IT Consulting Skills - *Becoming the Trusted Advisor*

Unleashing the Power of IT
by Developing the Human Side of Technology
and Changing the Conversation About Strategy, Culture and Talent

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Version 2020.1

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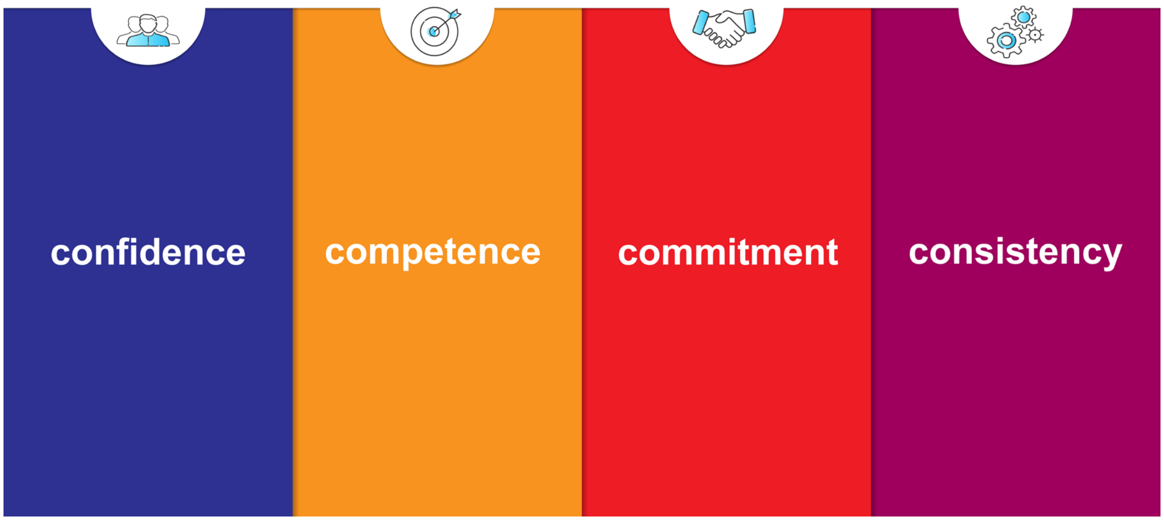
Introduction

O&A's 4 Cs of Success



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Workshop Goals

- ◆ Assess where you are on the IT Maturity Curve
- ◆ Develop a mindset to help you and your organization move up the IT Maturity Curve
- ◆ Increase your interaction skills:
    - Influencing & Building Trust
    - Meeting Management
    - Using a Consistent Approach
    - Managing Your Emotions & Providing Optimism
    - Networking
    - Knowing Your Clients
    - Listening & Asking Questions

Learning Objectives

- ✓ Demonstrate trust with internal colleagues and clients
- ✓ Assess which relationships would benefit from cultivating trust
- ✓ Determine the meeting fundamentals that will make meetings more engaging
- ✓ Propose a standard consulting process that can be used throughout IT
- ✓ Analyze your emotional hooks and triggers
- ✓ Apply a Growth Mindset to your work
- ✓ Investigate appropriate networking opportunities
- ✓ Practice client profiling to better understand client needs
- ✓ Employ techniques to improve listening

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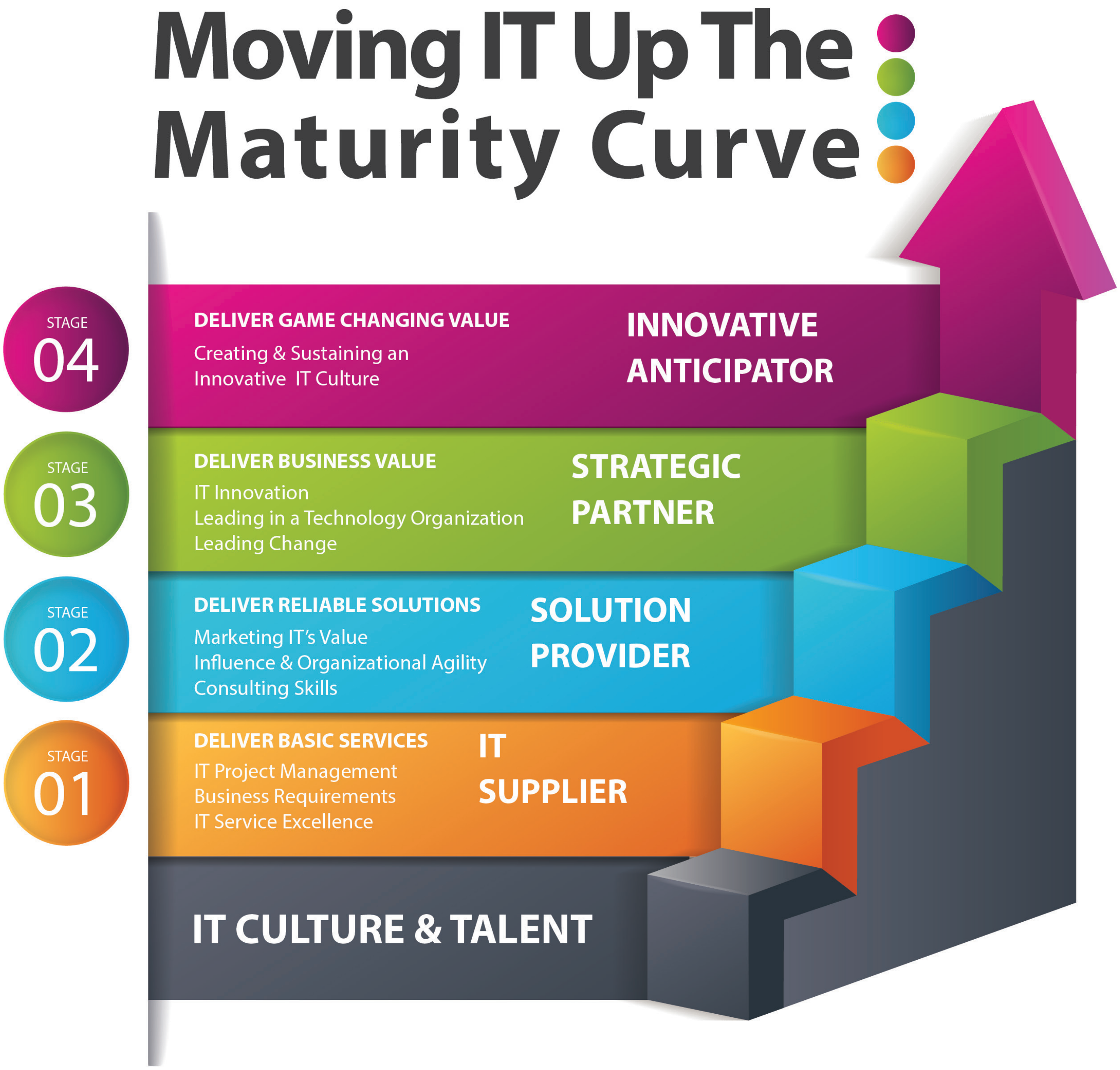

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Introduction Activity

At your table, discuss the following:

1. In 10 words, describe yourself to a client (internal or external) with whom you'd like to improve your relationship. Your introduction must meet these three criteria:
   - client-focused
   - clear
   - concise

2. As a team, discuss what you have in common.

3. As a team, identify something unique about each of you.

4. On a flipchart, identify where you think clients would put IT on the IT Maturity Curve today and where your enterprise needs IT to be.

