their impending role. Mistakes made here will haunt the professional for the whole project. From the onset, the professional will need every skill of consulting to get a project off on the right foot. Ultimately this is a professional’s big opportunity—“use it or lose it!”

From our work with over 15,000 professionals worldwide, we have found that a powerful professional clearly separates exploration of a concern from commitment to action. One

hallmark of an inexperienced consultant is a “jump to action.”

### **With this webinar, professionals will take away:**

- How to get at the client’s underlying issues and causes.
- How to establish rapport; and work with client fears.
- How to set up an influential role.

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### 3. Asking Powerful Questions

*The most powerful tool for setting up an influential role is the skill of asking powerful questions.*



Most professionals and managers of professionals desire roles with more influence and impact, yet often inadvertently use behaviors that stop them from setting up such roles. As well, many professionals wish their clients and others were more responsive to ferreting out and framing the real problem, not just addressing symptoms. Professionals and their managers also wish clients/customers would consider new alternatives for dealing with issues, rather than applying the same old solutions.

In the repertoire of a professional, one of the most powerful tools for dealing with all these concerns is the skill of asking great questions. Narrow questions lead to narrow roles and fewer options. Expanding questions lead to big picture roles and more options.

This webinar will give professionals a chance to learn powerful, field-tested questioning skills in a practical problem-solving context. **With this module, professionals will take away:**

- How the questions you ask set up a problem solving process AND set up your ROLE.
- How enhanced questioning skills position professionals in more influential roles.
- How to get at the underlying business need that will set up a business partner role.

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### 4. Clarifying Expectations

*Clarifying expectations means never having to say you're sorry.*

"I thought you wanted ..." "If only I had cleared that up at the start ..." These statements occur like echoes throughout the stories of many a professional—echoes of unclear expectations are at the root of numerous consulting problems and conflicts. One mark of high-performing professionals is taking responsibility for clarifying commitments and negotiating expectations.

**With this webinar, professionals will take away:**

- How to clarify verbally and in writing, at every stage.
- How to determine the appropriate amount of clarification.
- How to manage the ambiguity of agreements.
- How to set up an influential role.



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### 5. Sorting Out Complex Situations

*When clients are up to their behinds in alligators, they often don't know how to express the problem they have, much less how to solve it.*



Over 60,000 surveys in our client database tell us that clients greatly value professionals' ability to sort out complex situations. Finding themselves in increasingly complex situations, clients often don't know how to express the problem, much less how to solve it. Powerful professionals need the skill of informally sitting down with a client and working through complex situations—like pulling strand after strand out of overcooked spaghetti.

**In this webinar—verbally sorting out complex situations—you will take away:**

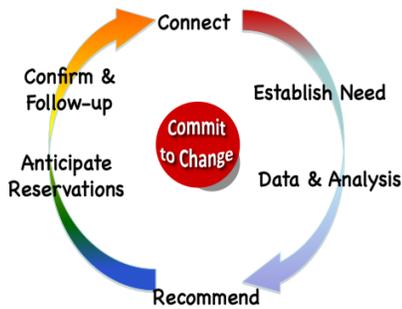
- A valued skill—of clarifying client needs in a messy situation.
- An understanding of how powerful questioning skills can help position a more influential role.
- An 'Hourglass' model to guide professionals assisting others work through problem solving complex situations.

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## 6. Recommending Change / Selling Your Ideas

*"What good is your great idea when you present it in a way that allows people to reject it?"*

– Geoff Bellman



Here is room for most growth. Here is where professionals can stand out from fellow professionals. If any project, change, or intervention is to ever get off the ground, it must first be “sold” to the people who are going to support its implementation. A critical skill for any professional then is the ability to present recommendations persuasively.

However counterintuitive it may sound, clients greatly value professionals’ persuasion and selling skills. We know this from our international database of over 10,000

professionals rated by over 50,000 clients, managers and others. Yet, in the same database, clients rate professionals low on these very skills! We call this skill gap “The Grand Canyon of Skill Gaps” because it is highly valued and usually poorly done.

This webinar will give professionals the basic skills of persuasively presenting ideas and proposals. They **will take away**:

- A skill that is greatly valued and usually poorly done—selling one’s ideas.
- How to present ideas and proposals in a way that increases client commitment.
- An introduction to how to deal with (inevitable) client reservations.

