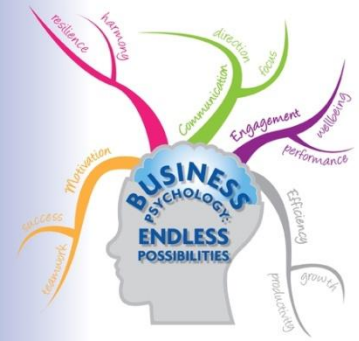




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Performance Consulting: enhance internal consultancy, influence and value

Nigel Harrison

Performance Consulting - UK

Aims

To introduce Performance Consulting

- A practical consulting model used by internal consultants in many large UK organisations

Which Large UK organisations?

- **Thomson Reuters**
- **HSBC**
- **AstraZeneca**
- **Xerox**

and British Gas, Nationwide, Norwich Union, South Yorkshire Police, Sheffield Council, BGL etc..



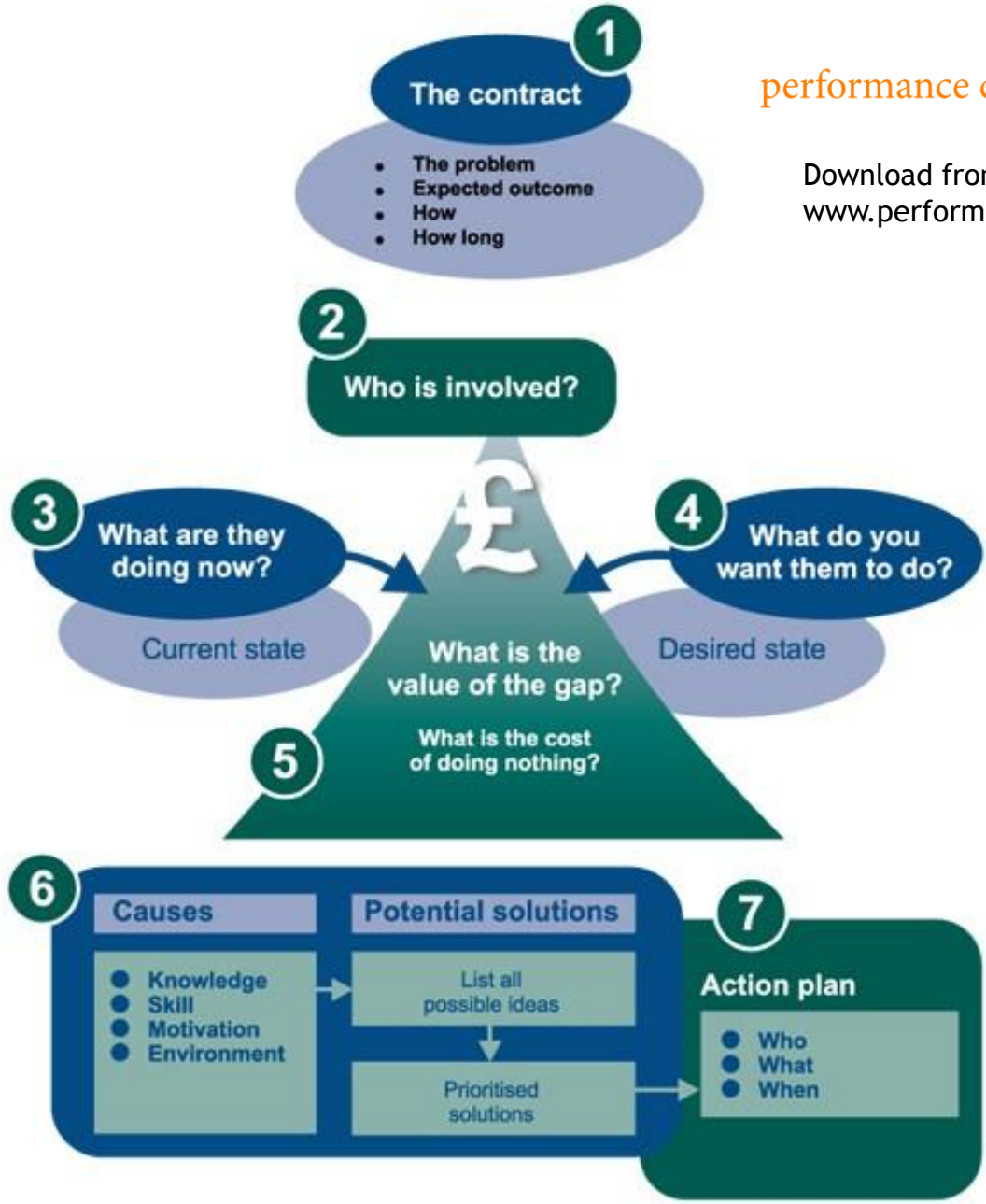
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A diagnostic process for problem analysis