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Introduction

Workshop Agenda

Day One

◆ Introduction

◆ Influencing & Building Trust

◆ Meeting Management

◆ Using a Consistent Approach

◆ Case Study

◆ Managing Your Emotions

◆ Wrap Up

Day Two

◆ Day One Review

◆ Providing Optimism

◆ Networking

◆ Knowing Your Clients

◆ Listening & Asking Questions

◆ Practice as an Internal Consultant with Real-World Scenarios

◆ Wrap Up

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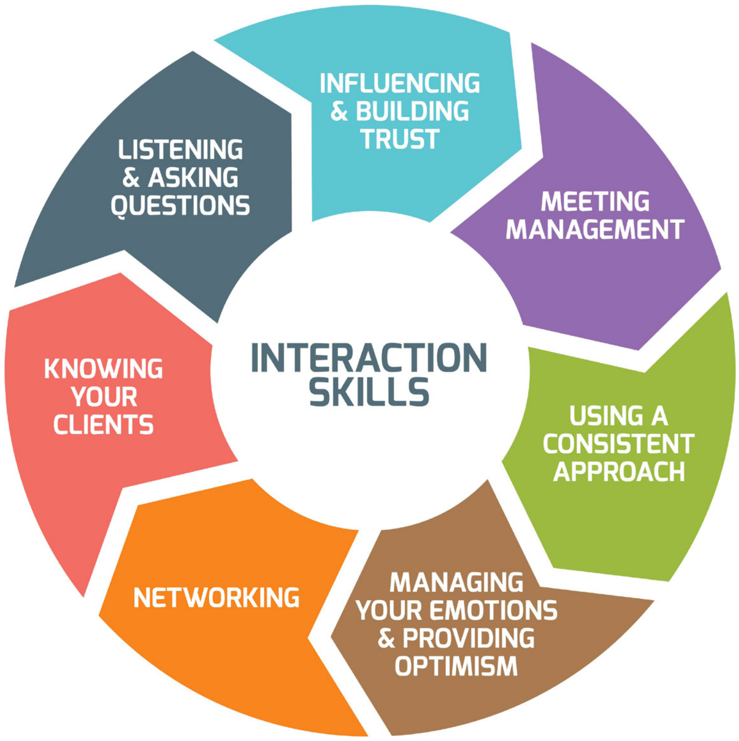
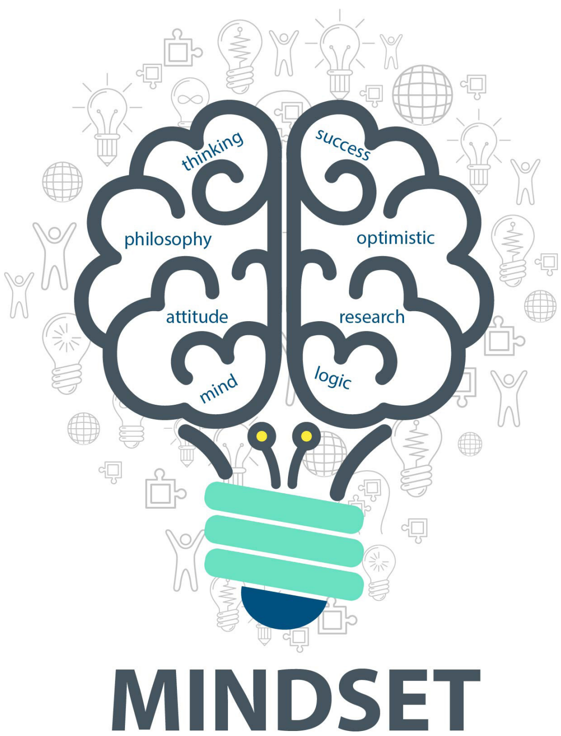
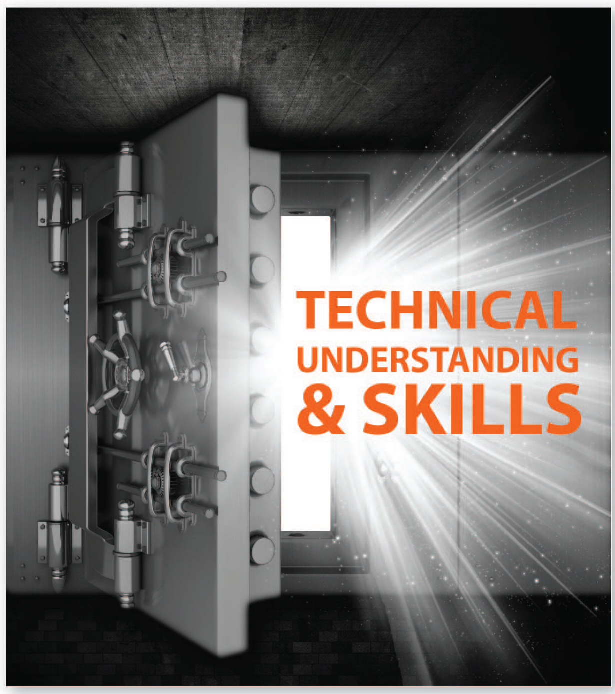
Movement Up the IT Maturity Curve Requires:







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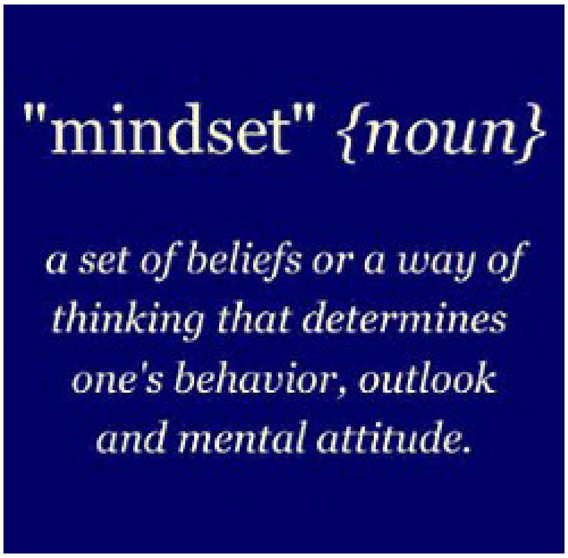
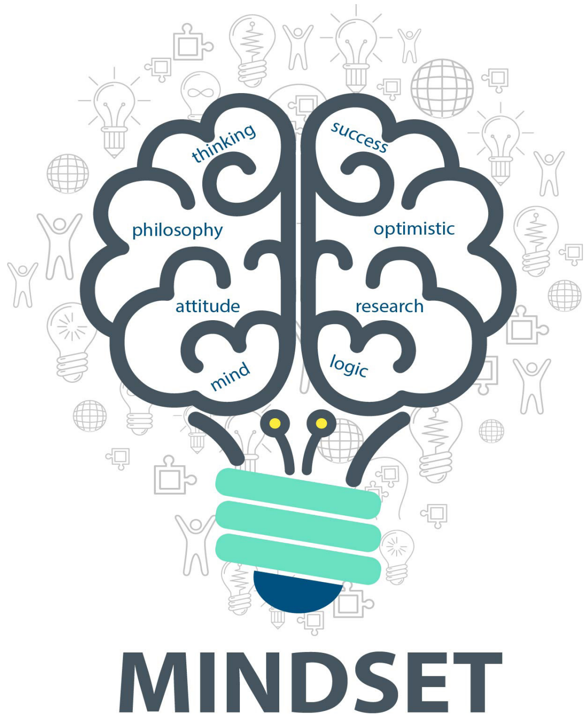
Introduction

Trusted Advisor Mindset





◆ As an internal consultant, what mindset do you need to be successful?

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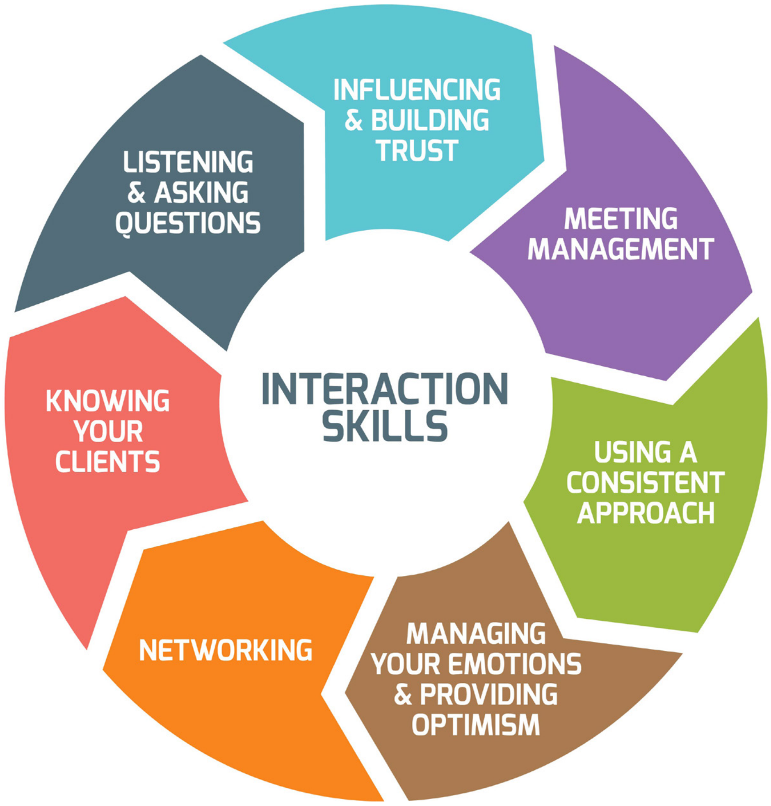
Assess Your Interaction Skills



Assess yourself:

- Which skill is your top strength?

