Internal Consultant Training (ICT)

Delivering customised best practice training programs

ICG
Internal Consulting Group

ICG is uniquely placed to customise and deliver internal capability development and training programs in your organisation

ABOUT INTERNAL CONSULTING GROUP

- Mission: To help professionalise the freelance, boutique and internal consulting industries

- Vision: To be the world's leading supplier of unbundled consulting, project services, capability building and professional association in the management consulting industry.
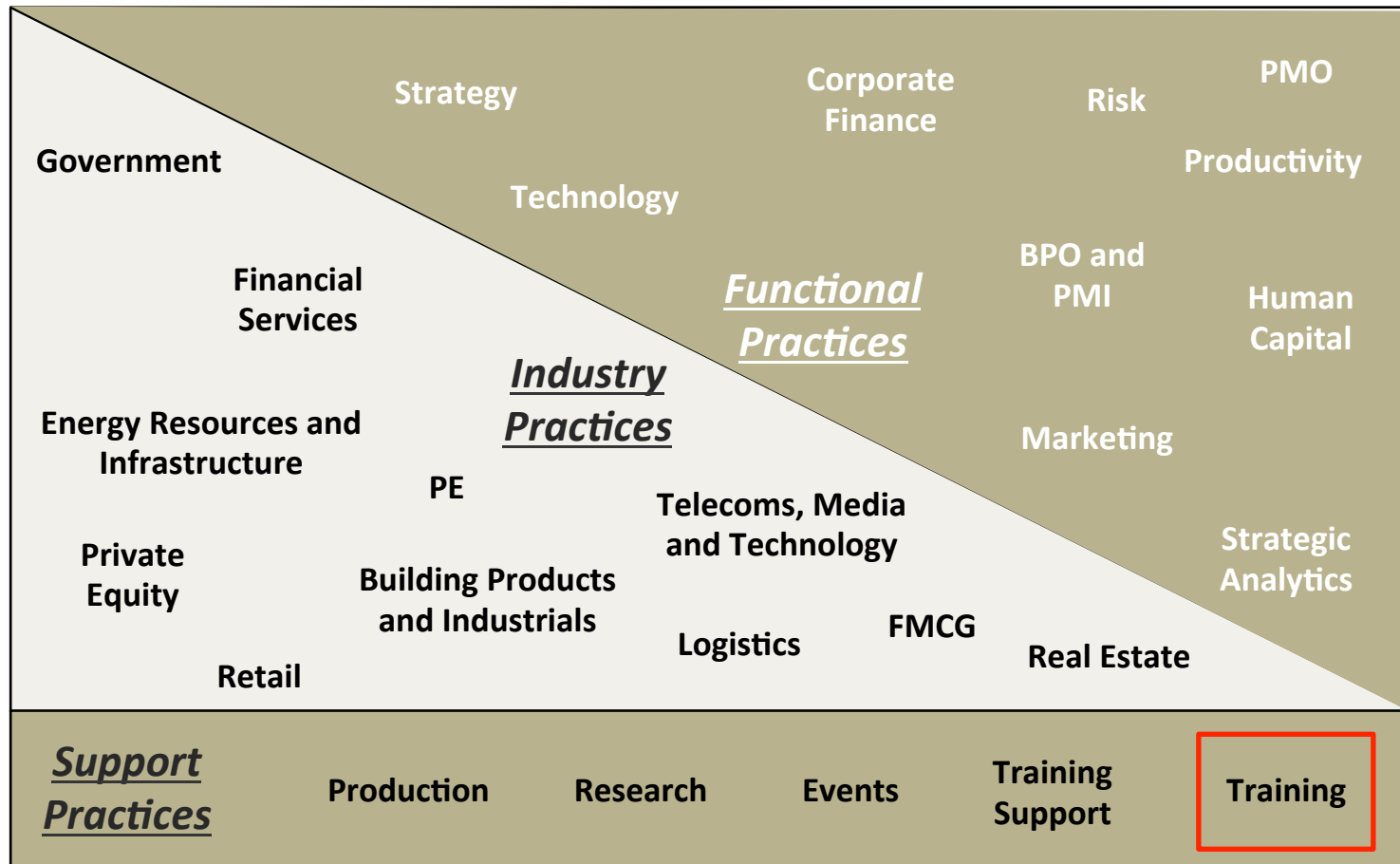
ABOUT ICG TRAINING

- Training developed by internal consultants for internal consultants

- Draws on best practices from across academia, the consulting industry and industry practice

- Designed to mimic ongoing professional development at top branded firms

- Designed to receive Professional Development accreditation by ISCA – the new professional association designed by the industry for internal consulting professionals.

