

What is an Internal Consultant?

“The consultant is in the business of helping others succeed, and, although consultants want to succeed in the process, their success is clearly dependent on others. (Bellman 1992)” – page 3

External vs. Internal Consulting

Internal Consultants...begin with relationships and then must work to gain credibility for their consulting competency.

A Matter of Perception

“External consultants immediately have better leverage and are seen as descending from above with wisdom and special counsel. They are trusted because they have experience outside the system and culture of the organization and, therefore, are not seen as part of the problem. When I was an external consultant, I looked for ways to be congruent with the client system so it would not spit me out like an immune system rejecting a foreign object. If you are an internal consultant working to correct business problems as part of that system or organization, you are less likely to be rejected...” (Diane Foster, Diane Foster & Associates -- page 15)

The Internal Consultant

**Barbara Kenton, Roffey Park Institute
Ltd, Diane Moody, Roffey Park Institute
Limited**

The Internal Consultant:

The Role of the Internal Consultant Fritz Steele, 1982 Business success today requires a much more flexible attitude than it has in the past. Rapid changes in economic conditions mean that organizations are encountering new kinds of problems which often demand unorthodox solutions. Until now external consultants were called in to help with highly technical or persistent problems. But because of the increase in issues needing highly specialized skills or knowledge this answer is no longer efficient. This situation has given rise to a new breed of personnel: the internal consultant. Internal consulting is an expedient way for organizations to develop and maintain their versatility and quick problem solving ability. In this book the author discusses the effective role, shaping of this new breed and profiles their function in a variety of fields. Whether they are managers or staff members, whether the problem is in information systems, finance or organization development, when sharing their resources with other people they confront the challenges and responsibilities of the internal consulting role. This book provides a broad overview of these challenges and responsibilities and offers practical insights into the new modes of functioning required. It includes information on coping with role conflicts, working within the organizational structure and exercising personal influence. He also stresses the value of considering all options before making a decision, discusses constructive ways to approach a problem and delineates strategies for measuring internal consulting effectiveness. Pointing out that expertise in a particular area does not necessarily imply the ability to impart that knowledge to others, he details the teaching skills that motivate people to listen, question and implement a solution. The role of the internal consultant is an invaluable tool for becoming competent and comfortable with the internal consulting role and will prompt every organization to examine ways to effectively use the specialized knowledge of their personnel.

Internal Consulting for HRD Professionals Jerry W. Gilley, Amy J. Coffern, 1994 One of the many roles of the HRD professional is that of the internal consultant. Its recent increase in importance and value has brought with it increased challenges. The book is a how-to guide that shows how to make the transition to the often unfamiliar turf of internal consultant. It covers the knowledge, skills and attitudes required and expected of internal consultants, how to build positive client/employee relationships and how to make the transition to non-traditional or non-classroom training.

Organizational Consulting Alan Weiss, 2003-02-24 The expert guide to effective internal consulting. This book guides internal consultants through the steps necessary to bolster their credibility, build relationships within the organization, develop internal marketing abilities and apply proper methodologies to their work. Alan Weiss, an experienced consultant, provides practical techniques the internal consultant/internal human resources practitioner and any other internal change agent can use to excel at work, advance their careers and become valued assets to their organizations. Some of the major subjects covered include setting up the proper environment for success and establishing peer-level interactions. Alan Weiss, PhD, East Greenwich, CT, has consulted with hundreds of organizations around the world, including Mercedes-Benz, Hewlett-Packard, Merck and Chase. He lectures widely and appears

regularly on radio and television to discuss productivity and performance He is the author of twelve books including *Getting Started in Consulting* Wiley 0 471 38455 0 *The Ultimate Consultant* Jossey Bass 0 7879 5508 6 *How to Acquire Clients* Jossey Bass 0 7879 5514 0 and *Process Consulting* Jossey Bass 0 7879 5512 4 **Consulting on the Inside, 2nd ed.** Beverly Scott, B. Kim Barnes, 2011-04-01 Are you an internal consultant a staff member who serves in a consultative role within your organization Then you need this hands on guidebook to help you better understand your role and improve your performance Whether you re a change agent trusted advisor or someone who serves in varying capacities it s important to design your job develop a formal agreement and build your practice *Consulting on the Inside* provides a solid background for internal consultants and serves as a roadmap for cultivating a successful career You ll learn how to maintain an outsider s objectivity while applying an insider s knowledge of the organization build relationships but be up front about challenges and issues design your role to fit the client s needs and the organizational situation handle roadblocks and deal effectively with difficult clients market your consulting services within the client organization You ll find a thorough examination of the eight phases of the consulting process a comprehensive analysis of the differences between internal and external consultants and success stories demonstrating the personal qualities you need to build trust and relationships *Consulting on the Inside* also provides a complete toolbox for getting the job done including tips and techniques checklists forms a sample hiring agreement and ready to use agendas *Consulting on the Inside* Beverly Scott, 2000 Internal consulting describes the day to day work done by an increasing number of workplace learning and performance professionals Yet living and working as an internal consultant presents many challenges and obstacles not experienced by external consultants This book is designed to be a hands on practical guide for those professionals just assuming the role of internal consultant as well as a valuable toolkit and reference book for experienced practitioners who want to improve their existing skills These professionals include trainers career and organization development specialists and human performance improvement practitioners In addition to the book s comprehensive eight step consulting process guide Bev Scott has included 50 real life stories from current and former internal consultants who offer valuable tips and solutions for those who choose to consult on the inside Book jacket *The Internal Consultant* Marcia Meislin, 1997 This book addresses the major kinds of internal help problem solving enacting change giving advice and working on large scale transformations Included are clear descriptions of the seven phase internal consulting process and why it is important to conduct a lessons learned wrap up meeting to explore outcomes This book addresses the major kinds of internal help problem solving enacting change giving advice and working on large scale transformations Included are clear descriptions of the seven phase internal consulting process and why it is important to conduct a lessons learned wrap up meeting to explore outcomes *Role of the Internal Consultant* Barbara Kenton, Roffey Park Institute Ltd, Diane Moody, Roffey Park Institute Limited, 2003-05-01 **The Internal Consultant** Marcia Meislin, 1997-01-01 Read and learn how internal consultants fit into the customer supplier chain how to tell people things