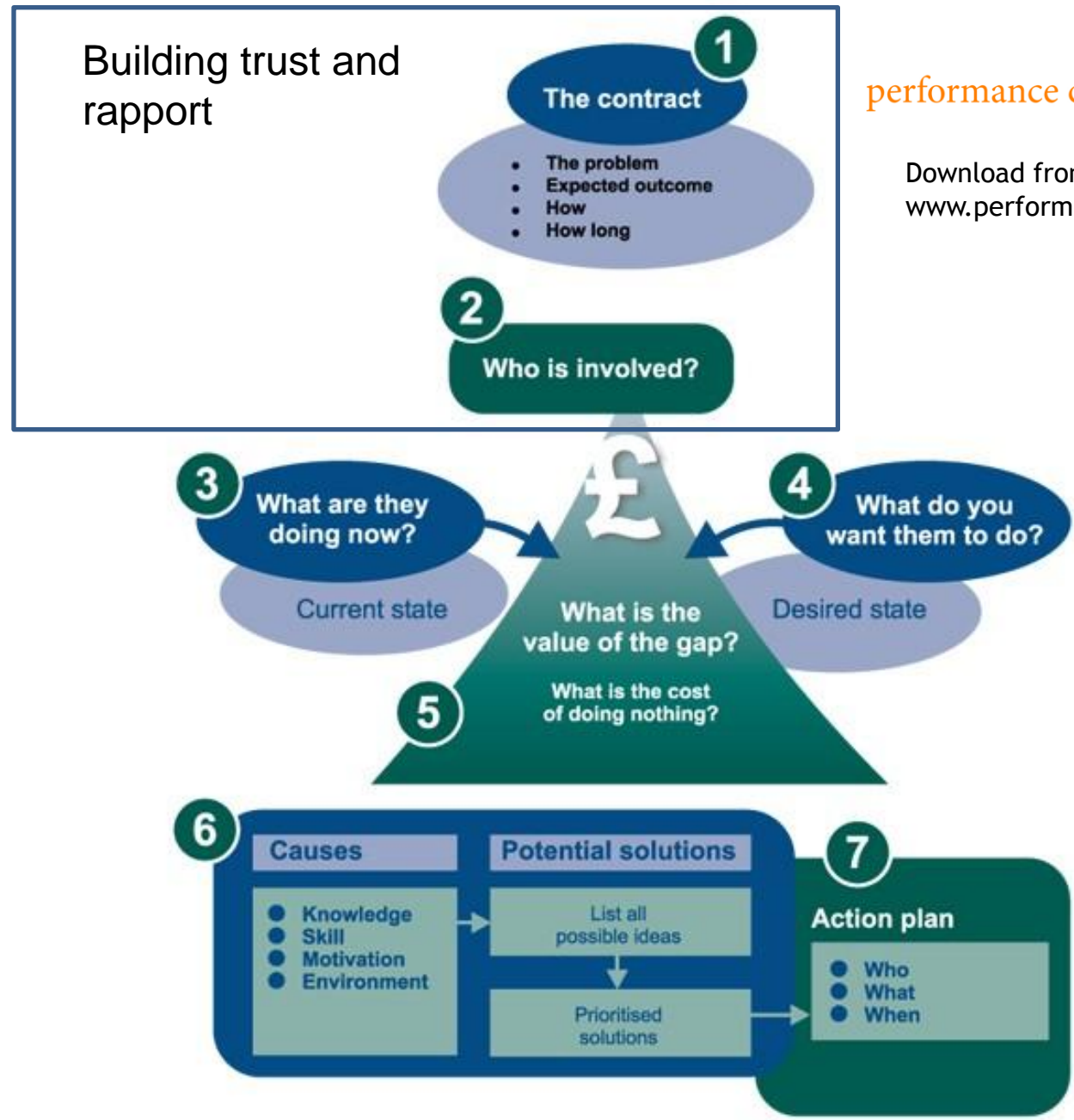
- *“Who is involved in this problem?”*
- *“What is happening now?”*
- *“What we want to see happening”*
- *“What is the value to the business if we close this gap?”*