ABOUT ICG's TRAINERS

- Our trainers have been trained and then trained others at the world's leading firms

- We select trainers on a combination of capabilities including: proven delivery execution in the marketplace (they are in the trenches too); proven experience and expertise delivering engaging training; the highest intellectual and professional calibre

- ICG's trainers can be unbundled for one on one coaching, small team training and training strategy planning.

The Training Practice sits alongside ICG Industry, Functional and Support Practices
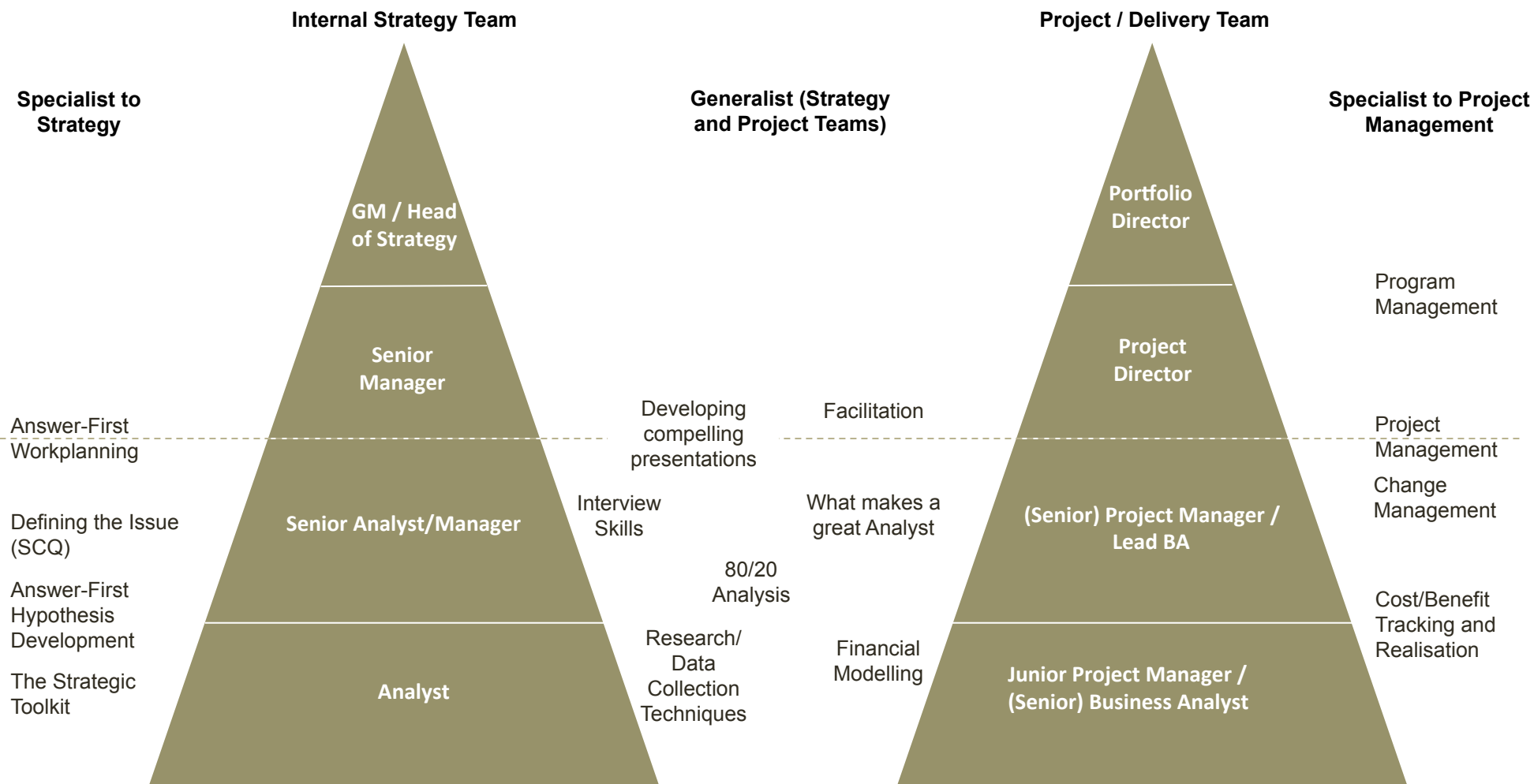
ICG Industry & Functional and Support Practices

