

NHS IMAS: Consultancy Skills

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NHS IMAS: Consultancy Skills

- Your unique contribution
- A framework for the consultancy process
- Key challenges you will encounter
- Help, support and development



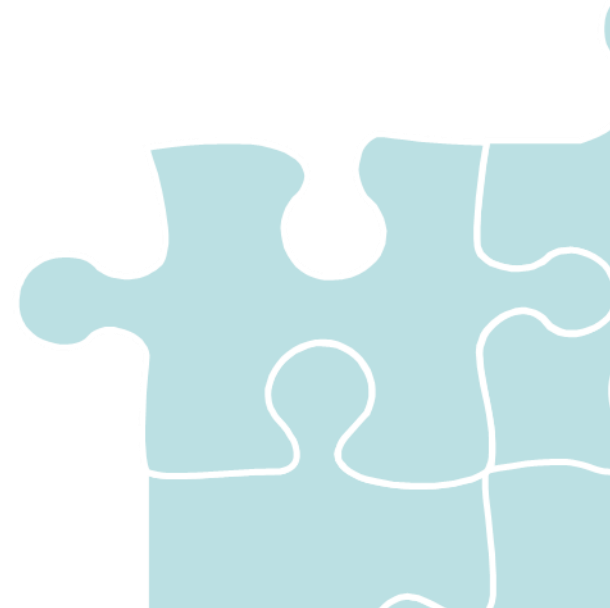
Your unique contribution

- You are not an 'employee' of the organisation therefore you do not carry formal authority.
- You do have substantial experience in the NHS and have signed up to work through NHS IMAS who have stated values and ways of working.
- You are not working for a profit-motivated consultancy firm



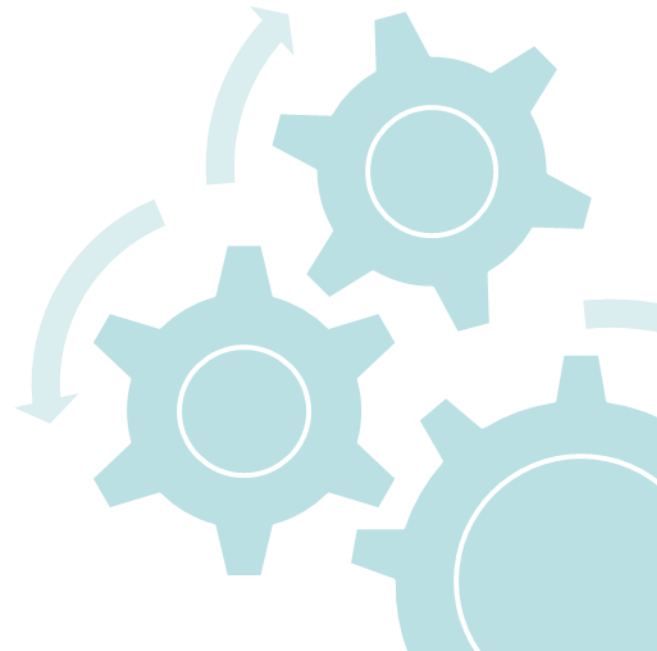
A Framework For Consultancy

1. Organisation entry: establishing your relationships
2. Confirming a joint diagnosis
3. Building a solution together



A Framework For Consultancy

4. Making change happen
5. Evidencing change
6. Ensuring sustainability
7. Getting closure



Most likely challenges you will encounter at each stage

1. Organisation entry: establishing your relationships

- *Getting those first conversations right . building rapport and trust; clarifying boundaries (personal and task) and client ; agreeing the psychological and actual contract*

2. Confirming a joint diagnosis

- *Under pressure to provide /offer a quick fix (both from yourself and others)*
- *Remembering to take account of the task, the people and the context*
- *Review/ reviewleave yourself scope for the diagnosis to evolve*

Most likely challenges you will encounter at each stage

4. Building a solution together

- *Impatience /time / resources pressures leading to cutting corners making it difficult to develop a sustainable plan*
- *Not involving all the stakeholders necessary to ensure the solution is owned*
- *Sabotage/ filibustering / disinterest by key stakeholders*

5. Making change happen

- *Your personal preference*
- *Sustaining enthusiasm and commitment as difficulties arise.*
- *Securing champions on the ground*
- *Appropriate Organisation support for a bottom up solution*



Most likely challenges you will encounter at each stage

6. Evidencing change

- *Not leaving this too late*
- *Identifying the types of evidence that will be meaningful and how it can be captured*

7. Getting closure

- *letting go...*
- *tidy minds !*
- *linked to last point...running away...possibly without personal closure or leaving others stranded?!?*



Questions?

