



2nd
Edition

CONSULTING on the Inside

A practical guide for internal consultants

Beverly Scott and B. Kim Barnes

MORE PRAISE FOR CONSULTING ON THE INSIDE

“This book goes to the heart of what every internal change consultant needs to know, do, and be—from beginner to expert. It provides conceptual frameworks, tools, impeccable behavioral guidance, and best of all—*wisdom* from two masters of the field. This is one book to read and re-read!”

Linda Ackerman Anderson
Co-founder, Being First, Inc.

Co-author of *Beyond Change Management: How to Achieve Breakthrough Results from Conscious Change Leadership* and *The Change Leader's Roadmap: How to Navigate Your Organization's Transformation*

“The authors discuss with exceptional clarity the valuable role of internal consultants as trusted advisers within our organizations. This is exactly what business leaders need to identify insiders who possess the business acumen and relationships to help them achieve results. It is also full of inspiration and practical examples for internal consultants who have a passion for guiding change.”

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“Scott and Barnes have provided a ‘go-to’ guide for internal consultants, and their book *Consulting on the Inside* couldn't be more timely. With the growing diversity and multi-generational makeup of today's workforce, the role of the internal consultant in resolving conflicts and influencing positive change has never been more important or challenging. *Consulting on the Inside* provides a wealth of practical advice, case study examples, and tools on how to effectively build relationships and partner with teams to help them find common ground, align on a shared purpose, and mobilize to realize their goals and objectives.”

Chris Foley
CEO and Management Consultant, SMART Outcome, LLC
Former Six Sigma Internal Consultant

“Expecting nothing but excellence from these two master consultants, I was not disappointed to see new models and valuable concepts intertwined with many of the practical tools, such as sample contracts, agendas, team charters, and others, from the first edition. Scott and Barnes ensure your success by helping you define your internal consulting role, overcome the most common challenges, and ensure successful implementation. They do this with the practical ease of consultants who really know their business. *Consulting on the Inside* sits obligingly on my bookshelf within easy reach at all times.”

Elaine Biech

Author, *The Business of Consulting and Marketing Your Consulting Services*

“Internal consulting is a critical role that is often misunderstood. This well written and practical resource is must-read for anyone considering the role, already in the role, or serving internal consultants. In addition, *Consulting on the Inside* is a great reference tool for anyone seeking to understand the critical elements of how to manage change and drive performance from within the organization. Buy it—you won’t regret it!”

Ann Herrmann-Nehdi

CEO, Herrmann International

“Not only do the authors bring their own deep experience to this book, they are well networked so they bring the wisdom of countless friends and colleagues to the table. New practitioners and senior professionals alike will gain insights and new rules of thumb. What more could you want?”

Beverly Kaye

Founder and CEO, Career Systems International

Co-Author, *Love ‘Em or Lose ‘Em: Getting Good People to Stay*

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A Practical Guide for Internal Consultants

Beverly Scott and B. Kim Barnes



Alexandria, Virginia

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PREFACE

Since the first edition of *Consulting on the Inside* was published in 2000, I have done business with many staff professionals working as internal consultants. The book was originally written for organization development professionals, trainers, career-development specialists, and human performance improvement consultants. However, I found myself working often with staff professionals from other disciplines such as finance, strategy, information technology (IT), internal audit, and marketing, as well as human resources (HR) and change management. Although resources are available for external consultants in any discipline, few are available for internal consultants.

When ASTD proposed updating the book for a second edition, I wanted to better serve those internal consultants who represent a broad range of disciplines, as well as middle managers and senior executives with functional responsibilities who use consulting skills to address issues and problems in areas where they have no direct control or formal authority. Success in any internal consulting role is based on the ability to combine one's professional expertise with well-honed interpersonal influence skills, deep organizational knowledge, and self-awareness.

This edition includes the advice and wisdom of experienced internal consultants from multiple disciplines. I have added to the 50 interviews conducted for the first book close to another 50 interviews of current and former internal consultants from change management, HR, IT, marketing, strategy, human factors, knowledge management, and Six Sigma professionals. To allow these internal consultants to speak freely about their experiences, we have not identified their stories and quotes by name. We do offer their positions and their industries to give you a sense of the breadth of experience that is reflected here.