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Building trust and rapport

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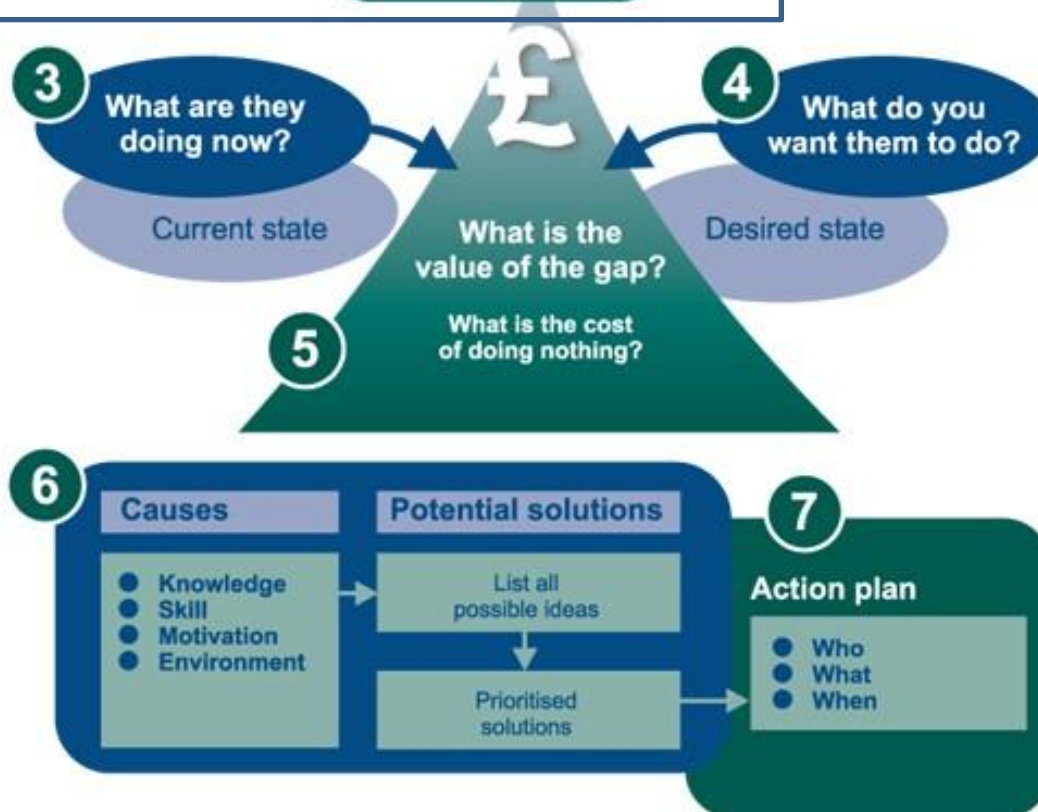
Building trust and rapport

