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COURSE BROCHURE

Internal Consultancy Skills Training Course for Support Functions

18 – 22 January 2027
Milan

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Registered in the United Kingdom and Saudi Arabia

Internal Consultancy Skills Training Course for Support Functions

Ref: 1353_50689 **Date:** 18 – 22 January 2027 **Location:** Milan **Fees:** 6200 GBP

Internal Consultancy Skills is a 1-week training course for HR, finance, IT, quality and other support-function specialists who advise colleagues in operating units, and it ends with an Internal Consulting Engagement Charter for one real client request. Support functions are now judged less on processing transactions and more on whether their advice improves business decisions. Jupiter Prime Training offers this internal consultancy skills course for support functions.

Why Internal Consultancy Skills Matter Now

Three shifts push support specialists into advisory roles. Automation and shared-service centres absorb routine processing, leaving specialists to solve less structured problems. Operating managers expect business partners who challenge requests rather than simply fulfil them. Finance and audit committees ask whether support costs produce measurable value. Functions that consult well shape decisions early and avoid rework; those that act as order-takers implement weak solutions and lose influence. The course rests on Peter Block's five-phase consulting model, Edgar Schein's process consultation approach, hypothesis-driven problem solving with issue trees and the SMART criteria for agreed success measures.

Who Gains Most from Internal Consultancy Skills

- HR business partners who turn managers' requests into diagnosed people issues
- Finance business partners who advise budget holders on cost and investment choices
- IT relationship managers who translate user demands into feasible solutions
- Quality and process specialists who lead improvement assignments in operating units
- Procurement and legal advisers who shape decisions before contracts are drafted

A support function moving to a business-partnering model gains most when several specialists attend together and agree one consulting approach.

Internal Consultancy Skills Capabilities

Participants practise each phase of an internal engagement on a live request, from the first contracting conversation to handover.

- Design a contracting conversation that clarifies scope, roles and success measures — internal clients and sponsors
- Apply issue trees and hypothesis testing to separate symptoms from causes — the diagnosis decision
- Build an evidence-gathering approach using interviews, process data and observation — credible recommendations
- Communicate findings and options with a clear recommendation — budget holders and committees
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Assess client resistance and respond without defensiveness — adoption of agreed changes
- Specify implementation responsibilities and exit criteria — a clean handover to the client team

Key Internal Consultancy Skills Terms

- Internal Client — the manager or unit inside the organisation that requests and owns the outcome of a support function's advice.
- Contracting — the early agreement on purpose, scope, roles, data access and success measures for a consulting engagement.
- Presenting Problem — the issue a client first describes, which often differs from the underlying cause found in diagnosis.
- Issue Tree — a structured breakdown of a problem into mutually exclusive questions that guides analysis and data gathering.
- Process Consultation — an approach where the consultant helps clients see and solve their own problems rather than supplying answers.
- Engagement Charter — a short document recording the agreed problem, scope, deliverables, roles, milestones and measures of an assignment.

Internal Consultancy Skills Day by Day

Day 1: The Support Function as Adviser

- Order-Taker, Expert and Partner Roles Compared — Choosing the Right Consulting Stance
- Block's Five-Phase Consulting Model — Mapping an Internal Engagement End to End
- Internal Client Landscape Map — Sponsors, Owners, Users and Gatekeepers
- Credibility Without Hierarchy — Building Trust as a Peer Adviser
- Live Request Selection — Choosing the Case Carried Through the Week

Day 2: Contracting With Internal Clients

- Contracting Conversation Structure — Wants, Offers, Roles and Measures
- Presenting Problem Versus Underlying Need — Questions That Reframe Requests
- Scope Boundaries and Change Requests — Preventing Assignment Drift
- SMART Success Measures — Agreeing How Results Will Be Judged
- Saying No or Not Yet — Declining Requests While Keeping Relationships

Day 3: Diagnosis and Evidence

- Issue Tree Construction — Structuring the Problem Before Collecting Data
- Hypothesis-Driven Analysis — Testing Likely Causes Quickly
- Stakeholder Interviews and Observation — Gathering Qualitative Evidence
- Process and Performance Data Review — Quantifying the Size of the Issue
- Cases From Healthcare Administration and Manufacturing — Comparing Diagnostic Routes

Day 4: Recommendations and Resistance

- Option Appraisal Matrix — Weighing Cost, Benefit, Risk and Effort
- Answer-First Recommendation Structure — Presenting to Busy Decision Makers
- Feedback Meeting Design — Sharing Uncomfortable Findings Constructively
- Schein's Process Consultation Stance — Helping Clients Own Their Solutions
- Resistance Signals and Responses — Naming Concerns Without Defensiveness

Day 5: Practising the Internal Consulting Engagement Charter

- Contracting Role Play on the Live Request — Applying Day Two Structure
- Issue Tree Peer Review — Applying Day Three Diagnosis
- Recommendation Pitch and Resistance Drill — Applying Day Four Methods
- Implementation Roles and Exit Criteria — Planning a Clean Handover
- Completing the Internal Consulting Engagement Charter — Scope, Deliverables, Roles and Measures

Applying Internal Consultancy Skills After the Course

- Hold a contracting conversation with one internal client and agree the engagement charter in writing.
- Build an issue tree for that request and test the two most likely hypotheses with evidence.

Internal Consultancy Skills Questions FAQ

What are internal consultancy skills and why do they matter now?

Internal consultancy skills let support specialists advise colleagues as trusted partners rather than order-takers. They matter now because routine processing is automated and support functions are judged on the quality of their advice.

Which roles gain most from internal consultancy skills training?

HR, finance and IT business partners, quality specialists and procurement or legal advisers gain most, because they handle requests from managers who own the final decision.

How do internal consultancy skills differ from external management consulting training?

They address the realities of advising colleagues you will keep working with, without a fee or a contract to rely on. You practise contracting, saying no and handling resistance inside your own organisation.

What do you bring back from internal consultancy skills training?

You bring back an engagement charter for a real request, an issue tree for its diagnosis and a tested approach for contracting, recommending and handing over.

Internal Consultancy Skills: The Way Forward

The Internal Consulting Engagement Charter records the agreed problem, scope, deliverables, roles and measures for one assignment. Its first use is confirming with the client what success looks like before any analysis starts. Specialists and their function heads use it to track engagements. After the first handover, revisit the contracting step to see which assumptions held.