

The Consulting Skills Program

Meeting The Needs of Clients in a Rapidly Changing Global Environment

As the global business climate continues its dramatic change, the issues faced by all organizations are becoming increasingly more complex.

In order to provide a genuinely world-class service and build successful long-term personal and business relationships it is important to gain a thorough understanding of the issues and challenges faced by clients in growing and developing their businesses. Through this greater understanding facilitates the creation of successful long-term relationships based on mutual trust and understanding.

In all business sectors, companies are being tasked with creating such a “value-adding” relationship culture, within which a key mission of the “Consultative Professional” is to make both personal and organizational expertise available in a way which best serves the client and upon which the client can completely rely.

How The Program Was Developed

The Consulting Skills Program was originally developed by Quarto Consulting specifically for subject-matter Professionals in a number of world-class organizations including IBM, AT&T and Lucent Technologies, before spreading, as a core consultative approach into many other major global organizations in the IT, Telecommunications, Construction, Engineering, Rail and Finance sectors, to name a few.

A Genuinely Transferable “Shared Language”

The Consulting Skills Program provides organizational professionals with a shared language which facilitates optimum client working as well as immeasurably better internal team working and communication. Users of the approach have been able to develop a much higher level of personal consultative skill which has led to far stronger client-facing teams based on better communication and team working.

Program Overview

The Consulting Skills Program is a 3 day event, with an optimum number of 12 (maximum 15) participants. As the Program is highly practical and participative it is facilitated by 2 tutors. The Program has been specifically designed to assist Subject-Matter Professionals develop the consultative communication and influencing and skills required to understand a client’s business requirements, link proposals to business drivers and gain agreement to a proposed course of action.

The Program covers three key areas:

1. Creating, developing and maintaining effective client relationships and partnership.
2. Making sense of the client’s business complexity and requirements.

3. Establishing sales through genuine commitment and productive business outcomes with clients.

Flexible Delivery Options

The Program can be delivered in 2 alternative ways:

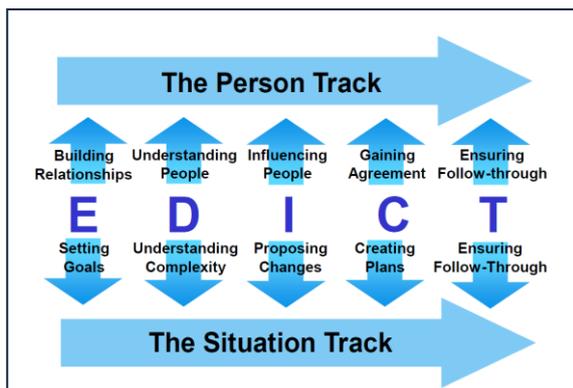
1. By Quarto Consulting Limited, world-wide and in over 10 languages
2. Internally by an organization, under license, by internal Quarto-trained and licensed trainers.

Effective Tools For Busy People

The Program provides two essential components for the Consultative Professional's tool-bag:

- a) A comprehensive consultative approach supported by patented frameworks that are easy to assimilate and apply across a wide variety of assignments or projects, and
- b) Techniques, skills and checklists that can be used both for planning and analysis, and whilst working "face-to-face" with clients (and colleagues).

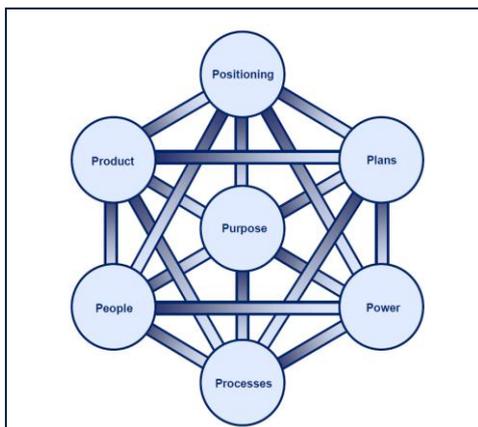
"Live" business situations provided by the participants, form the subject matter of the real-life practice sessions central to the course. No artificial role-plays are used. Quarto Consulting tools and concepts provided in the Consulting Skills Program include:



EDICT® – For Understanding The Consulting Process

EDICT (Entry, Diagnosis, Intervention and Influencing, Contracting and Transition) is Quarto's proprietary framework which describes the consultative selling process. It is used as a route map throughout the Program. During the Program the competencies underpinning each aspect of **EDICT** are examined and core tools offered.

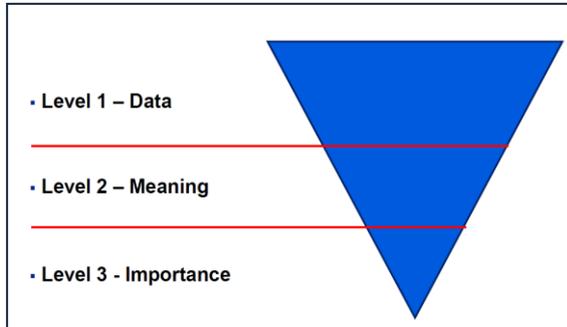
Throughout the Program the two aspects of working with the client as an individual and with the organization as an entity are clearly identified and then amalgamated. Effective sales solutions and services can only be offered when the needs and drives of the interested individuals(s) involved in any decision are met, together with the needs and drives of the teams/departments involved as well as those of the business as a whole.