Strategy

Corporate Finance

Risk

PMO

Government

Productivity

Technology

Financial Services

Functional Practices

BPO and PMI

Human Capital

Energy Resources and Infrastructure

Industry Practices

Marketing

PE

Telecoms, Media and Technology

Private Equity

Strategic Analytics

Building Products and Industrials

Logistics

FMCG

Real Estate

Retail

Support Practices

Production

Research

Events

Training Support

Training

Product – Internal Consultant Training

The ICT Practice is "best-in-class" and fulfils a specific need of Internal Consulting Teams

"BEST-IN-CLASS"

FULFILLS SPECIFIC NEEDS

- Training designed by consultants specifically for internal consulting and project teams

- Teaches specific top-tier consulting skills to internal teams

- Reduces the reliance on large external consulting teams.

TRAINERS / FACILITATORS

- Ex-top tier consultants that have previously led world-wide training companies and/or trained ASX top 100 companies

- Ex ASX top 100 executives with practical and relevant experience

- Must have a minimum of 15 years relevant consulting experience and/ or subject matter expertise

- Meet the rigorous standards to be accredited in specific training modules by ICG.

TEACHING METHODS

- Subject matter taught through reference to sanitised real world examples and group discussion

- Subject matter applied through integrated real-world case studies (attendees are separated into teams mixing experience, level and background to mirror actual projects)

- Participants develop further skills through team exercises and presentation of integrated exercises.

ICG Internal Consultant Training – core modules to develop end-to-end capabilities for Strategy and Project Teams

Internal Strategy Team

Project / Delivery Team

Specialist to Strategy

Generalist (Strategy and Project Teams)

Specialist to Project Management

GM / Head of Strategy

Senior Manager

Senior Analyst/Manager

Analyst

Answer-First Workplanning

Defining the Issue (SCQ)

Answer-First Hypothesis Development

The Strategic Toolkit

Developing compelling presentations

Facilitation

Interview Skills

What makes a great Analyst

80/20 Analysis

Research/ Data Collection Techniques

Financial Modelling

Portfolio Director

Project Director

(Senior) Project Manager / Lead BA

Junior Project Manager / (Senior) Business Analyst

Program Management

Project Management

Change Management

Cost/Benefit Tracking and Realisation

ICG can also develop bespoke / hybrid training modules.

Product – Internal Consultant Training

ICG also offers more specialised modules for developing highly specific skillsets and/or further developing senior resources

SENIOR DEVELOPMENT

- Practice Management
- Productivity and Operations Frameworks
- Senior Consulting Team Management
- ExCo and Board level presentations
- Advanced Facilitation
- Program Management Offices/Complex Project Management
- Other "bespoke" modules from subject matter experts as requested.

SPECIFIC SKILLSETS

- Advanced Business Unit Strategy techniques
- Functional and Corporate Strategy
- Advanced Scenario Analysis
- Building a lite Wargame Capability
- Productivity and Operations Frameworks
- Shared Services and Sourcing
- Building a Market and Rival Scanning Capability
- Other "bespoke" modules from subject matter experts as requested.

ICG's Training Team Experience eclipses that of any Competitor…

Himanshu Dua
**Practice Leader
Strategy &Training**

Has successfully run strategy training courses for ASX-100 companies and leading consulting firms. Over 17 years experience in strategy both from Bain & Company and as Head of Strategy at Westpac Banking Corporation. Deep experience in Financial Services, Airlines, Operations, Sales and Marketing across clients in Australia, Asia, USA and Central and South America.

David Moloney
**Practice Leader
Financial Services**

One of Australia's leading FS consultants, previously partner of Booz and Co, and country manager of Oliver Wyman.
David operates at all training levels from analyst to board level and specializes in consulting methodology and strategy.

Bodo Mann
**Practice Leader
PMI & BPO**

Experienced strategy and operations Consultant / Director with 17 years of business and professional services experience working with ASX 100 and global blue chip clients across Australasia and Europe in operating businesses (GE Capital Europe), Management and Strategy Consulting (Booz & Company, White Room Associates) and Executive Search and Leadership Advisory (Spencer Stuart).