Seeing the world as your client sees it

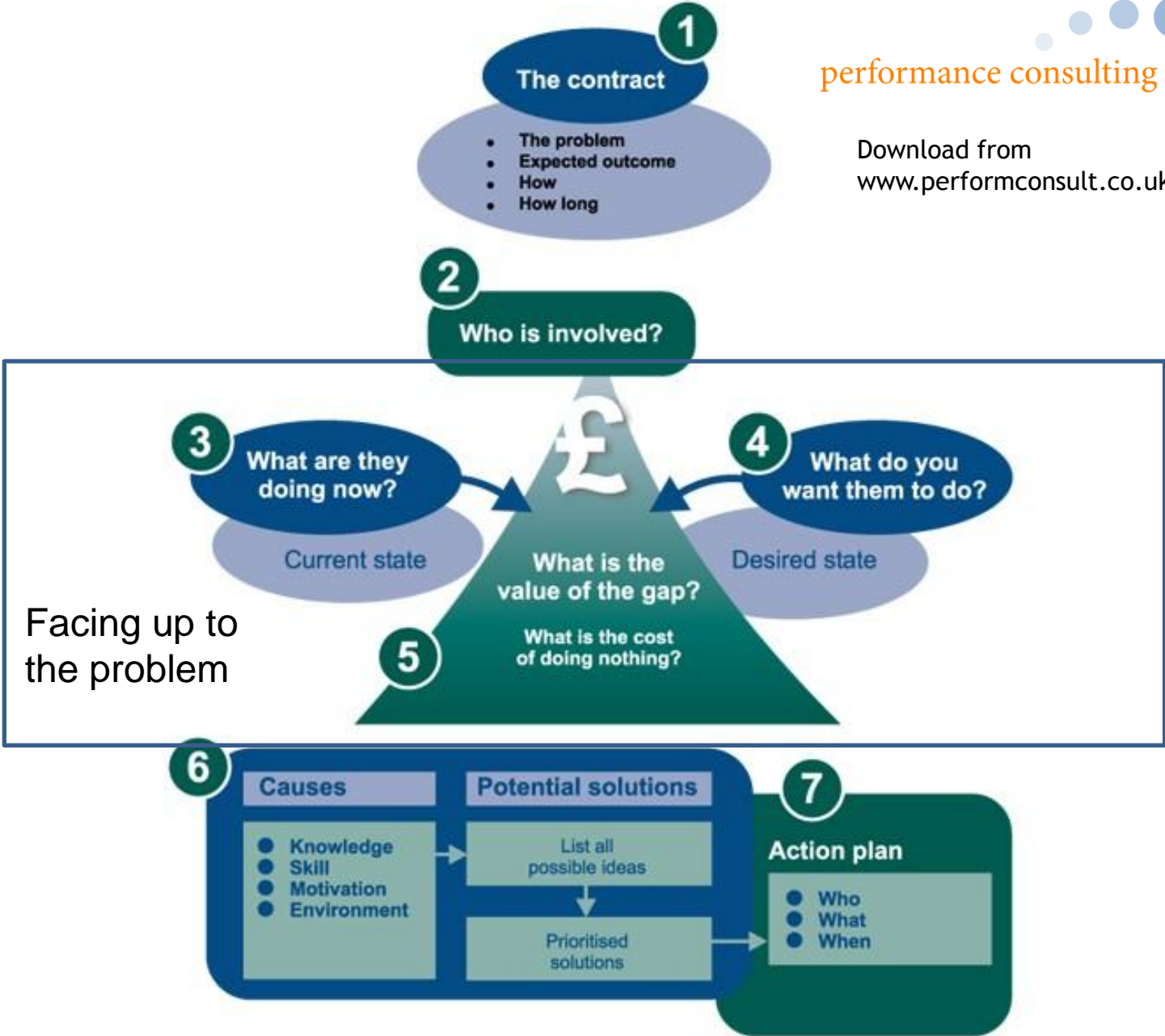


performance consulting : uk

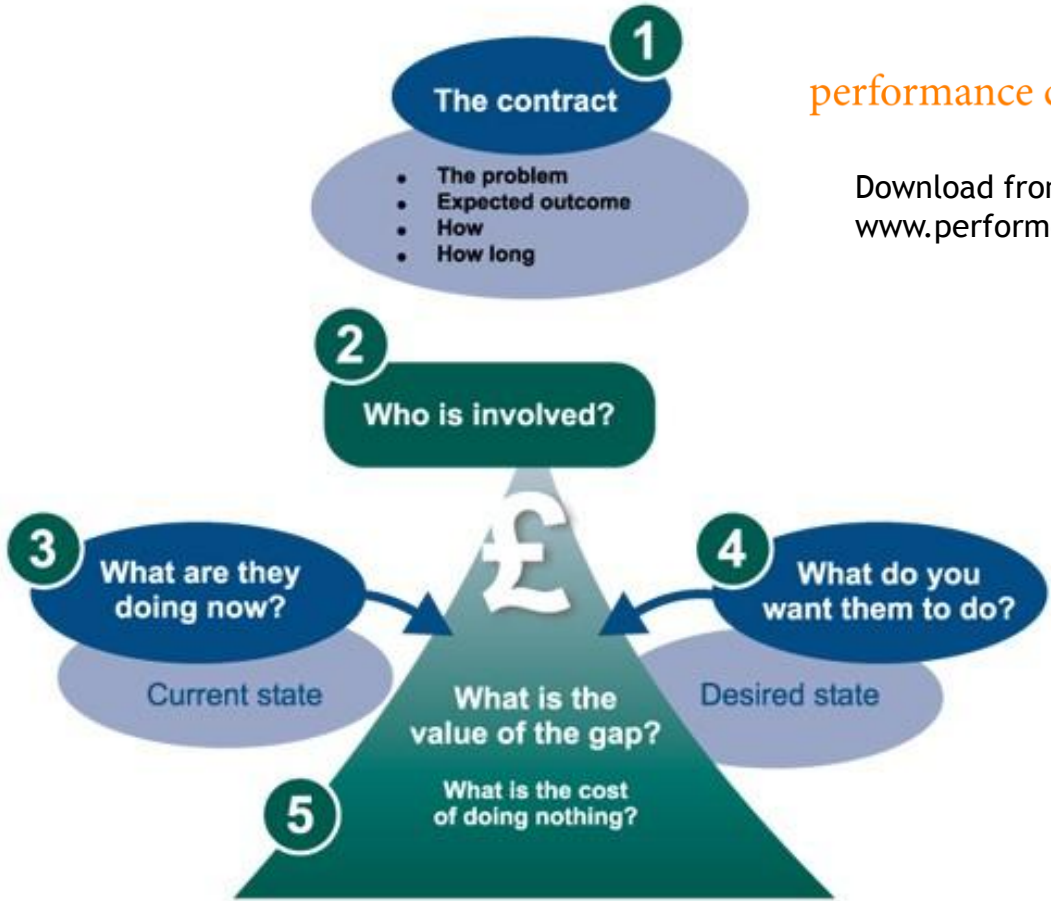
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Building powerful solutions

1. Confronting solutioneering

Where we started from;