- Which skill is your weakness?

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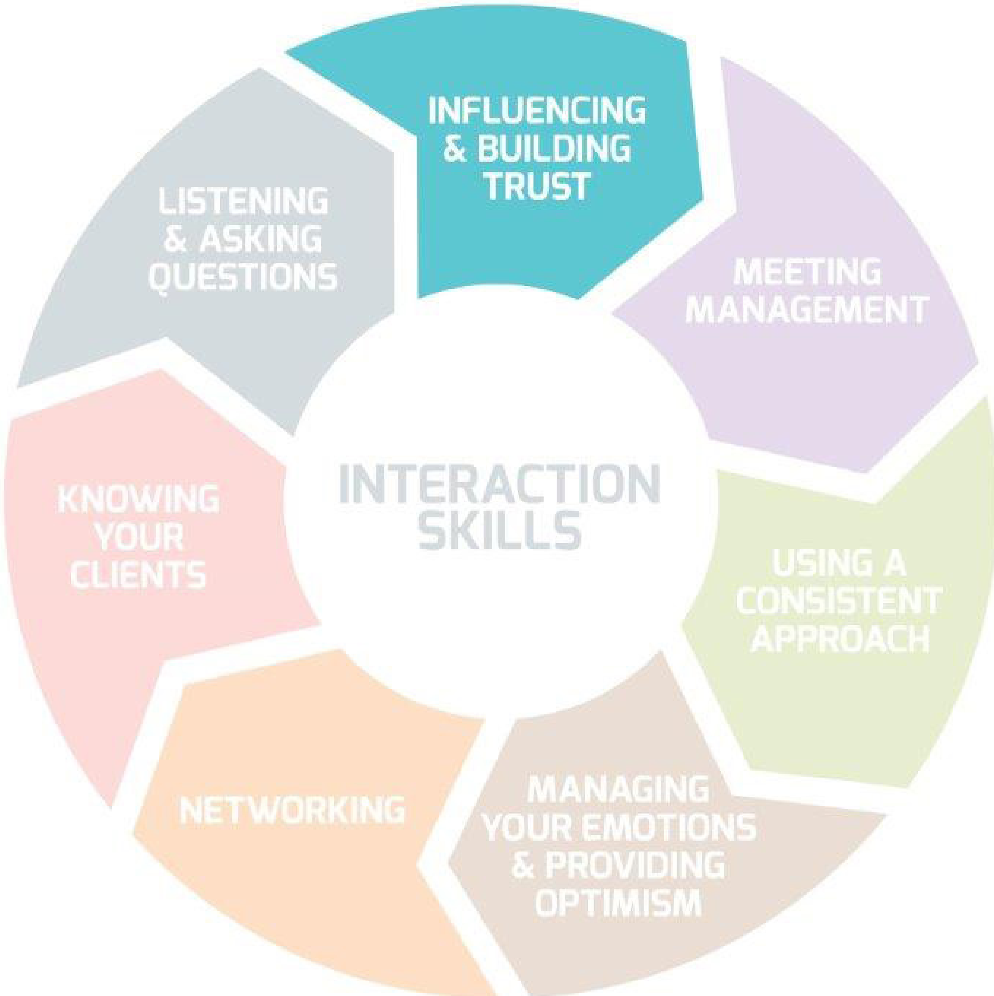

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BRAIN POWER

Influence Base Activity

Influence Bases	When does IT use this?	When do I use this?
Coercive		
Reward		
Legitimate		
Expert		
Referent		
Information		
Connection		

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Influence Base Activity

What does this sound like in a meeting/email?	What are the consequences of using this influence base?

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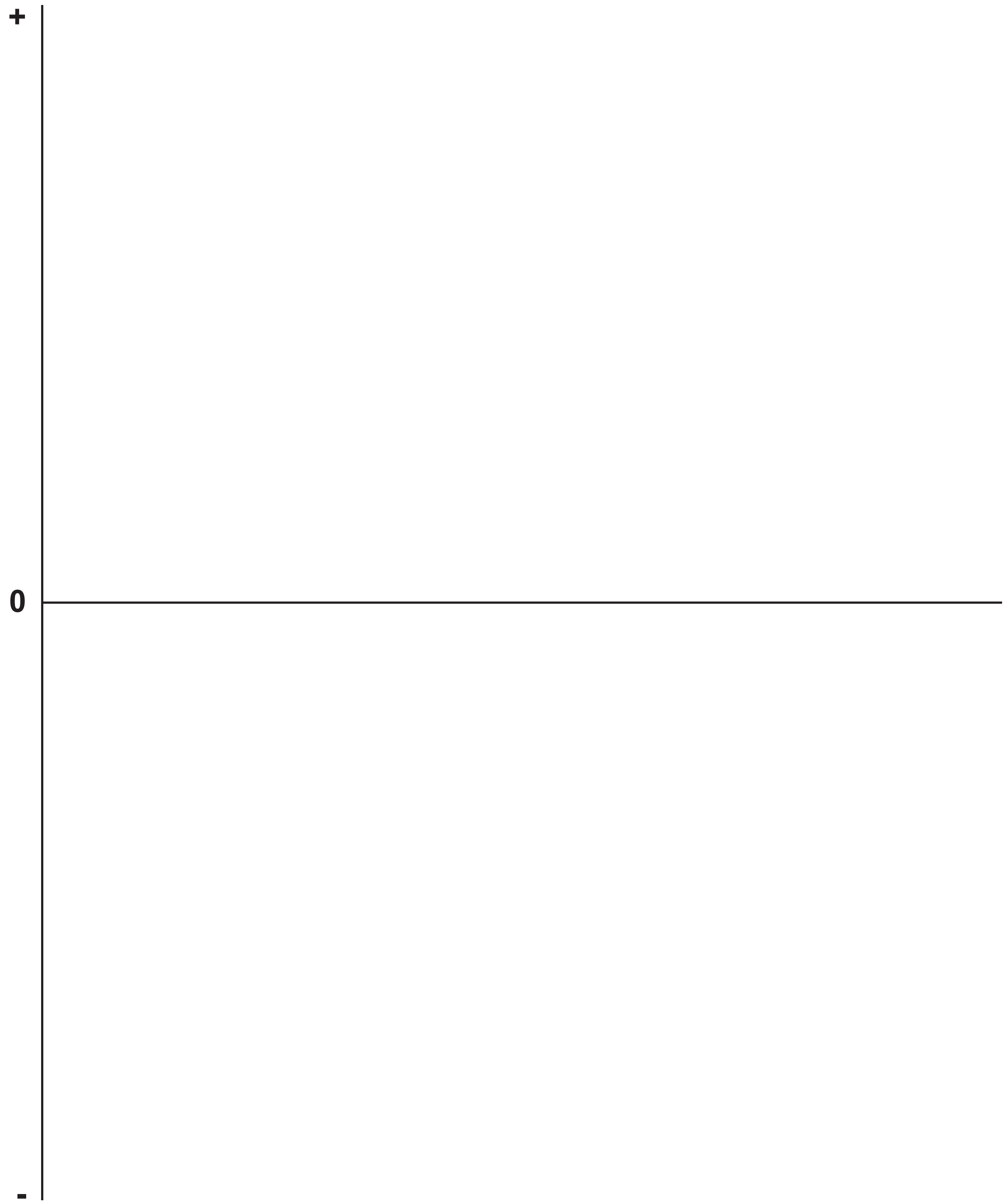
Building Trust in Professional Relationships

