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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 . . . ?”*

*Prescribed a solution consistent
with your diagnosis*

Follow-up
Follow-through
Track progress

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