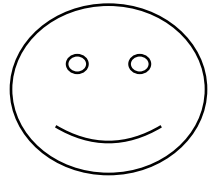
1. Executive asking for more sales coaching – just do it!
2. Darrell; “We may have a classic case of “solutioneering” can you help?”
3. Problem analysis session with the key players to analyse the real problem



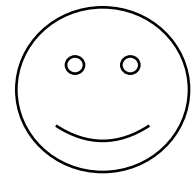
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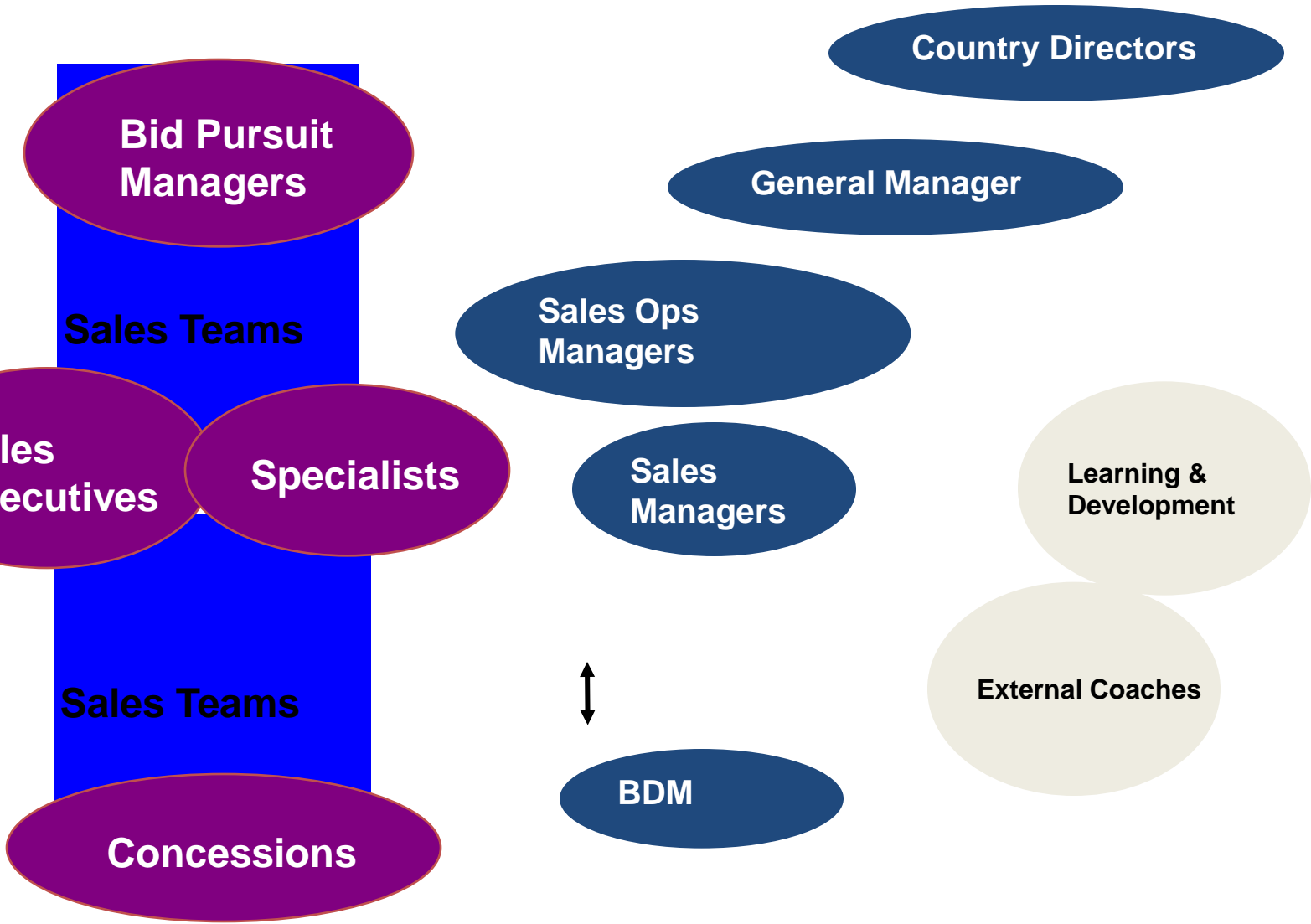
Who is involved?