Trust Continuum



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Addressing Meeting Challenges

Meeting Problems/Issues	Options

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Using Meeting Fundamentals Consistently

MEETING AGENDA				
Objective/Purpose: (Informational, Decision-Making, Problem-Solving) *The purpose of this meeting is to determine the success criteria for the xyz project.*				
Date: *01/01/XX*	**Time:** *1:15-1:45 p.m. ET*	**Location:** *Atrium CR1 – 888.111.1111*		
Attendee List:				
Name:	**Department:**	**Email:**	**Phone:**	**Assigned Role:** (Facilitator, Leader, Recorder, Timekeeper)
T. Smith	*Finance*	*tsmith@abc.com*	*888.555.1111*	*Leader*
S. Burns	*HR*	*sburns@abc.com*	*888.555.1212*	*Timekeeper*
A. King	*IT*	*aking@abc.com*	*888.555.2222*	*Participant*
J. Miller	*Finance*	*jmiller@abc.com*	*888.555.1112*	*Recorder*
Ground rules:				
• *One person speaking at a time* • *Off topic items are parked*				
Agenda Items:				
Topic:	**Process:** (Discussion, Presentation, Decision-Making, Brainstorming)	**Presenter:**	**Time Allotted:**	
High level overview of xyz project	*Presentation*	*T. Smith*	*5 minutes*	
Brainstorm anticipated challenges	*Brainstorm*	*T. Smith (lead)*	*15 minutes*	
Identify 3 likely outcomes	*Decision-Making*	*T. Smith (lead)*	*10 minutes*	
Decisions Made/Action Items:				
What:		**Who:**	**When:**	

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Conducting Virtual Meetings Successfully

One-on-One Calls

- Think it through and plan ahead
- Thank client for their time
- Confirm time allotted for call
- Why, Way, WIIFM
  - Why are we having this meeting?
  - Way we will conduct the meeting?
  - What's in it for me to be here and participate?
- Confirm agenda

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Conducting Virtual Meetings Successfully

◆ Turn on your camera

Without Video:
- 30% = Words
- 70% = Tone of voice & inflection

With Video:
- 10% = Words
- 45% = Tone & Inflection
- 45% = Body Language

Conference Calls

◆ Establish and identify a facilitator.

◆ Send an agenda in advance and any collateral materials - use visuals when possible.

◆ Allow each person to introduce themselves, their function, and why they are on the call. Distribute attendee list in advance.

◆ Touch base with participants ahead of time if you can.

◆ Do a mini-ice breaker/hello to start the meeting, just as you would in person. Examples:
- Nickname
- Favorite thing about where you live
- Last great movie you saw

◆ Identify yourself each time you speak

◆ Direct your communications to the intended person by name

◆ Confirm virtual meeting tools are working

◆ Time limit = two hours

◆ Limit side conversation

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Interaction Skills

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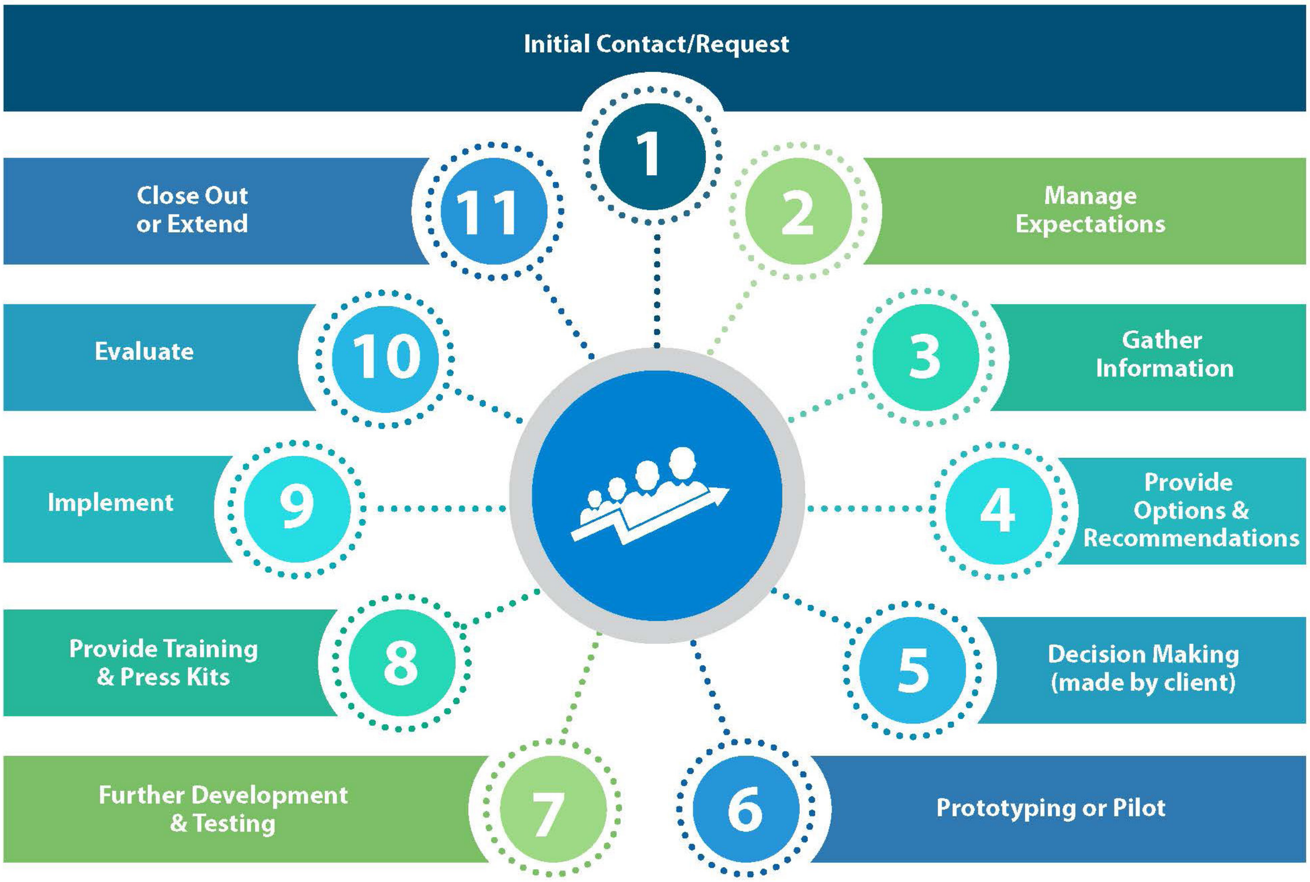
The Consulting Cycle



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Consulting Cycle Reminders

- ◆ Steps will be iterative. For example, you will need to do more information gathering before training.

- ◆ Know how the environment impacts the IT organization.
  - Is development turned over to an outside vendor? An internal group?

- ◆ At which steps are councils, steering committees, or change boards involved?

- ◆ Consider using the Cycle to show your clients the results plan.

- ◆ Each step of the Cycle is an opportunity for inclusion and creating partnership.

- ◆ Same process whether it's a micro-project or two-year project.

- ◆ Avoid Development "hole" - stay in contact.

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Managing Your Emotions

Ways I Can Better Manage My Emotions:

✓ Postpone my response

✓ Healthy outlet

✓ Change my perspective/see the big picture

✓ View the situation from a different lens

◆ Why is this a critical internal consulting skill for me?

◆ For my clients and organization?

◆ What do/can I do to avoid fight or flight?

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Providing Optimism

◆ Why is this a critical interaction skill for me?

◆ How does optimism help my clients? My organization?

Tips for Maintaining & Strengthening Optimism:

Fixed "Now" Mindset

- Qualities are carved in stone.
- No room for development.

Growth "Not Yet" Mindset

- Qualities can be developed.
- Everyone can grow through effort.

Source: Mindsetonline.com - Carol Dweck

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Use Language That Doesn't Include Yes or No

I. Client wants to circumvent a process or procedure.

- Press Statement (a positive headline):
  - *Let's define and mitigate the risks.*
  - *We can escalate your request.*
- WIIFM (What's in it for me):

II. Client wants to overlook a policy.

- Press Statement (a positive headline):
  - L*et's see how the policy applies here.*
  - *Let's see how this bumps into policy*.
- Generate Options:

  1.