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## 7. Dealing with Resistance

*"Whatever it is—I'm against it."* – Groucho Marx

Like conflict, dealing with resistance is a challenge for professionals. Although cited over and over again as a cause of failure of professional projects, resistance to change may not be a valid scapegoat. At any rate, we can’t directly change client behavior; but we can improve our skill of recognizing resistance at an early stage, surfacing it in a non-threatening way, and dealing with often underlying reasons for no buy-in.

The most common ways of dealing with resistance are “fight”—to push harder or “flight”—to ignore it. Neither is helpful. In the webinar we will introduce the “secret sauce” for making resistance work for you.

**With this webinar, professionals will take away:**

- How to recognize resistance at an early stage when it is easier to deal with.
- Confronting resistance in a way that increases the chances of success.
- How to lower the chances of resistance happening.



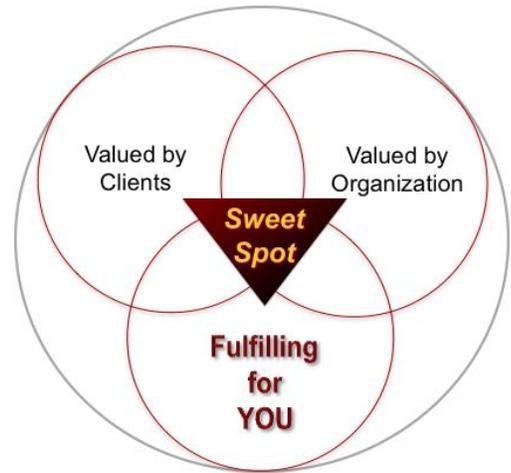
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## 8. Strategic/Value-added Professional Roles

*To be considered a valued contributor over your whole career, you must regularly re-evaluate how well your work directly supports the strategy of your organization.*

Professionals in organizations are working harder and more diligently than ever. Yet never before has there been more work insecurity, threat of job loss, outsourcing, and work stress. This webinar will give professionals the tools to align themselves and their professional group so that they are valued, recognized and considered key to the lifeblood of the organization. The foundation of such a powerful role is strategic thinking.

To be considered a valued contributor over a whole career, professionals must regularly re-evaluate how well their work directly supports the strategy of their organization and their clients. Organizations are being pressured by their environments to be more strategic; similarly, professionals are expected to think and act more strategically. To be strategic professionally means thoroughly understanding what to say “yes” and “no” to; as well as which professional services to market. We contend that professionals cannot say “no” successfully, until they know what they should say “yes” to.



### **As a result of this webinar, professionals will take away:**

- A field-tested model for looking at professional roles strategically.
- How to recognize value-added work best done by the professional.
- What to say “no” to, and just as important, an introduction on HOW to say “no,” with options.

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## 9. Leading Change as a Professional

*“I find it easier to be a result of the past than a cause of the future.”- © Ashleigh Brilliant*



When recommendations are *approved*, often the real work begin! Professionals need their recommended changes to be smoothly implemented and to “stick.” One of the biggest myths for professional experts is that producing good technical recommendations is enough—enough to perhaps get laid off, or outsourced! Professional results are measured in *effective, implemented and sustained change*, in the real world, in real time.

Much has been written about change—it is a huge topic. In this webinar, we will focus on a selected number of professional approaches to change.

### *Principles for Successful Change*

Successful change is based on sound principles and strategies.

### *Assessment of Readiness for Change*

This easy-to-use assessment will help professionals and their clients assess how easy or difficult a change will be—and where to put their effort.

### *Change Equation*

This ‘Equation’ will give professionals a concise, practical model of the change process, including a checklist of things to consider for successful change.

### *Systemic Approach to Change*

Successful professionals need to assess the relationship of their recommended change to the entire system—seeing the whole and understanding the processes by which the parts are linked together.

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## 10. Dealing with Multiple Stakeholder Situations

*Rarely do recommendations impact a single client;  
more often projects have multiple clients or stakeholders.*

Modern projects have complex client systems. Rarely do recommendations impact only a single client; more often projects have multiple clients or stakeholders. To get ideas accepted and implemented, it is crucial to determine who the client groups are and what role each plays in the decision making process. Different groups of clients can have very different perspectives. Recognizing different types of clients and adapting your conversation for those who you need to accept your recommendation, leads to commitment at the implementation stage.



With this webinar, professionals will take away:

- A description of typical client groups that make up a multiple stakeholder system.
- How to “diagram” your situation, using a structured format—or a “freehand” format.
- A list of key questions professionals need to ask about each client group.
- An introduction to preparing for conflict between and among client groups.

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