

PRESENTER  
JOHN ROBERTO

**CONSULTANTS SESSION**

**KENORA CATHOLIC  
SCHOOLS**

1

**WHAT IS CONSULTATION?**

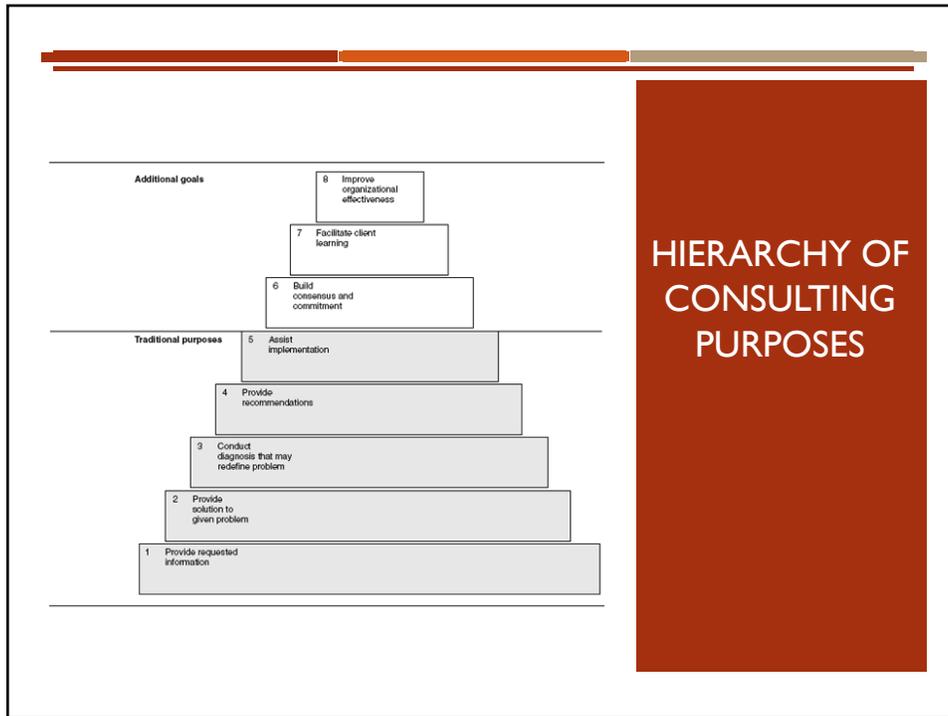
Ronald Lippitt and Gordon L. Lippitt describe consultation as . . .

*“the process of seeking or giving professional help.”*

*“Professional consultation is the effective managing of a helping relationship between client and consultant, and as such it is a problem-focused interaction process. The goal of consultation is learning, growth, change and, well along on the path of problem-solving, a problem solution. An effective consultation, therefore, has a problem-solving focus.”*

Consultation seeks to empower the client to find a solution(s) to the identified problem.

2



3

## CONSULTANT ROLES

Peter Block defines a consultant as “a person who is trying to have some influence over a group or organization but has no direct power to make changes or implement programs. This understanding of the role of the consultant is essential to an effective consultation.

A *consultant* works through a mediator (whether an individual person or a group of people) to help change the behavior of a specific target (again an individual or group).

The *target* is a single individual or group with behavior to be modified.

The *mediator* is an individual or group capable of influencing the behavior of the target.

The *consultant* is a person or a group of people with the knowledge or skills or programs or vision or methodology that can help the mediator influence the target.

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    Consultant[Consultant] --> Mediator[Mediator]
    Mediator --> Target[Target]
    
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4

## CONSULTANT ROLES

1. **Advocate Role.** The consultant presents a vision, theory, research, policy, etc. as the basis for planning (*positional or content advocacy*). The consultant uses a proven process to guide the work (*methodological advocate*).
2. **Technical Specialist.** The consultant provides specialized knowledge, skill, resources that the client does not have.
3. **Trainer/Educator.** The consultant provides skills training for individuals or groups to organize and implement a solution.
4. **Collaborator in Problem-Solving.** The consultant contributes ideas and examples to assist planning and problem-solving.
5. **Alternative Identifier.** The consultant helps the group identify its own solutions to the problem.
6. **Fact Finder.** The consultant seeks out information for the individual or group and/or assists with data collection and surveys.
7. **Process Specialist.** The consultant facilitates planning and assists the group to maintain healthy team work.
8. **Reflector.** The consultant reflects back to the group what he or she is hearing from the group's deliberations.

5

## CONSULTATION PROCESS

### Phase I: Contact, Entry, and Relationship Establishment

1. The Initiative for Making First Contact
2. Helping Identify and Clarify the Need for Change
3. Exploring the Readiness for Change
4. Exploring the Potential for Working Together

### Phase II: Agreement to Work Together

1. What Outcomes are Desired?
2. Who Would Need to Do What?
3. Time Perspective & Accountability

### Phase III: Planning

Consultant delivers the agreed upon service.

### Phase IV: Implementation and Evaluation

- Successful Action-Taking
- Evaluation and Guiding Feedback
- Revising Action and Mobilizing Additional Resources
- Follow-up Support and Termination

6

## DEALING WITH RESISTANCE

Peter Block in *Flawless Consulting* reminds us that resistance is natural in a consulting process because we are dealing with growth, learning, and *change*. Resistance is inherent in all change processes. He says that there are two underlying concerns that cause most resistance: control and vulnerability. To deal with resistance he recommends the following strategies:

1. Identify when resistance is taking place.
2. View resistance as a natural process and a sign that you are on target.
3. Support the person in expressing the resistance directly.
4. Do not take the expression of the resistance personally or as an attack on you or your competence

There are three steps for handling resistance:

1. Identify what form the resistance is taking. Pick up the cues: Trust what you see more than what you hear. Listen to yourself. Listen for repetition and telltale phrases.
2. Name the resistance, in a neutral, non-punishing way.
3. Be quiet, let the person respond.

Remember to give two good faith responses to every question. The third time a question is asked, interpret it as a form of resistance.