

Clienting 101

How HR Can Maximize the
Value of Consultants



David Newman

 **UNCONSULTING**

Recognize the problem



Consultants



- Too Expensive
- I know v. I show
- Tenant v. guest
- More/Bigger
- Uncreative
- Lone wolf
- Serve boss
- Reports/data
- Dependence

Consulting Books

The screenshot shows the Amazon.com website interface. At the top, there are navigation links for 'amazon.com', 'David's Store', 'Books', and 'See All 32 Product Categories'. Below this is a search bar with 'consulting' entered. The main content area is titled 'Results for consulting'. On the left, there are two sections: 'So You'd Like to... Offer your advice' featuring a book 'be a personal or business coach' by John G. Agno, and 'You may also like' featuring 'The Consultant's Toolkit' by Mel Silberman. The central section is titled 'Customers who searched for consulting ultimately chose:' and lists three books: 1. 'Getting Started in Consulting, Second Edition' by Alan Weiss, 2. 'The Consultant's Quick Start Guide: An Action Plan for Your First Year in Business' by Elaine Biech, and 3. 'Flawless Consulting: A Guide to Getting Your Expertise Used' by Peter Block. Below this list, a red circle highlights the text '1 - 10 of 2,543 results for consulting :'. The bottom of the central section shows the first result from the list: '1. Flawless Consulting: A Guide to Getting Your Expertise Used' by Peter Block, with a star rating of 4.5 and a 'Recommended: Why?' link. On the right, there are two 'Listmania!' sections: 'Health Care Consulting Bookshelf: List by Kevin B. Piper' and 'Want to MAKE IT as a Consultant/C...: A list by Howard Kedger'. The bottom of the page shows the 'Internet' browser icon.

Clienting Books

The screenshot shows the Amazon.com search results page for the query 'clienting'. The search bar at the top contains the text 'clienting' and a 'GO!' button. Below the search bar, a red oval highlights the following text: 'Book search results: we found no results that closely match your search for: clienting. Click here to see additional results that may be relevant to your search. Or would you like to search again?'. Below this message, there is a secondary search bar with the text 'Search:' and a 'GO!' button, and a dropdown menu labeled 'In:' with 'Books' selected and an 'Advanced Search' link. The page also features a 'Search tips' link and a 'Book Recommendations' section with four book listings: 'Transforming # 1' by Ron Smothermon, 'The Comic Toolbox' by John Vorhaus, 'When Will Jesus Bring the Pork Chops?' by George Carlin, and 'Comic Insights' by Franklyn Ajaye. Each listing includes a book cover, the title, author, and price information.

amazon.com David's Store Books See All 32 Product Categories Your Account | Cart | Wish List | Help |





Search Books clienting GO! Advanced Search Web Search GO!

Book search results: we found no results that closely match your search for: clienting. Click here to see additional results that may be relevant to your search. Or would you like to search again?

Search: GO!
In: Books Advanced Search

[Search tips](#)

Book Recommendations

 Transforming # 1 by Ron Smothermon Price: \$20.00 Used & new from \$4.25	 The Comic Toolbox by John Vorhaus Price: \$10.17 Used & new from \$8.08	 When Will Jesus Bring the Pork Chops? by George Carlin Price: \$16.29 Used & new from \$3.99	 Comic Insights by Franklyn Ajaye Price: \$12.89 Used & new from \$11.54
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Consultants



Client Instruction Manual

- When to use 'em
- When not to
- What to look for
- **Next** practices



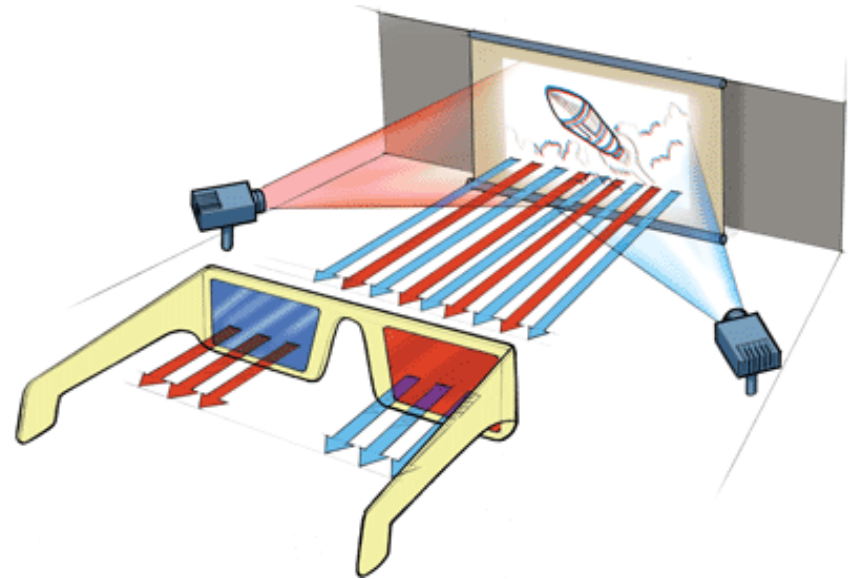
Time Out!