Large customer



Smaller customer





Existing Performance

In transition to strategic account selling

Disconnect between target driven and people driven performance

No picture of what good looks like

Sales Managers do not have time to coach, know what to coach and not measured or rewarded for coaching

Desired Performance

A clear picture of what good looks like

All business groups hitting their performance targets in the right way

Implementing sales process and tools as the way to achieve performance

Driving and capturing growth

The cost of the gap
Not driving or capturing growth

Building integrated solutions

Help they need:

- Guidelines on how much time to spend with their staff
- Consistent sales process
- Opportunities to receive skills coaching themselves
- A more flexible and effective sales induction programme
- More involvement from managers in induction



Solutions

1. The sales executive accepted their responsibility for management solutions around shared processes and motivation
2. L&D agreed to re-vamp the sales model and induction introducing new learning technology and application
3. Both agreed to involve managers in changing their behaviour



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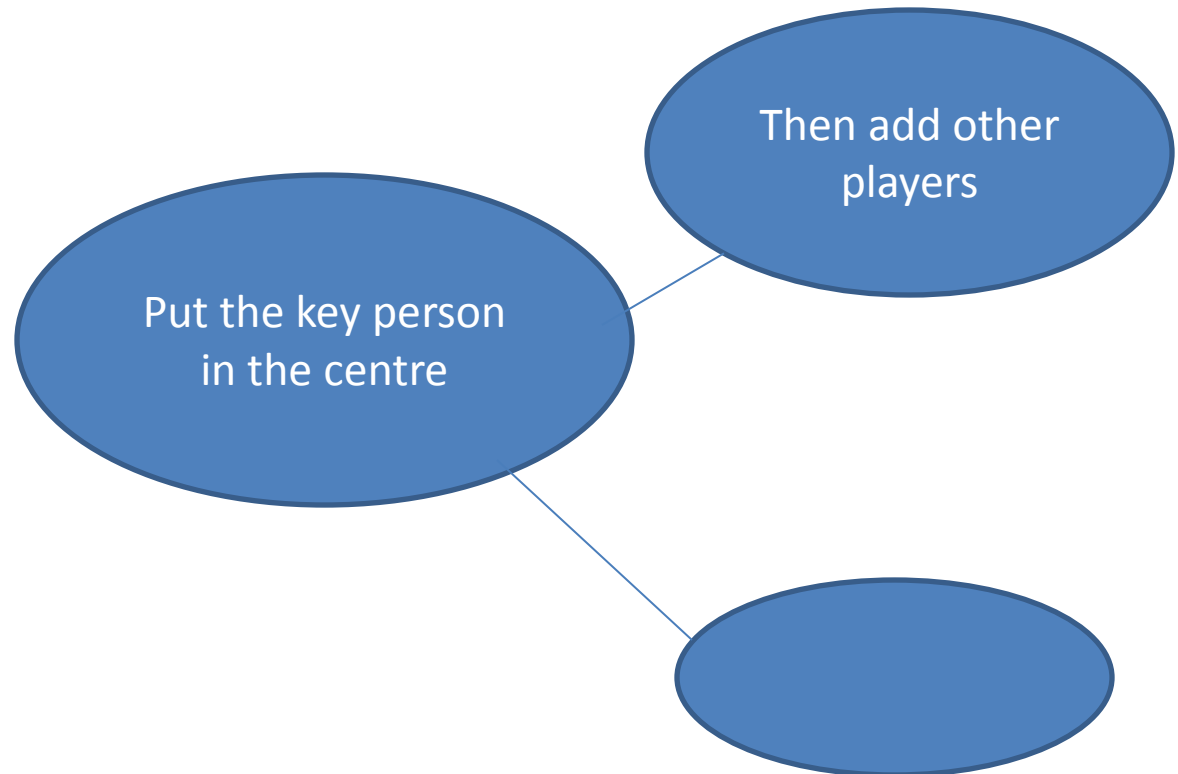
Now you try it?

- Find a partner and decide who is going to be the client
- Choose a work or personal problem and write the presenting problem down
- On an A3 piece of paper - start to draw the system diagram of the people involved in the problem
- 5 minutes

