LANDING A CONSULTING JOB

WITH THREE QUESTIONS
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BASED ON A BIT OF TRAINING AND EXPERIENCE
OUTLINE

❖ Preparation
❖ Opening
❖ Elicitation
“Fred, Fred, I need your help!”
“I want you to change our corporate culture.”
“We need…”

Tuesday, March 9, 2010
PREPARATION
**FOCUS YOURSELF ➔ CUSTOMER**

- Are you the right person?
  - Consider the outcomes.
- What do you want when this engagement is complete?
- What will that get for you?
- How will you know you have it?

<table>
<thead>
<tr>
<th>Their explicit outcomes</th>
<th>Your explicit outcomes</th>
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</table>
PREPARE

- Is it safe? Am I of value to them? What do I bring them?
- Understand the outcomes
- Leave them with improvement
- What is the key message that I want to deliver?
OPENING
WORLD MODELS

- Clients often only see the problem
- Why did this happen
- The person to blame
- What went wrong
- It’s only a challenge ahead
PERMISSION & RAPPORT

Words  
Tempo  
Posture  
Energy  
Behavior  
Gestures  
Attire  
Tone  

Pace  

Lead  

Acceptance  

Pace and lead  
Recall a positive experience  
Tell a story  
Use your language skills  
Get up and move  
(what is it they want?)

Tuesday, March 9, 2010
RESOURCEFUL STATE

- Move the client from the problem to a positive focus
- Acknowledge the problem, and...
- Expand the world model to open up more options
ELICITATION
**CLIENT'S REAL NEEDS**

- First understand their view of the world
- Expand their view, maintaining rapport
- Recover information

<table>
<thead>
<tr>
<th>Deletions</th>
<th>selective attention to certain information</th>
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</thead>
<tbody>
<tr>
<td>Unspecified Nouns</td>
<td>“Our people are incapable”</td>
</tr>
<tr>
<td>Distortions</td>
<td>changes to what we see, hear, feel</td>
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<tr>
<td>Assumptions</td>
<td>“Our people need to work together better”</td>
</tr>
<tr>
<td>Generalizations</td>
<td>sample of one...</td>
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<tr>
<td>Necessities</td>
<td>“Can’t” “Impossible”</td>
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</tbody>
</table>
What is the client’s world view when everything is going right?

Do they even know?

When they can “see” the future, they increase their motivation for a solution.
KEY QUESTIONS

❖ What do you want?
❖ What will that get for you?
❖ How will you know when you have it?
❖ What do you have that you wanted?
❖ What has that gotten you that’s even more important?
❖ How did you first know you had it?
❖ (when IN desired state)
OTHER QUESTIONS

- When is the key decision?
- What form should the result take?
- Who should be included?
- What will you lose when you have the solution?
- What are the barriers today?
- What is already in place?
- What else do you need?
- What is the first step?
- Do you have any money?
LANGUAGE AND TIME

- Use past tense for the problem
- Use present tense when talking about desired state
- Avoid jumping to a detailed solution or putting content into what they desire

Future
- when you have been enjoying the solution...

Present
- “it’s always been” till now

Past
- So you had difficulty
3 KEY QUESTIONS

WHAT DO YOU WANT?

WHAT WILL THAT GET FOR YOU?

HOW WILL YOU KNOW WHEN YOU HAVE IT?