

Welcome to ASTD's Consulting Skills for Trainers Certificate Program

Course Objectives

This certificate program will:

- Provide a model, techniques, and tools that you can use to consult with a client.
 - Introduce practical ideas to manage consulting projects.
 - Allow you to evaluate your skills and identify your developmental needs as a consultant.
 - Explore options available to internal consultants.
 - Understand the Workplace Learning and Performance (WLP) professional's role as a consultant.
-

Table of Contents

Module 1 – Introduction

Certificate Program Objectives.....	1.1
Predict Your Consulting Skills	1.2
Consulting Skills for Trainers: What it Is; What it Isn't.....	1.3
Assess Your Consulting Competencies	1.4
A Consultant's Knowledge and Skills	1.5
Analyzing and Framing Your Competencies.....	1.6
ASTD's 5-D Consulting Model.....	1.7
The Five Phases	1.8
Consulting Project Planning Guide.....	1.9
The ASTD Competency Model™	1.10
Predict Your Future: Your Personal Mastery Plan	1.11

Module 2 – Define and Agree

Module Overview	2.1
Define and Agree	2.2
Order of Topics	2.3
Comparing Consulting Modules	2.4
What Role will You Play?	2.5
Your Consulting Credibility	2.6
Planning for the Exploratory Meeting	2.7
Building Client Relationships: the First Meeting	2.8
Assessing Your Client's Readiness	2.9
Identifying Effective Questions	2.10
“Clothe” the Performance Gap Case Study: Phase I, part a	2.11
Reaching Agreement on Expectations	2.13
Sample Project Acceptance Agreement.....	2.14
“Clothe” the Performance Gap Case Study: Phase I, part b	2.15
Predict Your Future: My Personal Mastery Plan	2.17

Module 3 – Discover and Analyze

Module Overview	3.1
Discover and Analyze	3.2
Order of Topics	3.3
Data: What’s So Good About It?	3.4
Deciding How to Collect Data	3.5
Data Collection Methodology: Interviews.....	3.6
Data Collection Methodology: Focus Groups	3.7
Data Collection Methodology: Questionnaires and Surveys	3.8
Data Collection Methodology: Observations.....	3.9
Data Collection Methodology: Data/Record Reviews.....	3.10
Data Collection Methodology: Informal Discussions.....	3.11
Conduct an Effective Interview	3.12
“Clothe” the Performance Gap Case Study: Phase II	3.13
Interview Effectiveness Checklist.....	3.15
Data Collection Stumbling Blocks.....	3.16
Analyze the Data.....	3.17
Predict Your Future: Your Personal Mastery Plan	3.18

Module 4 – Deliver and Decide

Module Overview	4.1
Deliver and Decide	4.2
Order of Topics	4.3
Frame the Issue	4.4
Fundamental Design Features Feedback	4.6
Data Feedback Planning Tool.....	4.7
Determine Feedback Meeting Agenda.....	4.8
Tips for Starting and Ending a Feedback Meeting	4.9
Sensitive Information.....	4.10
Resistance	4.11
“Clothe” the Performance Gap Case Study: Phase III.....	4.12
Last Step: Alignment Meeting	4.13
Many Hats: Consultant Roles and Behaviors Review	4.14

Predict Your Future: Your Personal Mastery Plan	4.15
---	------

Module 5 – Design and Implement

Module Overview	5.1
Design and Implement	5.2
Order of Topics	5.3
Team Approach to Designing the Improvement.....	5.4
Implementation: Sliding into Change Management	5.5
Change Targets	5.6
Implementation Strategies	5.7
Putting it All Together: Tactics for Consultants	5.8
Tactics for Consultants: Coaching Clients.....	5.9
Tactics for Consultants: Work Across Organizational Boundaries	5.10
Tactics for Consultants: Provide Feedback to Leaders.....	5.11
Tactics for Consultants: Gain Buy-In	5.12
Tactics for Consultants: Build Credibility	5.13
Tactics for Consultants: Read Clients’ Needs	5.14
Tactics for Consultants: Share Credit	5.15
Tactics for Consultants: Document What You Do	5.16
Tactics for Consultants: Know How to Handle Information	5.17
Tactics for Consultants: Do What’s Right	5.18
Tactics for Consultants: Know the Business	5.19
Working Successfully with External Consultants.....	5.20
Suggestions for Partnering with External Consultants	5.21
“Clothe” the Performance Gap Case Study: Phase IV.....	5.22
Predict your Future: Your Personal Mastery Plan	5.24

Module 6 – Disengage and Review

Module Overview	6.1
Disengage and Review.....	6.2
Order of Topics	6.3
Ending a Contract Early	6.4
Disengaging: Getting Closure.....	6.5

What Are You Going to Evaluate?	6.6
Evaluation: A Consulting Perspective	6.7
Consultant Reaction Evaluation Sample.....	6.8
Evaluation Discussion with Your Client.....	6.9
Process Measurement Sample.....	6.10
Institutionalize the Solution	6.11
Continual Improvement Process	6.12
Every Good Thing Must End.....	6.13
Predict Your Future: Your Personal Mastery Plan	6.14

Module 7 – Closing

Module Overview	7.1
Review the 5-D Consulting Model	7.2
Succeeding on the Inside: Advice from the Pros	7.3
Advice from More Pros	7.4
Predict Your Future: Your Personal Mastery Plan	7.5

Appendices

- A. Assess your Internal Consulting Competencies
- B. A Consultant’s Core Attributes and Values
- C. Consulting Project Planning Guide
- D. Exploratory Meeting Worksheet
- E. Readiness Audit
- F. Organizational Change Readiness Predictor
- G. Contracting Checklist
- H. Questions to Ask if it’s a Training Project
- I. Interview Planning Template
- J. Conduct an Effective interview Checklist
- K. Take a Systems View
- L. Alignment Checklist
- M. Team Charter Example
- N. Project Management Checklist
- O. Building Credibility on the Inside
- P. Accountability: Project Tracking Chart Example

- Q. Accountability Chart
- R. ASTD's 5-D Consulting Process
- S. Reading List

For more information, contact ASTD Customer Care at 1.800.628.2783 or 1.703.683.8100
Email: customercare@astd.org
(Monday – Friday 8 a.m. to 6 p.m. EST)