System diagram

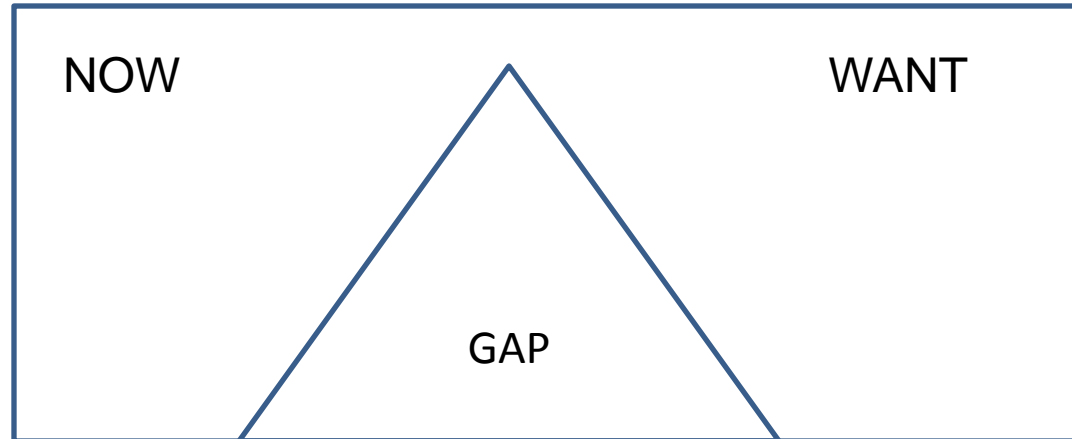


System diagram



Facing up to the problem

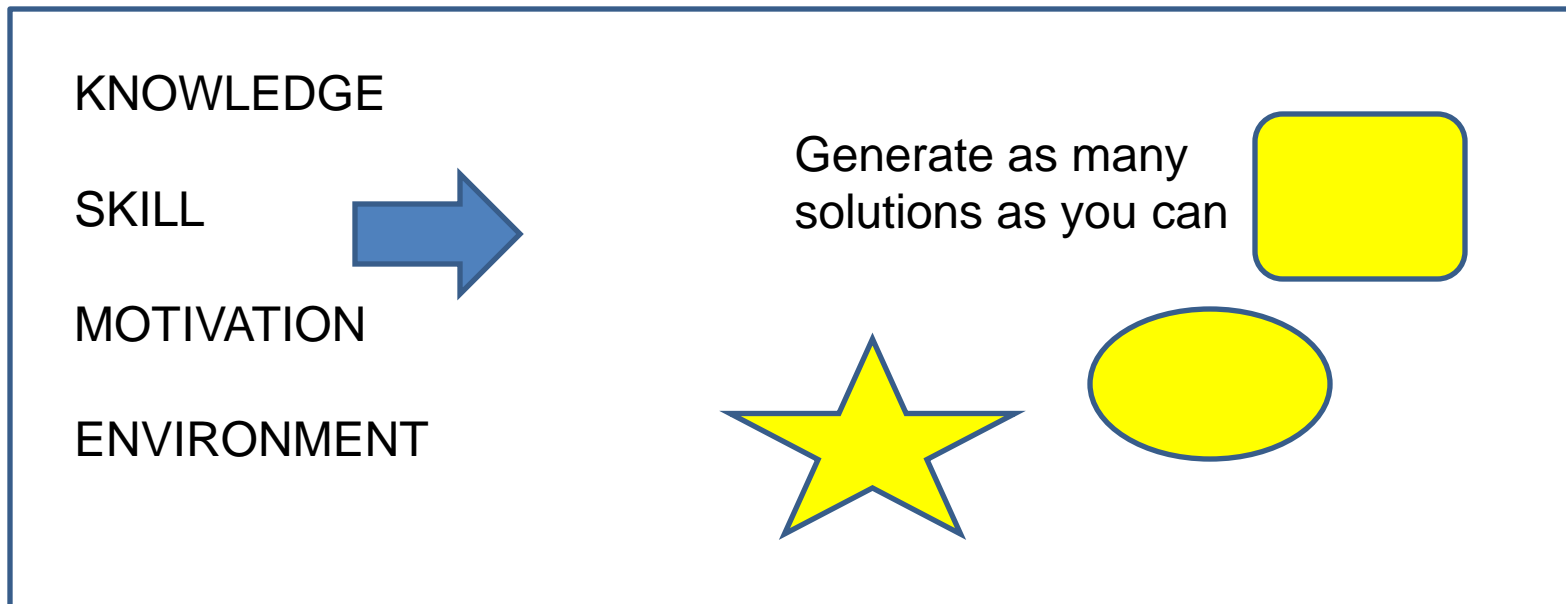
- Take another piece of A3
- Label like this



- Ask what is happening now?
- What do we want to happen?
- What is the cost of the gap?

Building integrated solutions

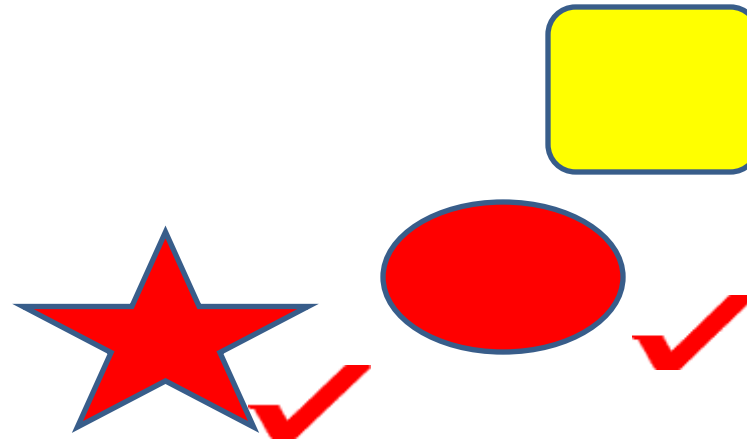
- Take another piece of A3
- Label like this



Action plan

Which ones are you going to try first

When?