  2.

  3.

  4.

III. Client has unrealistic expectations.

- Start with a positive reaction (paraphrase or summarize your understanding):
- Get more information by asking questions:
- Provide specific date and time to deliver options:

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Optimism Lens

Internal Consulting	External Consulting
Committed to your company	Committed to their company, their career, their financial rewards
Sense of team, co-workers	Always “on,” lonely
Hard to say “no”	Find a way & get it done
Seen as biased	Seen as objective
Roles and responsibilities expand into business	Clearly defined roles and responsibilities
More grace if work is not perfect	Very high expectations
Think business should care about IT’s processes, procedures, re-orgs	Realize that clients don’t care about internal processes, procedures, etc.
Long-term focus: support (you’ll be there)	Long-term focus: referrals

- Know what your value is as an internal consultant and leverage it
- Leverage the value of external consultants and vendors so that everyone is successful!

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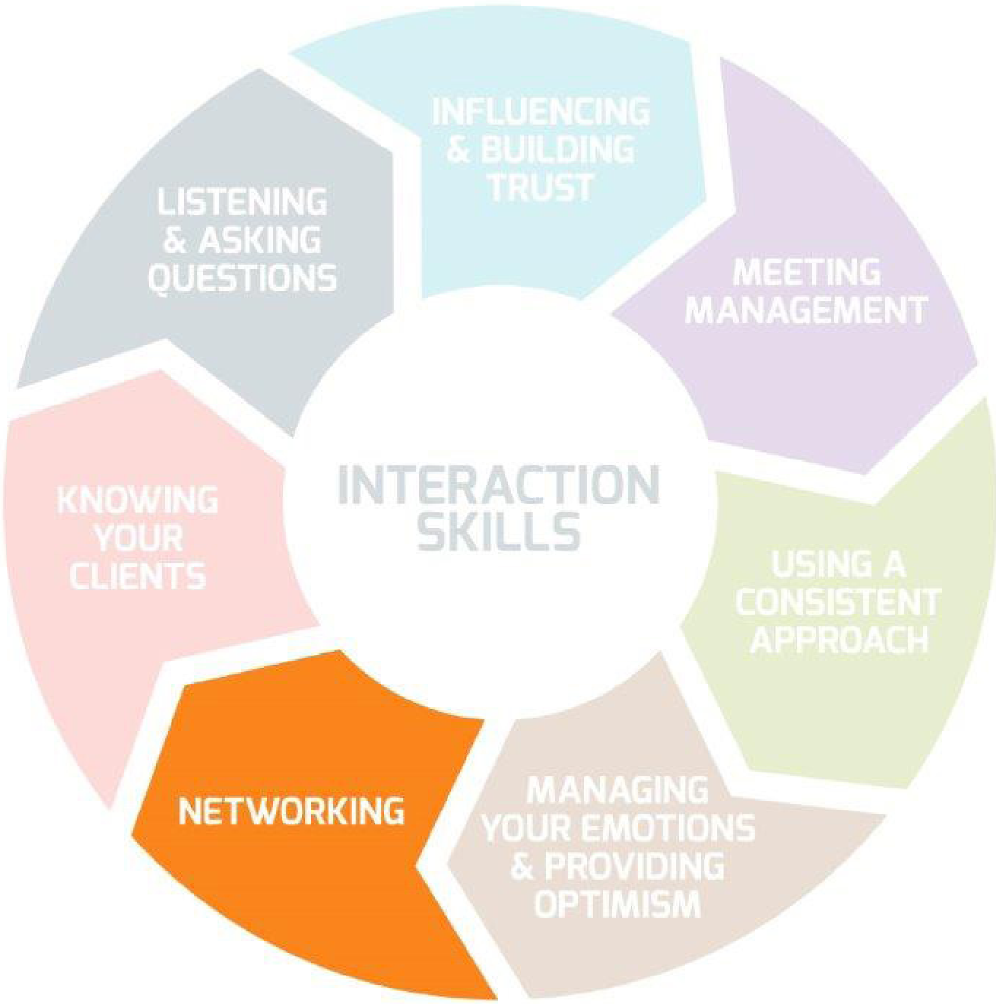
Interaction Skills



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Networking:

"The exchange of information or services among individuals, groups, or institutions; specifically: the cultivation of productive relationships for employment or business...

- Merriam-Webster

"A supportive system of sharing information and services among individuals and groups having a common interest..."

- Dictionary.com

networking remains the No.1 cause of job attainment..."

- Hal Lancaster

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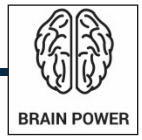

Networking Activity

At your table, discuss the following:

1. Why is this a critical interaction skill for moving up the maturity curve?

2. Why do you like doing this?

3. Why don't you like doing this?

4. How does networking benefit your clients?

5. What is your best internal networking question?

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Networking Questions - Starter List

- What are you currently working on?
- How long have you been doing this?
- What project/work did you do before?
- What energizes you and your team?
- What drains you and your team?
- What most excites you as you look at your organization’s future?
- What most concerns you as you look at your organization’s future?
- What do you enjoy doing outside of work?
- What is your favorite productivity tool/app?

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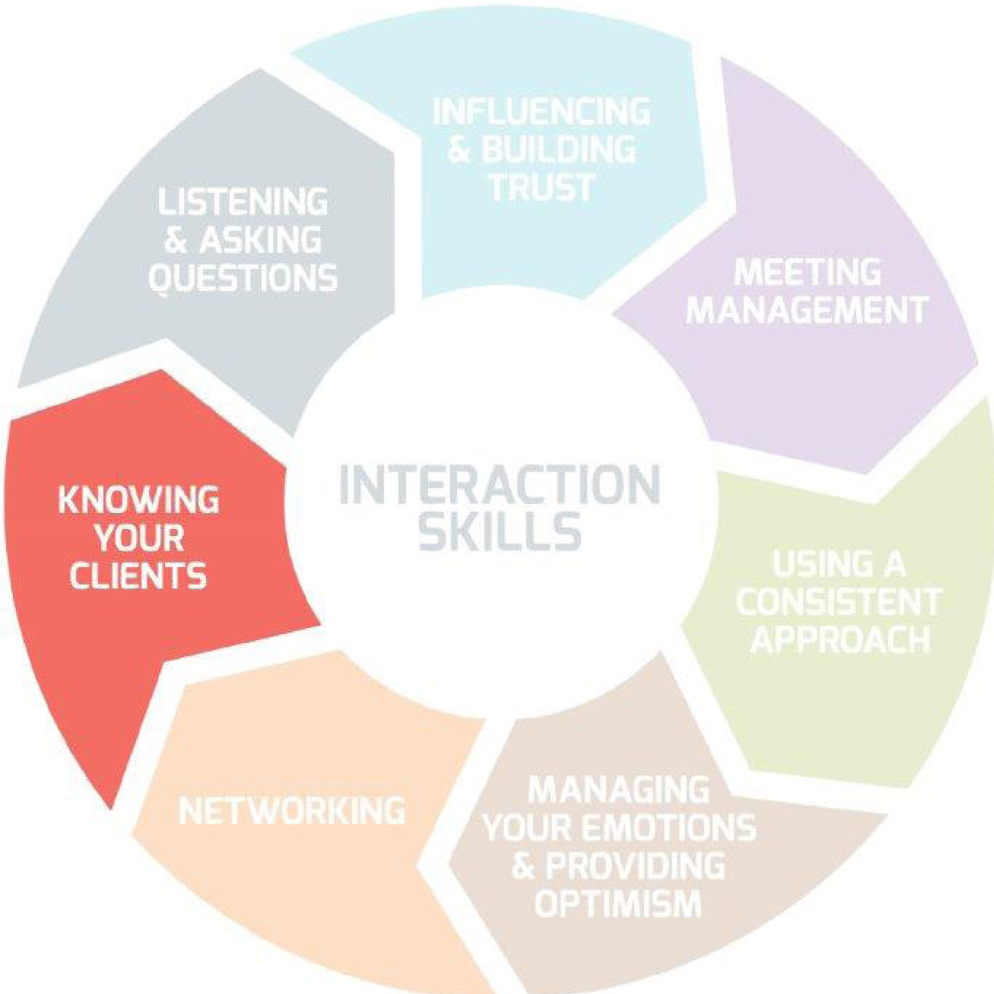
Interaction Skills



