USE CONSULTING SKILLS TO GET YOUR PROGRAMS IMPLEMENTED

Who is the safety professional?
- Government
- Insurance
- Construction
- Manufacturing
- Health Care
- Service Industries
- Consulting Services

Why DO we do this?
- Why do we care about safety?
- We sell an idea with no guaranteed immediate benefit
- The payoff from an effective safety program may be years away
- People factor (Recency effect)

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**Definition**

Consulting
- a goal oriented helping cooperative and partnership with client

Consultant
- Gives advice & makes recommendations
- Influences but has no power

Client
- recipient of help
- often a “line” manager, decision maker

**Who is a Consultant?**

Answer:
ALL safety pros even if they are staff in a single organization

**Types of Consulting**

- High Level Strategy “Guru”
- Technical specialists
  - Industry
  - Exposure
  - Methods
- Project Management
- Product Support
- Implementation

**Who Is A Consultant?**

Line vs. Staff

**Line - Staff**

Line (client, manager)
- authority to act
- controls what actually happens

Staff (consultant)
- assignment responsibilities
- no direct authority to implement changes
- lots of variety, little control

**Where Should Safety Report?**
Consulting Skills
- Ethics and morals
- Communication
- Listening
- Empathy
- Collaboration and Building Allies
- Consistency: DO what you say you will do
- Managing expectations
- Customer Service

More Consulting Skills
- Critical thinking and problem solving
- Creativity to find new solutions and options
- Good communication skills of all kinds
- Respect for clients, confidentiality and culture
- Partnership with customers - internal/external
- Leadership - set an example for others
- Flexibility - adapt to changing needs

Technical Skills
- Technical skills: areas of expertise, what we are trained to do
- Apply technical skills through the process of consulting
- Collaborate on the process, not on our technical skills

WHO IS THE CLIENT?

Identifying The Client
- Recognize the situation
- Make personal, direct contact with the client
- Who is the real decision maker?
- Who is the person accountable for the objective?
- Beware of the "boss behind the curtain"
Sales Process
- Prospect Identification
- Prospect Contact
- Initial Meeting/Interview
- Identify Needs
- Analyze/Quantify Needs
- Propose Solutions
- Overcome Resistance and Close

Needs and Wants
- Why do people buy anything?
- The feature of the product or service fulfills a need
- “Find a need and fill it”

Types Of Buyers Needs
- Crisis
- Moral Commitment
- Costs
- Legal Liability or Regulatory Exposure
- Perceived threats
- *But* don’t exaggerate:
  - Little boy who cried wolf

Detecting Resistance
- Resistance - expression of concern, objection
- Examples:
  - Avoiding responsibility
  - Providing extensive detail
  - Philosophizing/intellectualizing
  - Brief answers/silence
  - Asking for credentials
  - Changing the subject

Dealing With Resistance
1. Recognize it
2. Name what you observe and how you feel about it
   “I have asked three times for design specs on the cables. Each time you changed the subject and didn’t give me the information. I am frustrated with our lack of progress.”
3. Be quiet, let the client respond, and listen

Dealing With Resistance
- Resistance is evidence of a problem that needs resolution, not the beginning of a contest
- Persuasion: To prevail upon a person to do something
- Don’t take it personally!
Dealing With Resistance
- Listen carefully to the objection
- Repeat the objection back to confirm understanding
- Make sure it is the true objection
- Get the person to expand and explain
- Answer the objection
- Verify that the objections has been answered

Follow Through
- Follow up
- More follow up
- Even more follow up
- Persistence and determination

Sales Tools
- Marketing plans
- Time tables
- Practiced presentations
- Action Plans
- Role Plays
- Scripts

Communication Challenges
- Communication within and between different organizational structures
  - Within and between projects, processes, teams and functions
  - Between organizations
    - business to business
    - business to customers
- Communication across different cultures

Types of Communication
- Audio: listening
- Visual: observation, sign language and illustrations
- Verbal: the spoken and written word
- Nonverbal: Visual, behavioral

Effective Listening
- Be prepared to listen
- Be interested
- Keep an open mind
- Listen for the main ideas
- Help the speaker:
  - Listen critically
  - Resist distraction
  - Take notes
- Everyone has their own method of learning

Use tools to structure your program approach
The Don’ts of Listening
- Don’t listen without looking
- Don’t interrupt the speaker
- Don’t allow distractions
- Don’t appear judgmental
- Don’t look bored
- Don’t yawn during a meeting with your clients, if you do, apologize!

Nonverbal Performance
- Gestures
- Movement
- Engagement
- Timing
- Expressions
- Relationships

Service
- Safety Health Environmental Management is a business SERVICE
- Service is in the eye of the beholder
- Responsiveness
- Promptness
- Avoid arrogance
  Better Service = Better Results

“Never Tolerate Mediocrity”
Chesley Sullenberger
Capt (ret) US Airways
Keynote Speech
Human Factors and Ergonomics Society
San Francisco CA
Sept. 28, 2010

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PROGRAM

Use Consulting Skills to Sell Your Safety Programs

Virtually all safety professionals face resistance in gaining buy in and implementation of safety health and environmental programs. This program will show how a consulting/sales approach can help both internal safety professionals (who are consultants to their own organization) and external consultants achieve results. We'll review basic consulting skill sets, sales processes, needs of buyers and methods to improve your skills.

BIO

Dave Smith is a safety professional with over 20 years of consulting experience in construction, manufacturing, health care and service industries. The goal of his practice is to prevent injuries and illnesses and to control the costs of loss.

Dave is a Certified Safety Professional, an Associate in Risk Management and a Registered Environmental Assessor (Cal EPA). A Professional Member of the American Society of Safety Engineers (ASSE), he was elected a member of the Human Factors and Ergonomics Society.

Dave received the distinguished ASSE Consultants Practice Specialty (CPS) Safety Professional of the Year (SPY) award at ASSE’s 100th Anniversary Professional Development Conference (PDC), held June 12-15, 2011 in Chicago, IL. The American Society of Safety Engineers (ASSE) recognized safety professionals across the country for their contributions to the safety, health and environmental (SH&E) field, as well as their contributions to individual practice specialties.