

# Calling All Super Heroes

## The Internal Consultant: Build your communication and relationship skills

Rachel Thiemann  
WFC Resources, Inc.

November 9, 2018

NATIONAL  
MARROW  
DONOR  
PROGRAM®

BE  THE MATCH®



# Disclosures

The following faculty and planning committee staff have the following financial disclosures:

Name	Institution	Disclosure
Luzmary Alvarez	New York Blood Center	None
Hollie Devine, MSN, ANP-BC, AOCNP	N/A	None
Jackie Foster, MPH, RN, OCN	National Marrow Donor Program / Be The Match	Spouse, stock owner, Pfizer
Lisa Munson, CVA, MPNA	National Marrow Donor Program / Be The Match	None
Lara Rauchwarter	National Marrow Donor Program / Be The Match	None
Katie Schoeppner, MSW, LICSW	National Marrow Donor Program / Be The Match	None
Rachel Thiemann	WFC Resources, Inc.	None



# Learning objectives

- At the conclusion of this session, attendees will be able to:
  - Describe the role of an internal consultant
  - Identify communication strategies to build trusting relationships with colleagues
  - Demonstrate team building skills in order to build a supportive work environment
  - Maximize your ability to influence and lead positive change

# Are you an Internal Consultant?

If you are often asked to provide guidance or feedback to colleagues, you may be an internal consultant within your organization! Whether you help colleagues understand challenges in their work, assist in reviewing solutions, guide ownership of problems or ask for a commitment to action, this session is for you. Join us to refine your consultative and communication skills to develop trusting relationships with colleagues.



# Objectives for this session

- ✓ Describe the role of an internal consultant
- ✓ Identify communication strategies to build trusting relationships with colleagues
- ✓ Demonstrate team building skills in order to build a supportive work environment
- ✓ Maximize your ability to influence and lead positive change



# What defines an internal consultant?

- ✓ Brings a specialized management consulting expertise to improve performance
- ✓ Works within the organizational structure to resolve clinical issues and implement solutions
- ✓ Serves as a change agent, coach, educator or facilitator within your organization
- ✓ Supports internal clients in a shared service type organization, such as Human Resources, Training & Development, Information Technology etc.

*Understanding the Internal Consultant, Dr. William Trotter, PROSCI*



*Grab your cape.*



# Signs you may be an Internal Consultant

- ✓ You have a professional area of expertise.
- ✓ You work in an area that provides support to other departments or divisions
- ✓ You want to help others solve their problems with sustainable solutions.
- ✓ You find that others often come to you for assistance “at the last moment.”
- ✓ You find that others’ expectations are often not clear and hard to understand.
- ✓ You have to “sell” your recommendations to others.

*Charles Fields, designedLearning*



# What Makes a Good Internal Consultant?

- ✓ Company/industry knowledge
- ✓ Core consulting skills
- ✓ Key practice areas (Donor Services, Research, Clinical Practice, Patient Education, Case Management Quality Improvement)

*Understanding the Internal Consultant, Dr. William Trotter, PROSCI*



# Core Consulting Skills

- ✓ Management consulting skills
- ✓ Client service focus
- ✓ Professional impact
- ✓ Change management
- ✓ Business acumen
- ✓ Coaching
- ✓ Project management
- ✓ Business process optimization



*IC Competency Model, Association of Internal Management Consultants,  
AIMC*



**Grab your cape.**



# Core Leadership Skills

- ✓ Communicating vision
- ✓ Selecting, managing and developing others
- ✓ Decision making
- ✓ Team building
- ✓ Strategic planning and implementation
- ✓ Managing cross clinical unit collaboration

*IC Competency Model, Association of Internal Management Consultants*



# Communication Skills

- ✓ “Go to the gemba,” Get out from behind your desk, your computer and your spreadsheets or medical records.
- ✓ Learn the language of management (strategy and finance) and serve as a key communication pathway between higher management and operations.
- ✓ Unleash your creative and innovative attributes. Reach out for opportunities to enrich your job and those with whom you come in contact.
- ✓ Develop your “Cultural Competence”
- ✓ If your organization doesn’t have a formal reporting process, institute a weekly or semimonthly “items of interest” report to your boss.
- ✓ Be careful not to neglect your primary duties.

*Lean Enterprise Institute, Erich Toll*

*Workplace Cultural Competence – 7 Essentials, Diversity Resources, Masaaki Imai, Gemba Kaizen: A Common-sense, Low-Cost Approach to Management, McGraw-Hill, 1997*



# Team Building Skills

- ✓ Effective communication forms the foundation.
- ✓ Treat your allies as equals.
- ✓ Exhibit total professionalism.
- ✓ Spend time with your allies
- ✓ Always put forth your best efforts.
- ✓ Choose your battles wisely.
- ✓ Keep your promises.
- ✓ Resolve conflicts or disputes early on.
- ✓ Be an ally.
- ✓ Never back-stab or blind-side an ally.



*TheBalanceCareers.com: How to Develop Alliances in Your Workplace*

# Change Management Skills

The role of the internal consultant in supporting change management is three-fold:

- ✓ Educate about change management
  - ✓ What is change management?
  - ✓ Why is change management important?
- ✓ Develop strategy and plans
  - ✓ Preparing for change
  - ✓ Managing change
  - ✓ Reinforcing change
- ✓ Enable the other 'doers' of change management
  - ✓ Enable the preferred senders (senior business leader and managers/supervisors) to deliver messages. Segment the audience, create talking points, build presentations and even schedule communication events.



# Benefits and Challenges of that Role

Let's hear some of your thoughts



*Grab your cape.*



# Benefits of that Role

- ✓ Learning opportunity
- ✓ Mindset growth
- ✓ Relationship development
- ✓ Adding value
- ✓ Fulfillment/satisfaction
- ✓ Trusted advisor status



# Challenges of that Role

- ✓ Lack of formal preparation
- ✓ Skills gaps
- ✓ Insufficient credibility
- ✓ Lack of formal title
- ✓ Lack of role clarity
- ✓ Frustration



# What's YOUR Consulting Role?

- ✓ What's your job title? Role?
- ✓ Your key practice areas (Donor Services, Research, Clinical Practice, Patient Education, Case Management Quality Improvement)?
- ✓ Your expertise?
- ✓ Core consulting skills?
- ✓ Core leadership skills?
- ✓ Your “internal customers”?
- ✓ Opportunities for growth/goals



# ***Thank you!***

***Additional Resources:***

***Association of Internal Management Consultants, <https://aimc.org/>***

***Society for Human Resources Management, <https://www.shrm.org/>***