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Know Your Client Activity

Client Group: Key Individuals:	
Role & Function	Mission Statement
Long Term Goals	Short Term Goals
Environmental Factors (outside of your organization)	Who Are Their Clients?
Business Pressures Profitability Productivity Compliance	Metrics/Measurement
Organizational Structure	

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Know Your Client Activity

Perception of IT Where do they see IT on the maturity curve? Where has IT excelled? Where has IT disappointed?	
IT Supporters, Resistors, and Influencers	
Current Technology	Anticipated Needs
Control Level (L, M, H)	Risk Tolerance (L, M, H)
Global Considerations	Notes

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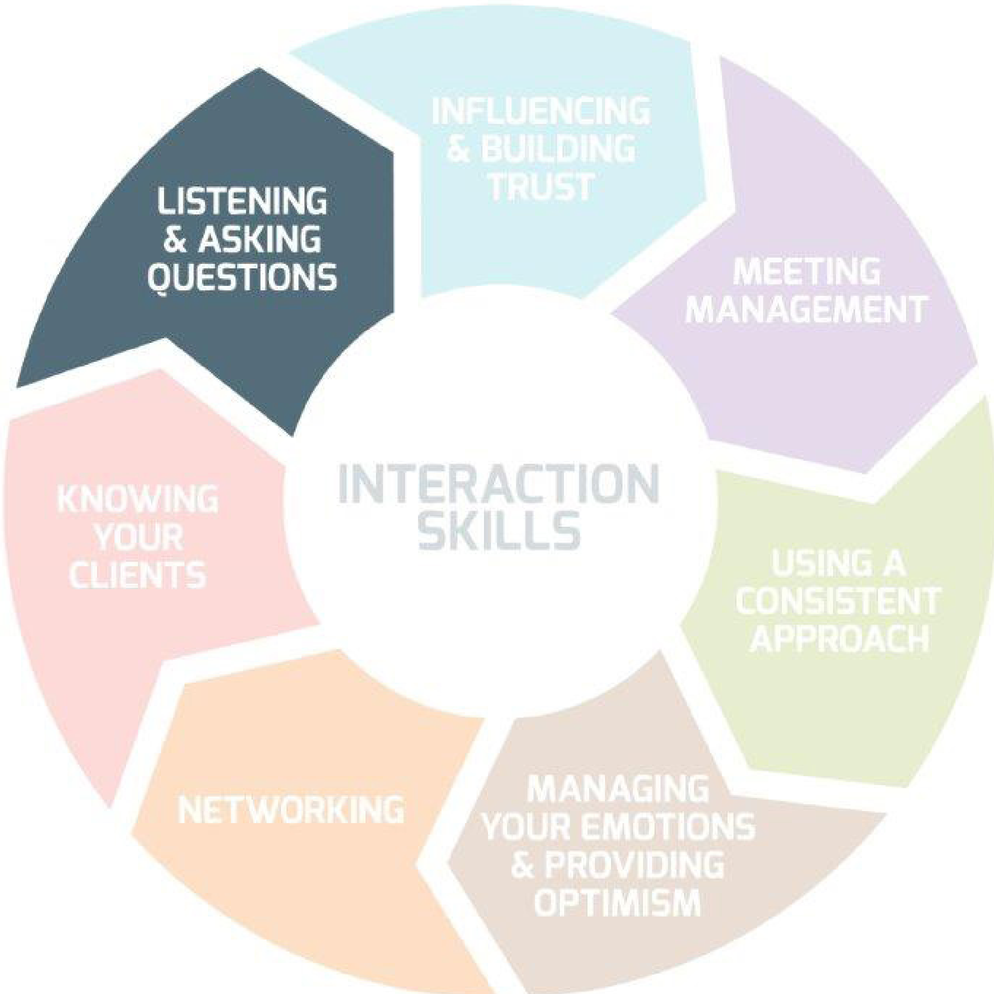

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H.E.A.R. Model™ for Interactive Listening

Listening is a vital human interaction skill for all consultants. However, this does not mean just sitting back and taking it in. The effective consultant is an **interactive** listener.

List three excellent listeners in your life (work or personal):

⇨

⇨

⇨

What prevents you from being a great listener?

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H.E.A.R. Model™ for Interactive Listening

H You must first accurately **HEAR** the client's words.
Eliminate two noises:

- External Noise:
  - Eliminate or control competing noise.
- Internal Noise:
  - Avoid mental arguing
  - Multi-tasking
  - Concentrate

Notes:

E Next, **EMPATHIZE** with the client. Imagine yourself in his or her position. How would you feel? What would your motives be? What factors would influence your perception?

- Listen and watch for feelings... and ideas... as well as facts.
- Work to understand the client's context.
- Watch for changing tones, volume, gestures, and facial expressions.
- Check for accuracy by paraphrasing the client's feelings/emotions, as well as the facts presented.

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H.E.A.R. Model™ for Interactive Listening

A **ANALYZE** after **hearing** and **empathizing**. Call on all your experience and expertise to look at all relevant factors and make your best judgment.

- Use open-ended questions to help the client explore the situation and put a broad range of facts on the table.
- Use directive, probing questions to zero-in on areas where an in-depth understanding is critical to your analysis.
- Walk the client through your analysis. Build a shared understanding of the situation. This is the foundation for later client commitment to your recommendations.

Notes:

R The **last** stage (too often it's the first) of active listening is to **RESPOND**. A response based on accurate hearing, empathy, and mutual analysis is much more likely to have maximum value.

- Three types of responses:
  - Question (are you clarifying or leading?)
  - Reply
  - Paraphrase

- Respond in the client's language.
- Connect your response to previous areas of mutual analysis and agreement.
- Check to be sure the client understands your response as you intended it.

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Types of Questions

Desire Finding questions help build a picture of what the client hopes for or what they think about the current situation. They ask for subjective information that gets at the client's opinions, values, beliefs, and expectations.

- What do you think about the overall effectiveness of the project?
- In your opinion, what is an acceptable implementation plan?
- What do you think about the loss of productivity during the project?
- What do you like best/least about the current situation?
- How would conditions improve for you as a result of the project?

Perfect World questions encourage the client to describe in more detail how they envision a solution.

- In a perfect world, what would it be like to not have this problem anymore?

Data Finding questions are designed to obtain objective, verifiable data such as who, what, where, and how much. Typically the client's responses to information finding questions are "yes," "no," or a specific number or date.

- How do you do this now?
- How many people will be affected by this change?
- When does this process begin?
- Where is documentation?

Permission questions show respect and empathy for the client by securing the right to move forward.

- Is this a good way to proceed?
- Would it be all right if I asked you a few questions?
- Is it okay if I get some more information about that?

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Develop & Customize a Standard List of Questions

- Tell me about the problem/opportunity/need.
- What are you/your department looking to accomplish with...?
- What other areas of the organization will be affected by this? What has been their reaction to this?
- Have you spoken with your internal or external customers about this idea? What is their reaction? Who supports...? Who resists...?
- What are your concerns regarding...?
- What timeframe did you have in mind? Are there any commitments that have already been made?
- What budget/resource issues should we be aware of? Is there a formal budget?
- What analysis has already been started/completed for this project?
- As you know, the most successful projects have a clear sponsor – someone who has time, energy, and political clout to see a project through to completion. Will you be sponsoring this project, or has another sponsor been identified?
- What does success look like to you?
- How does this fit in with other initiatives?
- What are the attributes of a good IT partner?
- What terminology should we be aware of?
- Who in your organization is available to provide more details?
- Is there anything else you think I should know?
- Next step - What do you need from me/our team in the short-term? By when?

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Presenting Information as an Innovative Anticipator

We've been thinking about this in IT and would like ________________ minutes to present our findings and ideas.

In our data, we've found __________________________________.

That led us to think about ____________________________ (initiative, direction, need, opportunity).

