

QRC Flawless Consulting

Based on Flawless Consulting – A guide to getting your expertise used. QRC by Henny Portman, July 2019

Consultant's goals

1. Establish a collaborative relationship
2. Solve problems so they stay solved
3. Ensure attention is given to both the technical/business problem and the relationships

Complete the requirements of each phase

1. Contracting

- Negotiate wants (client and consultant)
- Cope with mixed motivation
- Surface concerns about exposure and loss of control
- Understand triangular and rectangular contracts



2. Discovery and Inquiry

- Layers of inquiry
- Political climate
- Resistance to sharing information
- The interview as a joint learning event

3. Feedback and the Decision to Act

- Funneling data
- Presenting personal and organizational data
- Managing the meeting for action
- Focussing on the here and now
- Don't take it personally

4. Engagement and Implementation

- Bet on engagement over mandate and persuasion
- Design more participation than presentation
- Encourage difficult public exchanges
- Put real choice on the table
- Change the conversation to change the culture
- Pay attention to place

Results

By definition, being a consultant – and not a manager – means you have direct control and responsibility only for your own time and your own support resources. The line manager is paid to take responsibility for what the line organization implements or doesn't implement!

Accountability

If I –

know my area of expertise (a given),

Behave authentically with the client,

tend to and complete the business of each consulting phase, and

act to build capacity for the client to solve the next problem on their own,

I can legitimately say I have **consulted flawlessly**.