Raj Gokhale
**Practice Leader
Human Capital**

Over 15 years experience at Director level in both consulting firms (Boston Consulting Group, Egon Zehnder) and corporates (Charles Schwab, American Express, Macquarie Bank), working primarily in financial services as well across other industries such as healthcare and media.

Marcus Crow
**Practice Leader
Training**

With 15 years experience working at the front of the room delivering training and facilitation for market-leading organisations across industry. Marcus' clients are market-leading ASX-200-type businesses. He has had particular exposure to banking, property, insurance, wealth, Pharma and FMCG.

James Bawtree
**Practice Leader
PMO**

15 years experience and Approved Consultant and Trainer in Portfolio, Programme, Project, Benefits Management and Maturity Reviews. Results driven, strategic thinker with proven management experience in setting up initiates, delivering products and services though multiple concurrent portfolios, programmes and projects to successfully achieve agreed outcomes.

Paul Lahiff
Affiliate

Ex-CEO with deep knowledge of finance and credit union sector, also with consulting experience. Experienced non-executive director, with expertise in board facilitation, mediation and executive coaching.

Matt McKeown
**Practice Leader
Training Support**

Over 20 years' experience in design and facilitation of courses in business skill development, Office IT and software user training, executive coaching and communications consulting.
Worked in several countries in the Asia Pacific region, with leading firms across various sectors including finance, manufacturing and information technology.

Product – Internal Consultant Training

Clients recognise the Unique Proposition that is ICG Training

Client role	Comment
Retail Bank Strategy Head	*"ICG's training is unique in the industry – we use them exclusively for our training needs"*
Internal Consultant	*"This is a phenomenal program – I haven't seen anything like it in my career."*
Bank Capability Manager	*"We can't justify a full time projects team, ICG's model fills the gap for us."*
Group Strategy Head	*"We want to build a world class consulting team – ICG is helping us get there."*
Consulting Firm Head	*"Let's talk about how ICG might help our new alumni with another career option and how you can us with training."*
Media Company Executive	*"I like the idea of giving my people the help they need rather than outsourcing to a consulting firm."*
Retail Bank Strategy Head	*"ICG fills the middle ground between the big firms and doing it ourselves."*

Suggested ICT training packages structured by course length and core skills required

One-Off (1/2 day)	Analysis Toolkit (1 day)	Strategy Analyst (2 days)	Project Management (1 day)	Project Analyst (2 days)	Project/Strategy Analyst Bootcamp (4 days)
					Project Management
					Developing Compelling Presentations
		Developing Compelling Presentations		Developing Compelling Presentations	Answer First Workplanning
		Answer First Workplanning		Project Management	Answer-First Hypothesis Development
		Answer-First Hypothesis Development		Cost/benefit Tracking/ Realisation	Defining the Issue
	Financial Modelling	Defining the Issue	Project Management	Financial Modelling	The Strategic Toolkit
Any single listed module as required by the client	80/20 Analysis	The Strategic Toolkit	Cost/benefit Tracking/ Realisation	Research/Data Collection/Techniques + Interview Skills	Research/Data Collection/Techniques + Interview Skills + 80/20 Analysis

I C G

ICG's Training Delivery Format is flexible and fully customisable

ICG's training module durations range from 2 hours to one week. Depending on specific training needs and capability development requirements, we will work with closely you to design the most effective program roll-out format for your organisation.

Sample Training Program Format

Module Duration	Training Program Format			Investment*	Suggested Participants
	One-Off	Periodic	Programmatic	Range (Pax)	#
½ day			✔	• $350-$450	10 - 12
1 day		✔	✔	• $800-$1200	10 - 12
2 day	✔	✔		• $1500-$2000	8 - 12
5 Days	✔			• $3,200-$5,000	8 - 12

*Pricing excludes Training Coordination, Printing, Venue and Customisation Costs.

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Product – Internal Consultant Training

Overview of Sample Training Modules

ICG

Sample – Defining the Issue

An introduction to the SCQ framework which enables a quick definition of the issue(s) that needs to be addressed in complex projects/ situations

The "Defining the Issue" training module provides an effective overview on the Situation-Complication-Question framework used to immediately identify the critical issues in large, complex and poorly defined projects.

In particular, the training module covers the following:

- A detailed definition of what Situation-Complication-Question actually means and how to apply the framework
- A detailed integrated exercise where attendees apply these learnings to an actual case study example and have to present their results.