ONLINE
CONSULTING

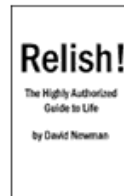
PeopleSoft
Education Services

TOWERS
PERRIN

 UNCONSULTING



UNCONSULTING businessartthinknow



Relish!



Relish! for Business



The Fortune Cookie
Business Book



Sales Science

 UNCONSULTING

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When Do YOU Use Consultants?



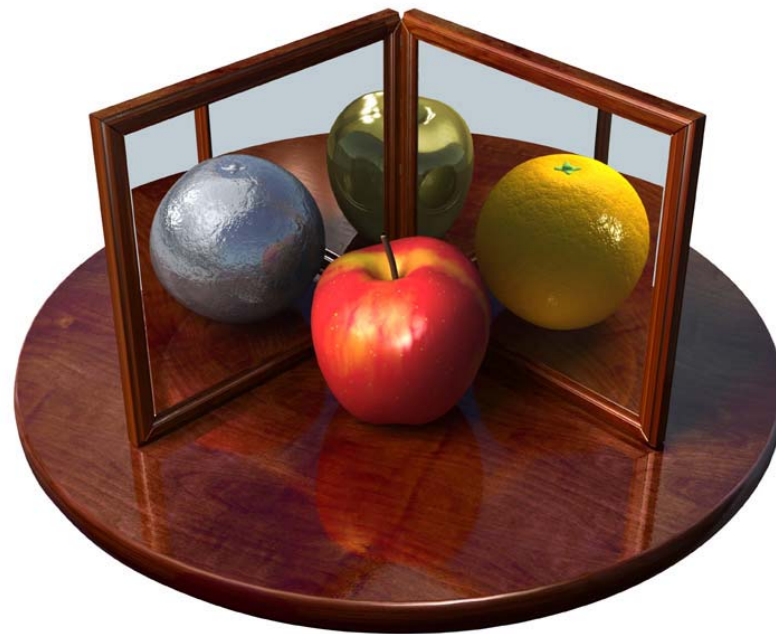
Why?



Availability of Resources



Other Reasons Internal vs. External



When **NOT** to Use Consultants!



Choosing a Consultant



Three Types of Consultants



Expert



Pair of hands



Facilitator

Are **You** In HR?

Is **Your** Consultant?

