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Developing Consulting Skills

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Exercise
(Setting you up for failure)
What was Covey’s 5th Habit of Highly Successful People?
Seek first to understand
Before being understood
Diagnose before prescribing
Exercise
(The case of the uncooperative analyst)
Ask open-ended questions

Clarify understanding

Test understanding
Avoid just treating symptoms
— rather —
Look for underlying causes
Training, for example, **may be the answer to overcoming a performance problem**

...but maybe not!
What other actions might be appropriate?
Good Rules of Thumb

- Listen very carefully
- Ask questions to clarify understanding
- Insist on specifics rather than generalities
- What is the relevant history?
- Are there extenuating circumstances?
- Are there metrics that apply?
- Are there any appropriate diagnostic tools?
- Ask “If his/her life depended . . . ?”

Armbruster & Associates
Prescribed a solution consistent with your diagnosis
Follow-up

Follow-through

Track progress

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