7P® For Understanding And Analyzing The Client's Business

Quarto's 7P Model has a number of uses and is one of Quarto's most prized items of intellectual property. It is used to analyze and understand the strengths, weaknesses, opportunities and threats facing a business as a totality, as well as understanding the component parts of the business, i.e. teams, departments, roles etc. Participants will understand that a complete diagnosis requires a full understanding of all of the 7P areas of the business and its major component parts and will also

understand their own preferences and blind spots in collecting and understanding organizational data. The 7P Model is also used to examine possible intervention strategies and as a basis for creative problem-solving. One of the major benefits of the 7P analytical approach is to avoid what is often referred to as organizational “referred pain”.



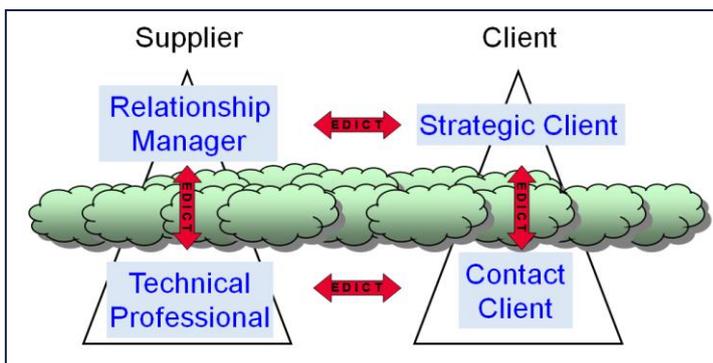
3LT™ Three Level Questioning And Listening – For Understanding Both The Client And The Client’s Business’s Drivers

Quarto’s Three Level Technique (3LT) is a proprietary questioning technique designed to arrive at the underpinning values and drives of both individuals and organizations. Used in conjunction with EDICT and 7P it forms the basis of an extremely powerful set of analytical and diagnostic tools.

The BSPI (Behavioral Style Preferences Indicator) – For Understanding The Client’s Professional Behavioral Style

This model is used to understand the behaviors and motivations of different personality types. It can be an invaluable tool in assessing both how best to communicate with individuals and how best to influence and communicate. Prior to the Program, participants will be introduced to their own professional style through Quarto’s on-line Behavioral Style Preference Indicator (**BSPI**).

The Professional Style framework and each participant’s individual profile are used throughout the Program. Following the Program each participant receives a personalized 27 – page Full Report which serves as personal reinforcement and a post-training coaching tool.



The Cloudline Model – For Understanding Professional Relationships And Issues

Quarto’s proprietary Cloudline Model has been used extensively to help professionals understand internal as well as client-facing relationships and inter-relationships. It has been used to clearly identify team roles in

major global projects and to radically increase the effectiveness and clarity of internal as well as external client facing roles. Taken in conjunction with EDICT and the other tools offered on the Program this conceptual model adds a depth of understanding which can assist professionals to work far more effectively as part of a larger project team.

We have worked very hard over the years to ensure that all of our concepts and frameworks are simple to understand, where simple does not mean simplistic. Quarto’s work has been described by our clients over the years as providing “*effective tools for busy people.*”

The Consulting Skills Program – What Are The Benefits?

Participants will leave the course with higher levels of skill, awareness and confidence to operate more effectively and professionally with their clients. They will be far better equipped to propose services and solutions that meet both the client's and the business's technical and business needs, making solutions more relevant and capable of adding significant business value over and above their technical merit.

Participants will be more able to attune themselves to different organizational levels and quickly be able to assess the balance between the business and technical focus required for effective communication with clients at different levels of the organization.

Participants take a coherent set of tools and frameworks away with them that form the basis of a shared approach, a common language for a professional world-class consultative approach.

Measuring The Success Of The Program

The Consulting Skills Program, though initially developed for technical services and sales professionals emerged as the most successful consultative sales training approach in a benchmarked training review with sales professionals in one of the Europe's largest Financial Services organizations.

In all of the organizations which use the approach, participants have reported achieving significant wins that have been able to be directly attributed to the skills learned on the Program.

In one of our clients (IBM UK Limited), our sponsor was able to demonstrate that the organizational roll-out of the program had recouped its full cost in a, single, directly attributable early contract win.



What Past Participants Have Said About The Program

- Each program pays for itself in contract wins – fact! (Program Procurement Manager)
- You must hear this all the time, but I really wish I had this course a few years ago. It's definitely sharpened my approach and I've already started to benefit from it with only subtle changes in my use of language
- I feel that the course has actually given me great insight both into my clients' view points and my own abilities to influence effectively.
- This course was excellent and really enjoyable and though I have been trained in several other methods this one is uniquely powerful in enabling individuals and teams to sell more effectively.
- I think it would be useful for Project Managers [within ...the organization] to attend so that we get a common approach to dealing with projects.
- Excellent course that will bring immense value to me and the organization
- Brilliant mix of activities – I was engaged from start to finish
- Highly enjoyable, fast-paced and effective. There is significant value in the work sessions, a strong learning tool
- Thank you once again for a fantastic course
- Excellent, loved it!