# *Evolving from Human Resources to Internal Consultant...*
# MAKING THE TRANSITION

**Presented by:**

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# Agenda

➤ **Introduction/Expectations**

➤ **Getting in the Door**

➤ **Defining Your Role**

➤ **Tough Situations**

➤ **Keys to Success:**
   **Mindset/**
   **Personal Dimension**

- **RECOGNIZE SYMPTOMS**

  - Turnover

  - Conflict/ER problems

  - Issues raised in training classes that are not skill based

  - Influx of new players

- **RECOGNIZE OPPORTUNITIES**

  - Organization change + or –

  - Merger/Acquisition

  - Downsizing/Audit

  - Leadership changes

# Defining Your Goal

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- **YOU own outcome (rescuer)**

- **You collude with the underground**

- **You play it safe**

- **You allow client to setup venue**

- **THEY own outcome (facilitator)**

- **You "call it"/ Mirror**

- **You take risks**

- **You assert/ pro-actively contract**

# Tough Situations

- Difficult to be "prophet in your own land"

- Game plan decided before you get there

- Change expectations midstream

- Client doesn't do their work to support the effort

- Not up front as to symptoms/agenda

- Client not willing to acknowledge their part

- Client wants you and an external adds more value in skills and/or willingness to "go there"

## ➤ MINDSET:

- You can live without organization (hard to get)

- "Cosmopolitan" vs. "local" link

- More difficult the game – protract process

- Lean toward the line

- Stay Teflon

- You "are" your work (integrity/no triangulation)

- External consultants are part of our virtual team

## ➤ PERSONAL DIMENSION:

- "Impacting Assertive"

- Willing to say "no" to contract

- Confidential

- Mirror first vs. send solutions

- Candid

- Display confidence

- Don't collude with dysfunctionality.
  Not clean with colleague, not ok with you.
  You hold clients and colleagues accountable to play straight

# Howard M. Guttman

Howard M. Guttman is the principal of Guttman Development Strategies, Inc., a Ledgewood, NJ-based management consulting firm specializing in executive development, management development, and organization development.

GDS focuses on aligning senior management teams, developing the strategy and implementation of "horizontal" organizations (brand teams, matrix structures, global teams), and executive development. Mr. Guttman and his staff of 18 consultants are known for creating programs and processes that are pragmatic, results oriented, and produce observable change. His style is direct, and he enables clients to clearly see the distinction between symptoms and core organization issues.

Among GDS's U.S. and international clients are major corporations such as Campbell Soup, Colgate-Palmolive, Johnson & Johnson, Masterfoods U.S.A., Motorola, L'Oréal U.S.A., Pfizer, Philip Morris, Sara Lee Corporation, and The New York Times. Mr. Guttman has also consulted with numerous universities and non-profit organizations around the world.

Mr. Guttman's corporate experience includes Johnson & Johnson and Automatic Data Processing. At J&J, his last position was director of human resources. Previously, at J&J, he served as national manager of human resources development and general manager of headquarters personnel. At ADP, Mr. Guttman was senior organization development consultant responsible for internal consulting and executive training.

Mr. Guttman holds an M.S. from Case Western Reserve University's School of Applied Social Sciences. He has been a professor of organization behavior and management consulting at the Graduate School of Management of Rutgers University, and an adjunct professor of behavioral consulting at Fairleigh Dickinson University's Graduate School of Psychology.

Mr. Guttman is the author of *When Goliaths Clash, Managing Executive Conflict to Build a More Dynamic Organization,* published by AMACOM in April 2003. He has appeared on MSNBC, New Jersey News 12, WMAQ Chicago, and Comcast Network's "One on One." He is a frequent contributor to professional journals such as *Executive Excellence, Harvard B-School Working Knowledge, Harvard Management Update, Human Resource Executive, The Journal of Business Strategy, Leader to Leader, Management Review,* and *Pharmaceutical Executive.* He has recently been made a contributing editor to *Executive Excellence.*
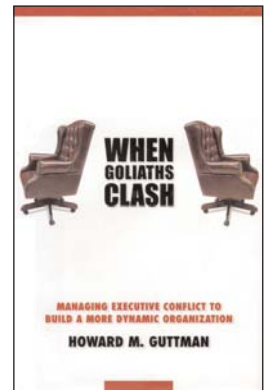
Articles by Mr. Guttman have also appeared in broad-interest newspapers and magazines such as American Airlines' American Way, Amtrak's Arrive, Business News New Jersey, Investors Business Daily, NJ Biz, The Newark Star Ledger, US News and World Report, and U.S.A. Today.

Mr. Guttman frequently addresses academic and corporate audiences on such topics as "Executive Development,", "Consulting at the Board Level," "Accelerating Organizational Development," "Strategic Training Initiatives," "High-Performance Team Development," and "Conflict Management as a Core Leadership Competency."