We think IT can partner with you to _________________________.

Our recommendation is to ________________________________.

Would you like us to proceed with some details?

When would you like to discuss this further?

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Practice Being a Consultant

BRAIN POWER

Difficult Situations Activity

Choose one consulting theme - the author will provide more detail.

1. Authors: A team will join you. Your job is to present the situation or opportunity you wrote about in as few words as possible. Let your team consult with you. As they practice interaction skills, react as a client would.

2. Consultants: Huddle up as a team to have a plan going forward to practice your interaction skills:
   - Listening & Asking Questions
   - Managing Emotions & Providing Optimism
   - Networking

3. Observer: Take notes on your consultants on their interaction skills:
   - Listening & Asking Questions
   - Managing Emotions & Providing Optimism
   - Networking

   Notes:

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Practice Being a Consultant

Digby, Digby, & Digby Case Study

THE CLIENT:

John Edward Digby is one of the second generation of Digbys in a 73-year-old family-owned and run law firm. His career began 40 years ago as a teen, when he helped with courier/delivery service. Now in his mid-50's, he is Vice President of HR, a position that has become increasingly challenging and complex.

THE COMPANY:

Digby, Digby & Digby has more than doubled in the past 16 years, adding more than 70 attorneys to its roster. The firm is involved in five basic areas of law: Real Estate, Business, Personal Injury, Criminal Law, and Divorce/Family Mediation.

While the five divisions need to share information - especially between Business and Real Estate and between Real Estate and Divorce - and there is a centralized IT organization, the five departments have continued working primarily as separate entities, handling their own invoicing, accounting, payroll, attorney personnel records and client databases. J.E. Digby was instrumental in purchasing a reputable company's HR system years ago. Over time, each division modified the system and is running separate versions.

The company is now taking a more holistic view toward information technology, especially under IT Director, Harold Flatbottom. Still, funding for IT remains tight. Flatbottom works closely with Samuel James Digby, a friend, the firm's Senior Vice President of Operations, and brother of J.E. Digby. Flatbottom, who's image-conscious and takes pride in his technical knowledge, has been able to sell S.J. Digby on the value of the IT organization. They are especially proud of their "Jury in a Box" system, shown to increase trial settlements. While certain departments depend daily, and even hourly, on IT, others rarely use IT as a resource and have little exposure to IT. Many employees see IT as the Help Desk and the Help-less Desk is the typical joke.

The largest division, Criminal Law, has added a portal to make the HR version of the system very user-friendly so that their attorneys and staff enter their own time and expenses real-time.

The smallest division, Personal Injury, has their own version of the HR system that requires one staff member to record data on behalf of the attorneys and paralegals who spend most of their time in the field. This division recently hired a younger, much more tech-savvy workforce.

Yesterday the company announced they've acquired a 100-person Intellectual Property law firm and expects them to be fully-integrated by next quarter.

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Digby, Digby, & Digby Case Study

DIGBY'S VIEW OF IT:

J.E. Digby doesn't believe technology is the answer to all business problems. He's been frustrated with the lack of support for the current HR system since the vendor was acquired by another vendor, and subsequently a third vendor. Their multiple versions are so out of date that no one at the new vendor will take their calls. J.E. wants to explore a different way of thinking about HR systems, altogether.

Digby says, "Everyone makes lots of promises about technology, but those promises never live up to the hype. Every time you talk with IT, the ROI analyses and all the required forms are enough to stop anyone. And maybe, if IT hasn't reorganized, which is unlikely, they will fit you in their two-year queue."

THE PROBLEM:

After receiving notification from the federal government that the firm's personnel records, especially regarding workers' compensation and payroll deductions, "are in shambles," S.J. has directed J.E. to coordinate the Human Resource functions of the firm in one central location, rather than in five different areas on various systems and platforms. J.E. Digby must now see to it that payroll, job histories, vacation time earned/taken, workers' compensation records, salary data, sick time, overtime, pension eligibility, insurance programs, etc., are all centralized and secure for the entire staff and the new acquisition.

J.E. Digby is now searching for a solution to do "all these things." He expects to see a new Human Resource system within 20 working days. He has only two staff assistants, Carol E. Fudge and Thomas Offenbreak, who are too busy with their HR duties to assist in this project. Digby's Executive Assistant, Bertha Whiner, is an Apple fan and has been lobbying for the company to get more mobile functionality/apps.

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Practice Being a Consultant

BRAIN POWER

Digby, Digby, & Digby Case Study

Goal: You, as internal consultants, need access to the 6 Divisions and to get agreement from J.E. to give you additional time to create your proposal.

1. **Client Profile**: J.E., Digby, Digby, & Digby

    - What is the trust level between IT and J.E.?

    - List 5-7 characteristics of J.E., and DDD Law Firm.

2. **List Concerns:**

IT	J.E.

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Digby, Digby, & Digby Case Study

3. **Strategic Plan:**

    - How will you influence J.E. to work with you?
    - Which Influence Base will you use?
    - How will you influence J.E. to give you access to the 6 Divisions?
    - What do you need to do to build trust?
    - What is J.E.'s main concern?
    - How will you address his main concern?

4. **Tactical Plan:**

    - What will you say to J.E. at the next meeting?

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Difficult Situations Assignment

Name:____

Present / Future *please circle one*

Day One

Think of a difficult consulting situation at work – present or future. Focus on the people and details of the difficult consulting interaction.

✓ Describe a situation where there is difficulty in providing consulting to a client or group of clients, here at this company.

✓ This situation can be present, or future.

✓ Describe what makes or will make it difficult for you and for the client.

✓ Who is or will be involved - roles only, no names?

Please sign your name to this assignment so we can get more details if necessary and circle if present or future.

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Interaction Skills

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Action Planning Form

Influencing & Building Trust - Pages 13-16

1. Which influence base will I use more? How will I do that and with whom?

2. What will I do to increase trust with:

	An Internal Colleague	A Client
Who?		
What?		

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Influencing & Building Trust - Pages 13-16

3. Which client relationships currently have a strong foundation of trust?
4. Which client relationships are struggling due to a lack of trust?
5. How can I increase the level of trust with my clients?
6. Where do I need to coach my team on trust?

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Action Planning Form

Meeting Management - Pages 17-21

7. What can I do to help with meeting mechanics at ______________________ meeting?
8. What can I do to help ______________________ meeting be more engaging?
9. How can I be a better meeting participant at ______________________ meeting?

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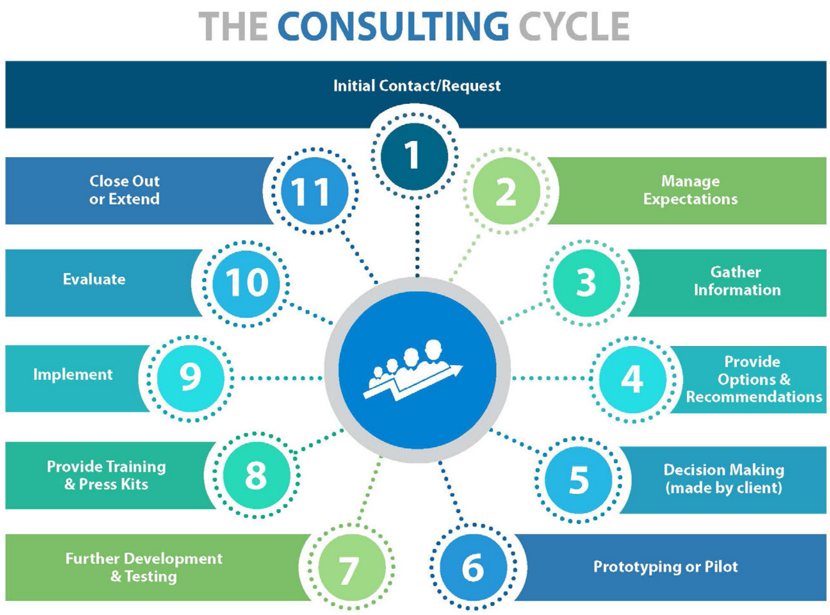
Using a Consistent Approach - Pages 22-24



10.How can I help ensure that there is a consistent consulting process throughout IT?
11. What Cycle steps would we need to adapt for our environment?