- Benefits
- Compensation
- Staffing/Recruiting
- HRIS/ERP
- Legal

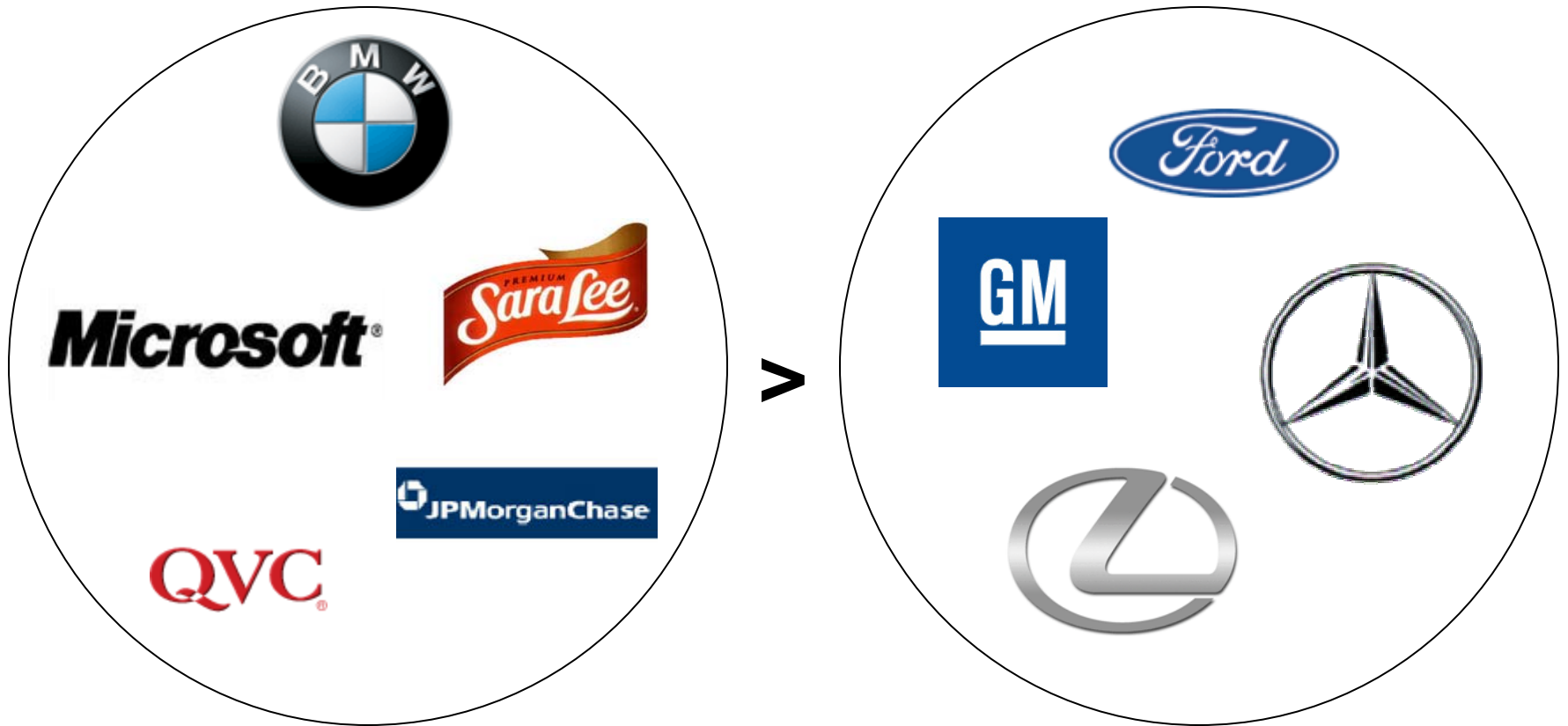
- Training
- OD
- Performance Mgt
- Labor Relations
- HR Management

Cross-pollinate

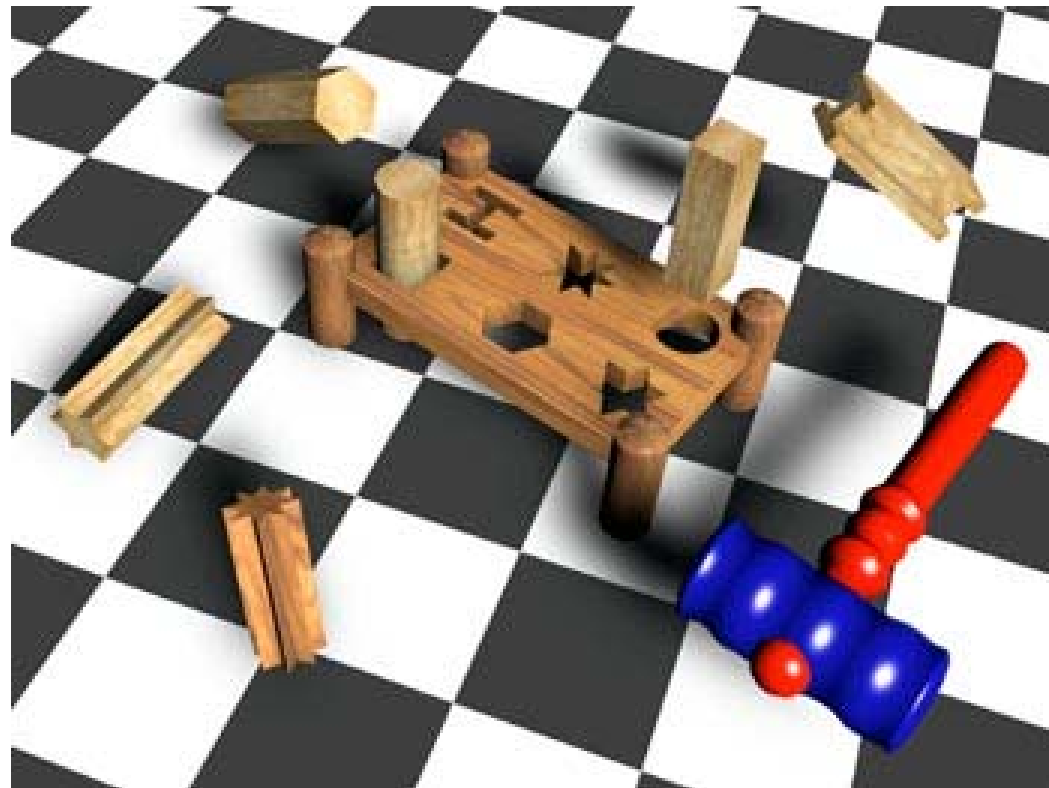
There are **no real new ideas**; the wheel, fire, religion, yelling, and sliced bread have already been discovered and all subsequent ideas spawned from those. The real value lies in **taking old ideas, updating them, combining them, and creating new value from them.**