Sample – Answer First Hypothesis Development

A comprehensive overview of how to develop Answer-First Hypotheses to enable a focused project and avoid "boiling the ocean" or "paralysis by analysis"
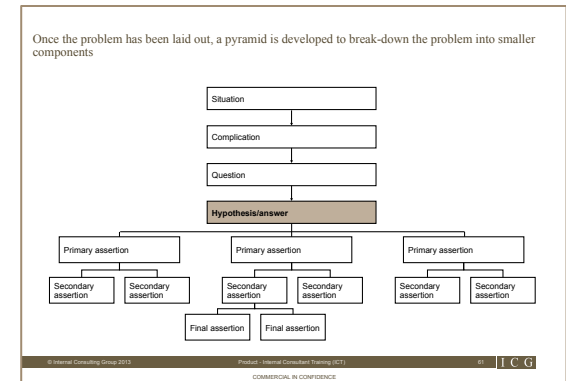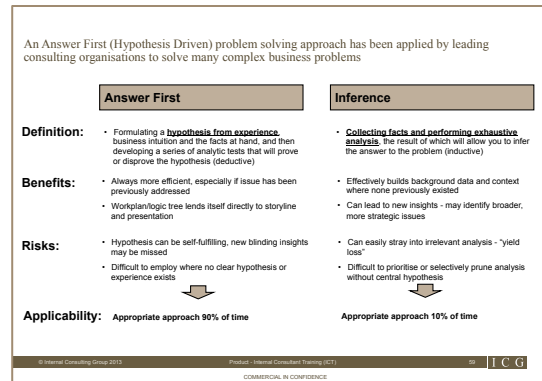
The "Answer-First Hypothesis Development" training module provides a detailed discussion on how to use this approach to enable the key issues of a project to be answered/solved through the shortest "critical path" and addresses all relevant issues

In particular, the training module covers the following:

- A deep dive on structured problem solving, including issue trees and using a hypothesis-driven approach

- How to use this approach to ensure that all issues relevant to the problem are addressed (a Mutually Exclusive and Collectively Exhaustive)

- An detailed discussion of the steps involved in developing an answer-first hypothesis, when to use this approach and common pitfalls

- A detailed integrated exercise where attendees apply these learnings to an actual case study example and have to present their results.

Sample – Program Management Office / Complex Project Management Training Module

A comprehensive overview on the key aspects of a best practice Project Management Office and Complex Project Management function
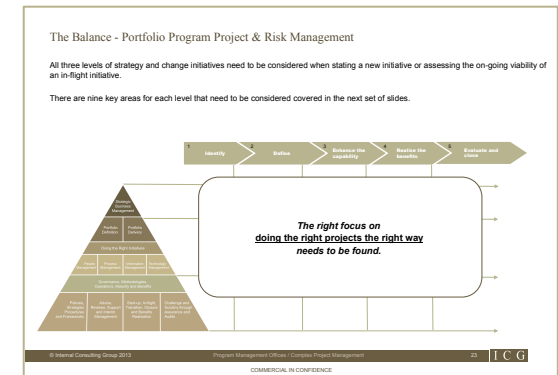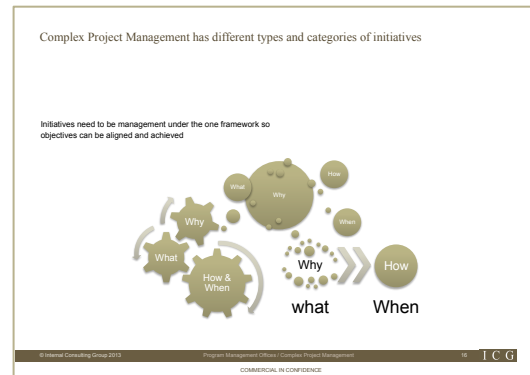
The "Program Management Office / Complex Project Management" training module covers the following topics:

- Overall life cycle of a successful and value adding project management office
- Understand different type of programs along four dimensions:
    - Very Large Projects
    - Tactical Programs
    - Operational Programs
    - Strategic Programs
- Elaborate on tools and techniques segmenting between soft vs. hard skills
- "Tips and Tricks".