That's it

It's a simple process

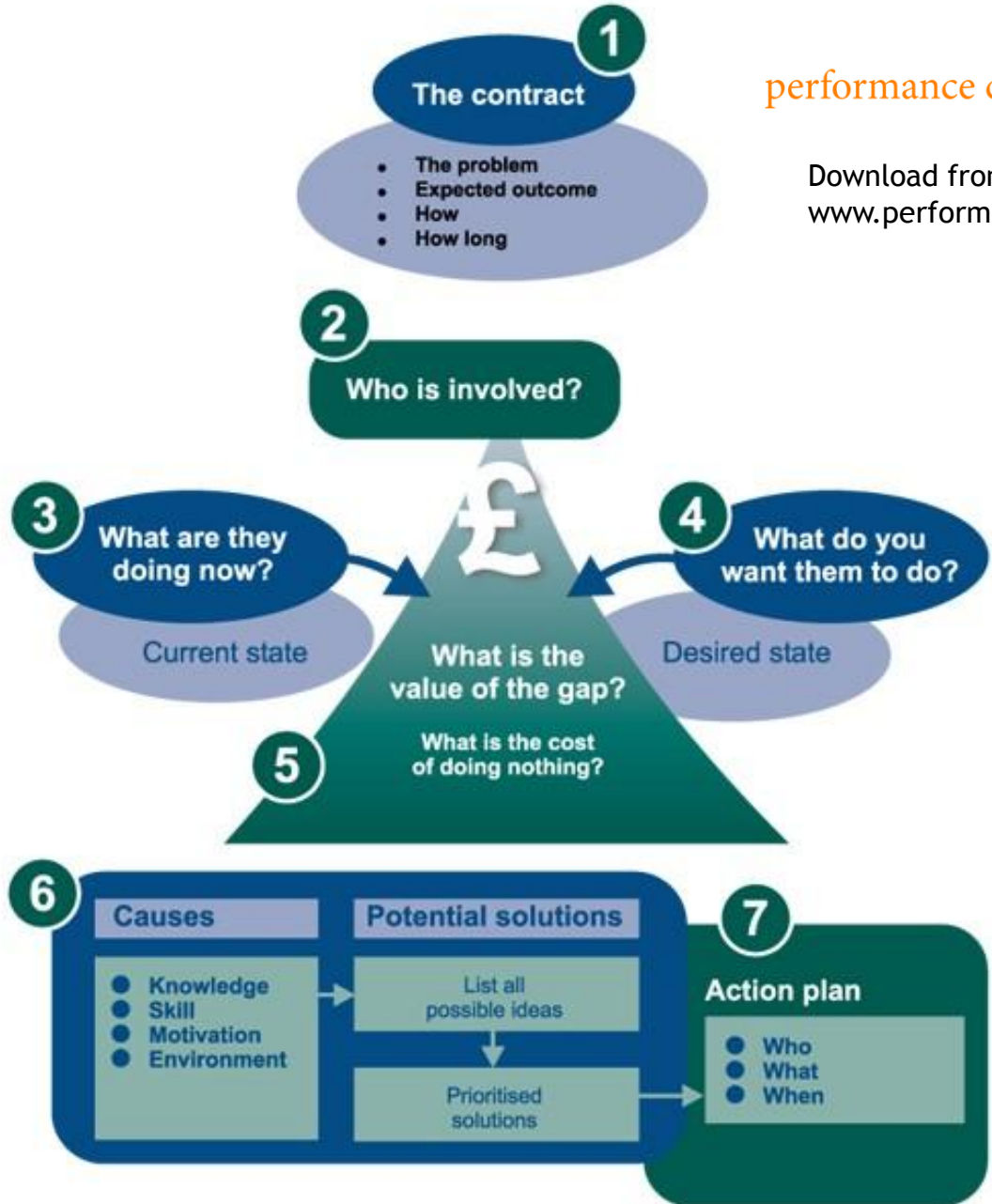
But it needs skilful application to be effective

- Building trust and rapport
- Drawing a systemic model with your client
- Supportive challenge to quantify the problem
- Creative synthesis to develop integrated solutions

How do we use it to enhance internal consultancy, influence and value?

- Stop “order taking” and “solutioneering”
- Build rapport and trust
- Start supportive challenge
- Quantifying the gap allows HR and L&D solutions to be attached to business value

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What else?

Download the 7-step process diagram from www.performconsult.co.uk

For a free paperback introducing the 7-step Performance Consulting Process - send me an e-mail or leave me your card

Nigel's new paperback; "How to be a True Business Partner" is also available from the web site or Amazon

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