Friesen, Kaye and Associates

FKA

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The Experts in Knowledge Transfer
and Workplace Performance

Performance Consulting in the Virtual Environment

Performance Consulting is a strategic process to measure, improve, and sustain organizational results. The way we carry out this process continues to change, as we work remotely with our business partners to optimize workplace performance. What does not change, whether you work virtually or in-person, is the need to provide innovative solutions to support operational excellence.

In this interactive, 6-session, virtually facilitated program, you will practice key concepts used by successful performance consultants. By looking holistically at the performance needs of your business partners, you will be able to identify and address which issues may or may not be solved by learning initiatives alone.

You will apply the new skills and knowledge to an engaging case study that simulates a consulting intervention from beginning to end.

Who Should Attend?

- Individuals who have people-focused functions in organizations, including learning and development (L&D), human resources (HR), organizational development (OD), talent management, performance management, and need to partner virtually and/or face-to-face with clients to support business initiatives.

- L&D and HR professionals who need to create collaborative business relationships with senior executives and business unit managers, working virtually to improve performance and organizational effectiveness.

- Individuals who work in support functions including IT and finance, who strive to achieve results through influence and collaborative practices.

- Performance consultants who must work virtually to analyze performance and develop multi-faceted solutions in support of business and organizational goals.

- Managers and professionals whose learning organizations are evolving from learning to performance improvement, and who have responsibility for linking business needs to workplace learning and performance.

- Operations and business unit managers who need to enhance business results through the performance of people.

Key Benefits

1. Discuss strategies for creating collaborative relationships with business unit manager in the virtual environment.

2. Identify ways to successfully engage your client remotely and handle their potential resistance effectively.

3. Apply your new skills and knowledge to a realistic case study that reinforces a strategic performance consulting process.

4. Build a set of Best Practices through peer-discussions and exercises that utilize engaging and collaborative capabilities of the virtual environment.

5. Adapt key performance consulting practices between live-online sessions.

6. Receive a comprehensive online participant manual packed with job aids, checklists, decision tables, guidelines, and reference materials to help address future business and performance needs.

Post-Learning Sustainment

As a participant in an FKA program, you are entitled to complimentary Post-Learning Sustainment:

- Transfer Strategy: one-hour online, live-facilitated coaching session (2-3 weeks post program) to maximize and reinforce learning.

- One-Year Hotline: connect with our experts to discuss your learning initiatives, lessons learned, successes, challenges and best practices.

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Objectives

Upon successful completion of this program, you will be able to:

- Examine a successful Performance Consulting Process.
- Establish and Maintain a collaborative partnership with clients in the virtual environment.
- Engage the client actively during the virtual session.
- Improve virtual communication with your client.
- Validate deliverables and decisions.
- Select effective data collection methods and tools to collect critical performance data.
- Assess the performance problem.
- Diagnose the causes of the performance discrepancy.
- Propose solution strategies.
- Apply the techniques, tools and practices associated with Performance Consulting in the virtual environment.

Agenda

Live Session 1 – Performance Consulting Foundations

- Introductions, Objectives, Expectations, Platform Capabilities
- What is Performance Consulting
- The Work Environment
- Core Competencies of Consultants
- Performance Improvement Levels
- Performance Factors
- Learning Consultant vs. Performance Consultant
- Identifying the Client
- Consulting Roles
- Debrief Pre-Work:
  o Consulting Styles Inventory

Assignment 1: Building Client Partnerships
Assignment 2: Effective Listening Self-Evaluation

Live Session 2 – Hierarchy of Needs

- Hierarchy of Needs
- Performance Consulting Process
- Needs Questions
- Managing Client Resistance
  o Objections versus Resistance
- Remote Active Listening Skills
- Initial Client Meeting
  o Exploratory Questions
  o Business and Performance Questions
- Set up for Assignment 3 – Case Study Exercise 1: Engaging the Client

Agenda Cont'd...

Live Session 3 – Engaging the Client

- Case Study Exercise 1: Engaging the Client
- Model of Performance
- Data Collection:
  o Methods
  o Considerations
  o Levels of Data
- Selecting Appropriate Data Collection Methods

Assignment 4: Data Collection

- Setup for Assignment 5 - Case Study Exercise 2: Data Collection

Live Session 4 – Data Collection

- Case Study Exercise 2: Data Collection
- Contracting:
  o Types
  o Contract Issues
  o Ground Rules for Contracting
  o Gaining Commitment and Support
  o Saying 'No'
- Creating Rapport in the Virtual Environment
- Set up for Assignment 6 - Case Study Exercise 3: Determine Probable Causes

Live Session 5 – Causes for Performance Gaps

- Case Study Exercise 3: Probable Causes
- Is there a Gap?
- Possible causes
- Questions to clarify
- Pressing for Solutions
- Client Engagement Lens
- Set up for Assignment 7 – Case Study Exercise 4 Exploring Performance Solutions

Live Session 6 – Proposing Solutions and Wrap-up

- Proposing Solutions
- Case Study: Recommending Performance Solutions
- Assessing the Feedback Meeting
- Implementing and Managing the Performance Intervention:
  o Implementation Planning
  o Monitoring Interventions
  o Guidelines for Successful Closure
  o Assessing the Results
- Transfer of Learning
- Wrap-up
  o Expectations Revisited
- What's Next?