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Sample – Small Project Management Training Module

A comprehensive overview on the key aspects of best practice project management
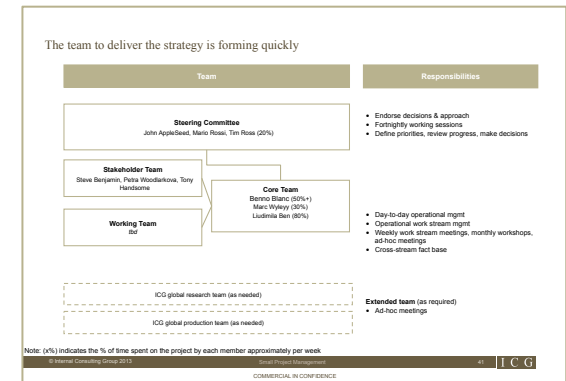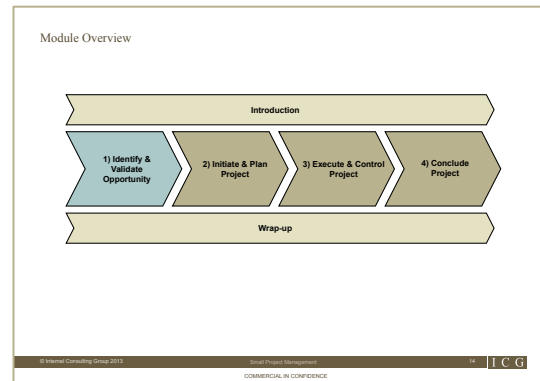
The "Small Project Management" training module covers the following topics:

- An introduction to the four key phases of the project management lifecycle

    - Identify & validate opportunity

    - Initiate & plan project

    - Execute & control project

    - Conclude project

- Deep dive on governance structures and their importance

- Facilitated discussion of key project risks and mitigating strategies.

Sample – ExCo and Board Level Presentations Training Module

A compelling guide for the successful preparation and execution of board level presentations
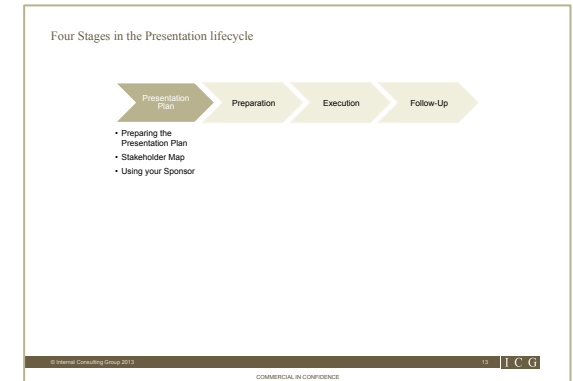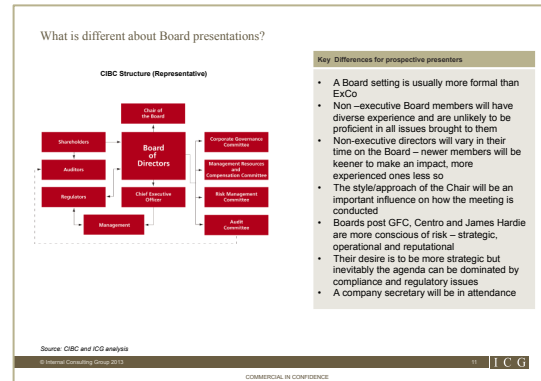
The "ExCo and Board Level Presentations" training module covers the following topics:

- What is different about ExCo and Board presentation?

- What is a preparation plan?

- Stakeholder mapping

- Tools and techniques

- Heuristics and guidelines

- FAQs.

Sample – Building a Competitor and Market Radar System Training Module

A comprehensive overview on how to build an effective market and rival scanning capability in your organisation

The "Building a Competitor and Market Radar System" training module covers the following topics:

- Why you need a market and rival scanning capability

- Building a capability assessment through gap analysis

- Participant level radar analysis and tools

- Industry level radar analysis and tools

- A word on ethics

- Bringing it together.

Sample – Advanced Facilitation Training Module

A comprehensive overview on how to create compelling presentations

The **"Advanced Facilitation"** training module covers the following topics:

- Overall life cycle of a successful and value adding facilitation approach
- Understand different type of facilitation along two dimensions:
- Light vs. heavy leadership style
- Process vs. Content
- Elaborate on tools and techniques segmenting between soft vs hard skills
- Helpful tips to take it further.

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visit our website at www.internalconsulting.com