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Action Planning Form

Managing Your Emotions & Providing Optimism - Pages 25-29

12. What are my emotional hooks and triggers?
13. What techniques can I use? - Postpone my response by... - Find a healthy outlet like... - Change perspective or see the big picture by focusing on... - See the situation differently - with empathy, 5 years from now, like an external consultant... - Other:

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Managing Your Emotions & Providing Optimism - Pages 25-29

14.How can I maintain or regain optimism and show it to my clients?

https://www.ted.com/talks/carol_dweck_the_power_of_believing_that_you_can_improve

https://www.youtube.com/watch?v=-71zdXCMU6A

15. How can I change my language?

- No, we don't have time to do this and it's not a priority.

vs.

- We can provide you with options on this within 24 hours.

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Action Planning Form

Networking - Pages 30-33

16. Which 5 people do I need to network with?	When?
1.	
2.	
3.	
4.	
5.	

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Networking - Pages 30-33

What questions should I ask?	How will I store/ retain the material?

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Action Planning Form

Knowing Your Clients - Pages 34-36

17. Which clients do I need to learn more about?
18. How will I learn more about them?
19. Where will I store client information?

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Listening & Asking Questions - Pages 37-43

20. Who do I need to listen to more effectively?
21. What techniques do I need to practice to improve my listening?

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Action Planning Form

Listening & Asking Questions - Pages 37-43

22. What customizations do I need to make so that I have a “go to” list of questions?
23. What information do I need to anticipate/provide ideas to clients?

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IT Consulting Skills Resources

According to research conducted by O&A, CIOs of the highest performing (Maturity Curve) organizations consider *Influencing Others* to be one of 15 core IT competencies that give them a competitive advantage.

These IT Core Competencies and the Resources on the following page are adapted from IT Skill Builder, O&A's talent platform for creating self awareness (assessment), building learning agility, increasing engagement and retention, and attracting the best talent.

IT Skill Builder
Your Online Career Journey

www.itskillbuilderassessment.com

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Action Planning Form

IT Skill Builder

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Influencing Others

Inspires and guides others toward the adoption of an idea, opinion or action in order to secure commitment from them to reach organizational objectives, regardless of organizational or positional authority.

Development Actions:

Assess the situation.

Who are the critical stakeholders you need to win over to achieve an objective or overcome an obstacle? What influencing style might be effective as you interact with them? For example, if you're dealing with a tough CFO, consider using a convincing approach, which is based in logic, data and expertise. If you're in a crisis situation where people are relying on you to be decisive, an asserting style may be more effective. If you're working cross-functionally and need to win the support of a peer, a bridging or negotiating style may be the way to go.

Identify your gaps

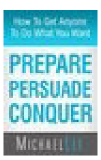
Once you understand your natural orientation and the appropriate styles to influence those around you, figure out where you're on solid ground and where you need to shift gears and use a different approach to be more effective. Once gaps have been identified, find ways to develop in those areas. It might be a workshop, coach or internal role model who is particularly strong in the style you're trying to develop. For an added bonus, find a learning partner – someone with whom you can role-play to gain confidence.

Practice influencing

Identify a low-stakes situation where you can test out new influencing approaches. Target a person or situation where you'd like to achieve a certain outcome, think through the influencing style that will work best in that situation, and give it a try. See what works and what doesn't. As you build your capability and confidence, move on to higher-stakes scenarios.

Books:

100 Effective Persuasion Techniques: Improve Your Negotiation Skills and Influence Others. Helen Glasgow. 2017



Prepare, Persuade, Conquer: Win Friends, Influence People and Get the Yes. Michael Lee. 2017

Articles:

Emotional Intelligence Has 12 Elements. Which Do You Need to Work On? Daniel Goleman/Richard E. Boyatzis. HBR February 2017

Coaching: The Four Essentials. Steve Roesler, Principal & Founder. March 2016

Persuasion and How to Influence Others. Steve Bressert, Ph.D.. January 2017

5 Subtle Ways To Persuade And Influence Others. Kevin Kruse. December 2016

How to Be a Great Leader Without Following 'Be Yourself' Mentality. Sandeep Kashyap. May 2017

How To Influence When You Don't Have Authority. Harold Scharlatt

7 Ways to Build Influence in the Workplace. Jayson Demers

How to Build Trust as a New IT Executive. Rich Hein

Slideshow - Negotiation Tips for IT Pros. Mary K. Pratt

The Art of Persuasion: How to Hone Your Influencing Skills. James Hayton

Videos:

Three Keys to Influencing Others. 2:34

How to Win Friends & Influence People (Part 1). 52:03

Power Cues: New Science on Influencing Others. 1:01:36

Forbes Interviews: Stephen Covey on Trust. 5:07

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Workshop Evaluation

We want to make our future workshop offerings as meaningful as possible and we would appreciate your candid evaluation of your experience at this workshop in response to the questions below. Please leave this form with the instructor before you depart. Thank you for your time.

1. Please describe **three** (or more) **key things** you learned or achieved in this workshop.

2. What aspects (course content and teaching methodology) of this workshop did you find **most valuable?** Please explain.

3. How can future offerings of this workshop be **strengthened**?

4. If you were to describe your reaction to this workshop to a colleague, what would you say?

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Workshop Evaluation

5. Many times participants ask us for more information about our on-site workshops. Would you like more information on a tailored workshop at your company?

   ☐ YES ☐ NO For how many people? __________

6. May we quote your evaluation comments when describing this workshop to others?

   ☐ YES ☐ NO

7. Who approved your attendance to this workshop?

   NAME: ________________________ TITLE: ____________________________

YOUR NAME: ___________________________________ **DATE:** ____________

YOUR COMPANY: ____

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Build a Disruption-Proof IT Workforce

Today's IT agenda is bigger and bolder than ever. High-performing CIOs know it's the only way to keep from being disrupted out of existence. They also know that you can't deliver on transformative strategies without the core skills to support them. Over the past 35 years, more than 3,500 organizations worldwide in business, education and government have relied on Ouellette & Associates to fuel their transformation. We are the only professional development firm focusing exclusively on developing the human side of technology to unleash the power of IT.

IT Talent Development Workshops

Create a Consultative, Client-Focused Workforce

Develop the core competencies to advance your IT organization and change the way IT conducts business:

- Achieving IT Service Excellence
- IT Consulting Skills — Becoming the Trusted Advisor
- Marketing IT's Value
- Internal Negotiating Skills for the IT Professional
- IT Influence & Diplomacy –Building Organizational Agility
- Leading Change
- Creating & Sustaining an Innovative IT Culture
- IT Project Management
- Leading in a Technology Organization

The Technology Leadership Experience

The TechLX

Leadership Development for the Digital World

Through a combination of classroom workshops, networking, problem-solving and mentoring, this comprehensive development experience for a cohort of mid-level IT leaders strengthens their leadership capabilities and business acumen, preparing them to take on tomorrow's C-level roles.

IT Skill Builder & Workforce Insights

Connect Your Talent Development and Strategies

Build your company's talent brand by giving staff clarity about the roles, skills, and proficiency levels of jobs within IT for informed decision-making and development planning. This cloud-based assessment and personal development software incorporates workforce analytics for a full picture of the organization's skills, strengths, and areas of opportunity. Leaders can use the data to inform strategic workforce planning and influence corporate goals. People managers and staff can explore career development in new ways, increasing engagement and internal mobility.

Future-proof ...or fall behind

In a world where the shelf-life of any single skill is shrinking at an ever faster pace, "ready-now" talent isn't sufficient. To stay ahead, you need a **ready-able** workforce that's nimble, innovative and continually learning. The good news is, there's never been a better time to be in the IT profession. O&A equips IT organizations, leaders and teams for success in this ever-changing business environment.

A New Mindset

- A Consultative Approach
- A Service Orientation
- Communication Effectiveness
- Marketing Awareness
- Leading Innovation and Transformation

O&A's Approach

- Practical, real-world
- Highly engaging and motivating
- Participative, interactive
- Tangible: "What do I do differently tomorrow?"
- Teaches people "how to fish"
- Increases the Four Cs for Success: Competence, Confidence, Commitment and Consistency

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