



THE CONSULTATIVE PROCESS

Today's business challenges require better products, customized services, and complex solutions. As organizations strive to address their clients' critical business issues, technical professionals play an important role in creating and implementing solutions for external—and internal—clients. While they are experts in their areas, many technical professionals are not equipped to handle the business side of a project. They need consultative problem-solving skills to create value for clients, and they need to integrate their technical skills into a consultative process. When they are able to do this, the technical professional becomes a real source of competitive advantage.

The Consultative Process (TCP) introduces a problem-solving mindset and presents an effective process for consulting with both internal and external clients. It helps technical professionals become comfortable in their role as consultants. It also helps them generate greater alignment and commitment with clients by using a win-win problem-solving approach. TCP examines a business relationship from the client's viewpoint and addresses the four NOs that restrain the client from willingly engaging in the recommended solution, service, or product.



Knowing how to effectively address each of the four NOs means the difference between a successful relationship and an ineffective interaction.

VALUE PROPOSITION

TCP establishes a basic philosophy of consulting with a common and easily understood approach. Implemented as a flexible and integrated Human Performance Improvement (HPI) solution, it enables a consistent client experience from technical professionals, effective coaching and performance management with a variety of tools, and overall increased effectiveness.

APPROACH

Wilson Learning believes that learning must be transferred to day-to-day work practices. To achieve this, *The Consultative Process* includes components and activities that enhance:

Participant Readiness: Prepares salespeople and managers for the overall learning experience

- Pre-workshop communication sets the context for learning

Learning Design: Embeds practice and use of new skills in the learning design and the learning can be *flexibly delivered* as a:

- Two-day, face-to-face application-oriented workshop

TCP can be delivered in modular format over non-consecutive days to allow application between sessions.

TCP can be taught by a Wilson Learning facilitator, or by an organization's own leader-trained in-house professional.

Organizational Alignment: Ensures that the organization supports the use of the new skills

- Post-learning reinforcement activities (optional) for both the manager and participant support both skill application and implementation.

As a result, TCP becomes part of your organization's selling practices which benefits customers and increases productivity.

TCP has five integrated learning modules:

OUTCOMES BY MODULE

| <i>Modules: Key Learnings Are...</i> | <i>Your Professionals Will...</i> |
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| <p><i>Counselor Mindset</i></p> <p>How to understand the consulting process as a function of the decision process. How to see the role of the consultant as a counselor.</p> | Be able to enter a consultative relationship with clients and add value at each step of the process. |
| <p><i>Relating</i></p> <p>How to build trust at the beginning of a consultative relationship. How to establish credibility, express empathy, and come to agreement on the purpose, process and payoff of the relationship.</p> | Be able to quickly establish trust with any person in the engagement and gain that person's willing cooperation in sharing information. |
| <p><i>Discovering</i></p> <p>How to understand the client's needs by asking appropriate fact and feeling finding questions. How to listen and organize information. How to get the client's agreement on the true nature of the problem.</p> | Be able to gain an in-depth agreement with the client about the real nature and scope of the problem to be solved. |
| <p><i>Advocating</i></p> <p>How to develop and present solutions that clearly address and solve the client's business problems. How to bring out concerns, resolve objections and agree on next steps.</p> | Be able to convince clients that a particular offer is a valuable solution to their business problem. |
| <p><i>Supporting</i></p> <p>How to reinforce and support the client's decision to accept a recommendation. How to avoid and resolve dissatisfaction. How to ask for new business and referrals.</p> | Be able to assure a high degree of client satisfaction and enhance the working relationship during implementation. |

ENABLING IMPROVED PERFORMANCE

Driving behavior and performance change requires constant reinforcement. It's for this reason that organizations that use TCP can access optional application, reinforcement, and support tools. These additional learning components – application exercises, job aid cards, planners, etc. – can be customized to ensure that technical professionals can continue to enhance their newly acquired skills and behaviors upon returning to work. Involving managers early on and training them to coach for improved performance is also fundamental to a successful TCP implementation.

MEASUREMENT

Organizations that implement TCP can access optional measurement and evaluation tools. Managers and technical professionals can track efforts with customized planners and performance checklists. A tailored Win-Loss Review can help track the actual

impact of technical professionals' consultative skills on sales results with external clients.

EVALUATION

In most implementations, Wilson Learning will partner with your organization to measure the initial behavioral changes and business results. We have a common interest in making sure that TCP brings the results you seek. We are committed to helping you succeed, and we will work with you to set up measurement systems to help move desired change forward and sustain the momentum of your implementation.

This offering, like all others from Wilson Learning, can be customized to reflect your (sales) environment and business priorities, and integrated with your (sales) processes.