

RESOURCES

Assess Your Strengths and Needs for Development

On the following pages is an assessment you can use to navigate your personal journey to becoming a better advanced consultant. Ideally, you'll take it before you read the book, again afterward, and yet again after some period of time you decide would be long enough to check your progress (hint: Put the date on which you want to retake the assessment in your calendar right now).

Note that psychologists have proven that we are terrible judges of our own abilities and that we have a strong bias to see ourselves as "above average." For that reason, you may want to do a couple of things: (1) have someone else take the assessment about you, whether it's a peer or former client; and (2) get advice on how to improve in the areas you think are important. Enlist a friend or mentor, or hire a coach. It will be worth it. Not only will you win more business, you will enjoy doing so much more. Remember, the goal is to help yourself. This isn't a test; it's a guide to your future.

Finally, this is an "open book" examination. All the questions pertain to material I have addressed. If you need help, it's there.

Understanding Advanced Consulting

	How to develop this into a strength? (add below entry)	Strength? ✓	Priority for development? ✓
EXAMPLE	I understand what advanced consulting is		✓
	<i>To understand more about what advanced consulting is, I should find a mentor who will allow me to observe them at work and explain what they are doing.</i>		
1	I understand what advanced consulting is		
2	I am experienced in advanced consulting		
3	I have deep experience in an area of importance to my clients that makes me credible		
4	I have experience working on trans-organizational projects (e.g., M&A, supply chain, partnerships)		
5	I have experience working on system-level projects (e.g., culture, strategy, enterprise IT systems)		
6	I have experience working with senior teams or boards		
7	I have experience coaching CEOs or senior team members		
8	I have an advanced degree in business, psychology, organization development, IT, or law		
9	I have a mentor who is a CEO or advanced consultant		

Business Development

	How to develop this into a strength? (add below entry)	Strength? ✓	Priority for development? ✓
10	I am good at getting at bats to win work		
11	I have a blog where I regularly post ideas of interest to potential clients		
12	I often give speeches that attract follow-up inquiries from clients		
13	I have written publications that have attracted inquiries from potential clients		
14	During ongoing projects, I am constantly looking for ways to expand the work beyond the current assignment		
15	I have a strong network of people who can refer opportunities to me that I activate regularly		
16	I don't let "striking out" regularly keep me from going after opportunities		
17	I strive to learn how to improve my business development skills		
18	I have developed unconscious competence in winning work		
19	I am proficient at consultative selling		

Business Development (continued)

How to develop this into a strength? (add below entry)		Strength? ✓	Priority for development? ✓
20	I understand how to pay attention to relationship building in order to win work		
21	I make sure I ask for the work at the end of a business development discussion		
22	I am not afraid to stand my ground in charging the client what the work is worth		
23	I don't allow myself to promise more than I'm sure I can deliver		

Understanding the Client's World

How to develop this into a strength? (add below entry)		Strength? ✓	Priority for development? ✓
24	I understand the world of the CEO		
25	I think far ahead of my client		
26	I help clients build their reputations		
27	I protect my clients from attacks by their adversaries		
28	I advise clients about their health and well-being		

	How to develop this into a strength? (add below entry)	Strength? ✓	Priority for development? ✓
29	I assist my clients in negotiating the compensation packages they deserve		
30	I help clients develop a succession plan		
31	I provide emotional support to my clients		
32	I help clients use their power effectively		
33	I help clients manage their relationships with the board or investors		
34	I help clients make good decisions about senior talent		
35	I help my clients develop a talent strategy		
36	I help my clients make the senior team more effective		
37	I help my clients understand different approaches to corporate strategy-making		
38	I help my clients understand what successful strategy execution requires		

Foundational Knowledge

How to develop this into a strength? (add below entry)		Strength? ✓	Priority for development? ✓
39	I help my clients understand the keys to successful M&As		
40	I understand what it takes to execute a strategy successfully		
41	I understand how to do organization design		
42	I know how to bring about culture change		
43	I know how to enhance the success of innovation efforts		
44	I know how to enhance organizational performance		
45	I get business		
46	I know what it takes to manage risk		
47	I can read and interpret financial statements		
48	I can critique corporate governance arrangements		
49	I know how to enhance board effectiveness		

	Strength? ✓	Priority for development? ✓
How to develop this into a strength? (add below entry)		
50 I am well-versed in the use of various psychological assessments		

51 I understand a wide range of possible interventions		
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52 I understand the levels of psychology and how they interrelate		
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53 I know how to apply psychology to advanced consultation		
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54 I can use my understanding of group dynamics to build effective senior teams		
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55 I am proficient in organization development		
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56 I am an experienced executive coach		
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How the Work Is Done

	Strength? ✓	Priority for development? ✓
How to develop this into a strength? (add below entry)		
57 I am accomplished in managing the tensions in a client relationship		

58 I am comfortable pushing back on my clients when needed		
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How the Work Is Done (continued)

	Strength? ✓	Priority for development? ✓
How to develop this into a strength? (add below entry)		
59 I know how to use humble inquiry to build a deeper relationship with my clients		
60 I am good at developing equal partnerships with my clients		
61 I do the work that my clients need, not what I like to do		
62 I always make certain my work exceeds my clients' expectations		
63 If things go wrong, I am the first to acknowledge it		
64 I have a sounding board I use to review my work regularly		
65 I am very aware of how my past experiences are likely to bias my work in the present		
66 I keep my ego in check		
67 I advocate for my clients when they are not present		
68 I am very good at clarifying expectations with my clients of how we will work together before I begin		

	Strength? ✓	Priority for development? ✓
How to develop this into a strength? (add below entry)		
69 I am good at making a good first impression with clients		
70 I work well with clients in jointly formulating solutions		
71 I help my clients learn from the work we do together so that they become less dependent on me		
72 I am very demanding when it comes to appointing members to a change team		
73 I make certain my clients are never in the dark about what is happening		
74 I am fully proficient in laying the foundation for change		
75 I help my clients anticipate the impact of the decisions we are making		

Earning Trust at the Highest Level

	Strength? ✓	Priority for development? ✓
How to develop this into a strength? (add below entry)		
76 I make certain to lock in relations with key players in the client system		

Earning Trust at the Highest Level (continued)

	How to develop this into a strength? (add below entry)	Strength? ✓	Priority for development? ✓
77	I plan from day one to how to scale a local pilot to the entire enterprise		
78	I ensure I have multiple channels for feedback about my work		
79	I don't take on more clients than allows me to do my best work		
80	I always assess the outcomes of my work using metrics that are important to my clients		
81	I often am able to extend initial engagements for several more years		
82	I have the right motivation for the work		
83	I have the right character for the work		
84	I do the work the right way		
85	Regardless of my success, I balance my reputation with humility		
86	I have superb relationship intelligence		

How to develop this into a strength? (add below entry)	Strength? ✓	Priority for development? ✓
87 I have an amazing personal brand		
88 I understand how my clients experience work with me		
89 I am still learning how to do advanced consulting		