Expertise > Experience



Fit is key!

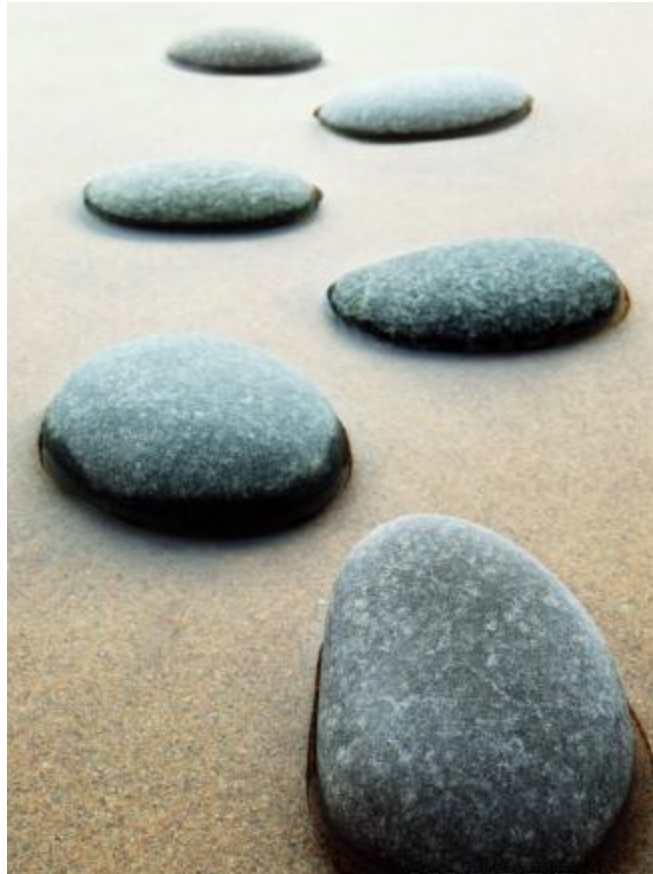


Rule 10a.



Forget Best Practices

Focus on NEXT practices



Peer relationship

YOU

**Your favorite/biggest/only client
(for the moment)**



Clear Expectations



SPEED KILLS



- ...the other guy
- Getting ready to get ready
- “Up to speed” 30% faster
- 30 days
- 15 days
- This week
- This afternoon



Demonstrate value

- Define it
- Measure it
- Document it
- Monetize it
- **\$150,000**
- **6 months or 6 weeks?**



Hands on: Initial Meeting



Hands on: Review – frequently!



Hands on: Use MOU or LOA



Hands on: Recognize & Reward



Hands on: Debrief (often)



Less Talk. More BAM!



Sales Skills + Story Skills



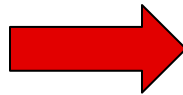
HR = New Thinking

Open ended
Time-based billing
All or nothing



Clearly defined
Work worth paying for
Exactly as needed

On site
Generalists
Replacements



On demand
Specialists
Reinforcements

Expertise
“We know”

Years
Improvement

Execution
“We show”

Do it
Local

Months
Innovation
Teach it
System wide

Reports
Perspiration



Results
Inspiration

Get out of a rut

Find your groove

Thanks!



What we do:

- **Sales Science™**
 - Sales effectiveness programs
- **STARS from the Start™**
 - New manager development
- **Juiced!™**
 - Business creativity and innovation