they may not want to hear the eight phase C O N S U L T S process and how to get buy in to lessen resistance Improving Reliability and Maintenance from Within Stephen J. Thomas,2007 This unique book is perfect for those who are internal consultants and may not know it recognize the value of their efforts and help them learn the skills required to optimize their performance It explains the internal consultant s role and describes the various tasks in which they become engaged What s more it provides information that will enable users to improve their performance and deliver greater value Also included is the Internal Consultant s Web of Change a tool that will help individuals recognize their strengths and their areas that need improvement This practical resource does more than start internal consultants on the road to improvement it accompanies them on the journey Upper management looking to understand internal consulting middle tier reliability and maintenance management and those who hold special projects positions will find this reference extremely useful Features Written by a professional who been there done that type of work as opposed to someone who has not lived in the organization as an internal consultant Addresses 12 elements of internal consulting those who are internal consultants can learn from this and improve their performance Presents the internal consultant business case so companies can justify this position Features the Web of Internal Consultant Change a web radar diagram listing the 12 elements of the internal consultant and allowing readers to take a survey which will identify their strong areas as well as areas for improvement **The Internal Consultant** Anton K. Dekom,1969 Research report on a survey of the functions and responsibilities of management consultants in more than 60 enterprises in the USA covers the improvement of business organization efficiency job descriptions the educational level and occupational qualifications of such expert managers job requirements wages performance record etc Bibliography pp 100 and 101 and references *Consulting on the Inside* Beverly Scott,B. Barnes,2011 Consulting on the Inside 2nd Edition is hands on practical guide for those individuals who live and work as internal consultants to organizations While these professional must provide most of the services and duties expected of external consultants objective unfiltered advice and recommendations k for example internal consultants are employe by their client organizations This book is a complete resource for all experience levels of internal consultants **The Internal Consultant** ,2005-11-01 The Internal Consultant Dennis J. Lovelace,1982-01-01 **The Role of the Internal Consultant in an Organizational Change Process** Eric J. Bergstrom,1993 **High Performance Consulting Skills** Mark A. Thomas, The concept of the internal consultant is now gaining considerable ground as managers in support functions seek to redefine their role and effectiveness The emphasis that it places on moving from a colleague to a client perspective within the business can bring major benefits to both adviser and organisation This book provides a practical understanding of the skills required to become a high performance internal consultant whatever your own area of expertise It will help you Develop stronger more productive working relationships with internal clients Secure greater internal client commitment to initiatives and change projects Work effectively in a less formal and hierarchical way on projects and

initiatives Market your services and build powerful internal networks Enhance your own worth and value to the organisation Who should read this book All managers working in support functions such as HR audit training personnel and IT as well as areas such as finance and marketing **Consulting on the Inside** Beverly Scott,2012 *High-performance Consulting Skills* Mark Thomas,2003 Annotation The concept of the internal consultant is now gaining considerable ground as managers in support functions seek to redefine their role and effectiveness The emphasis that it places on moving from a colleague to a client perspective within the business can bring major benefits to both adviser and organisation This book provides a practical understanding of the skills required to become a high performance internal consultant whatever your own area of expertise It will help you develop stronger more productive working relationships with internal clients secure greater internal client commitment to initiatives and change projects work effectively in a less formal and hierarchical way on projects and initiatives market your services and build powerful internal networks enhance your own worth and value to the organisation Who should read this book All managers working in support functions such as HR audit training personnel and IT as well as areas such as finance and marketing The Trainer As Internal Consultant Jack Asgar,2002 Performance consulting is one of the hottest topics in the training field Many training departments have changed their names and titles along with mission and vision statements to reflect consulting as their highest order of priority Unfortunately their definition of internal consulting is restricted to determining if training is needed and if not what alternative solutions are available for solving an operational or organizational problem The Trainer as Internal Consultant presents a more comprehensive and realistic view of the consulting function The basic premise is that training is a staff function and as such its primary mission is to serve as a consultant to its customers in all matters related to training All of the areas in which consulting should routinely take place are thoroughly discussed performance improvement or problem driven issues being only one of them Also discussed are a 3 phase consulting model and specific techniques for carrying out consulting activities in such critical areas as entry level training organizational development compliance and personal and professional development The Role of the Internal Consultant in a Division of a Multi-national Company A. J. Page,1982 **The Role Dynamics of the Internal Consultant** James Anthony Giardina,1968

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