These internal consultants enrich the book with their perspectives and advice. They discuss how they partner with business and organizational clients to address issues, improve business results, and lead organizational change. The stories and quotes offer insight into the challenges and opportunities of living inside the organization as a consultant. Some of them generously offered models, techniques, methodologies, and tools that they use in their work (many of these are available as web appendixes at www.astd.org/consultingontheinside). They serve as examples of the talent and accomplishments of internal consultants.

This edition is co-authored with my dear friend and colleague Kim Barnes. Kim has an established and well-deserved reputation as a business owner and external consultant as well as a former internal consultant. She is known for her creative design and stellar delivery of interpersonal skill development programs in areas such as influence, negotiation, innovation, change, and team effectiveness. We have brought her in-depth knowledge of interpersonal skills into the book in section III on interpersonal skills for the internal consultant. This new section provides a valuable addition to the book.

The book is divided into four sections. Section I, “The Life of the Internal Consultant,” focuses on what is unique about living and working as an internal consultant employed by your client organization, creating your role and building your practice, and describes some of the challenges often faced by internal consultants.

Section II, “The Consulting Process,” presents an eight-phase model that acknowledges the organic nature of the internal consulting process. The steps are described in detail with checklists, models, and tools to provide a helpful guide for the new internal consultant as well as valuable tips for the more experienced.

Section III, “Interpersonal Skills for the Internal Consultant,” offers a valuable resource for understanding and developing the interpersonal and leadership skills needed to successfully navigate the complex role of the internal consultant. The internal consultant, living on the boundary as an insider but with the neutral perspective of an outsider, requires a sophisticated set of interpersonal and leadership skills. In this section, we explore some of the most useful skills: communication, influence, problem solving, negotiation, facilitation, and coaching.

Section IV, “Messages for Success,” offers chapters with critical insights into the success of experienced and highly valued internal consultants. Internal consultants must be aware and informed about national, global, and competitive trends so they can anticipate and present potential issues and challenges to their executive clients. They must also continually work toward mastery, which is more than technical expertise and knowledge of the business. It means developing the personal qualities that build trust and relationships, which allow the internal consultant to achieve success.

With the trend toward the development of internal consulting roles in many disciplines, I hope that this book will serve as an important resource for those who are new to the role of internal consulting, who may have come from external consulting positions, or who have experience as traditional managers in the organization. I also anticipate, as I found with the first edition, that more experienced consultants will also find tips, techniques, and resources to support their growth toward mastery.

It is not possible to acknowledge the many clients, colleagues, and friends who have in some way contributed to this book. Over the years of my career, many clients, colleagues, and mentors offered opportunities to try new ideas and approaches, insightful feedback, and reassurance. As an internal consultant at Bendix Corporation and at McKesson Corporation, I gained valuable experience over 16 years and learned, largely through trial and error, the many factors that contributed to success as an internal consultant. I am grateful to all those who traveled that path with me. I have continued

to learn about the life of the internal consultant in the workshops, consultations, and coaching that I have done since the first edition. I am grateful to all those participants and clients, especially those who challenged me and provided critical insights. The current and former internal consultants who shared their experiences, stories, and challenges, as well as their tools, tips, and techniques, have added richness, breadth, and diversity to the book. I am deeply grateful for their contributions and their time. I also want to thank the staff at ASTD and Mark Morrow for suggesting that Kim and I write a second edition of *Consulting on the Inside* together.

Most important, I thank my family and especially my partner in life, Courtney, for support and encouragement to carve out time to write at the sacrifice of personal and family time.

Bev Scott
November 2010

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SECTION I

THE LIFE OF THE INTERNAL CONSULTANT

There has been a trend in recent years toward organizations developing internal consulting functions in many disciplines. For those readers who are new to this role and may have come from either external consulting roles or from more traditional roles inside the organization, you will find that the role of the internal consultant is different from what you have done before. In this first section, we will discuss what is unique to living and working as an internal consultant employed by your client organization, creating your role and establishing your practice as an internal consultant, and describing the types of challenges commonly faced by internal consultants.

Chapter 1, “Living as an Internal Consultant,” defines consulting, comparing the similarities and differences between internal and external consultants. We describe the advantages of being an internal consultant standing at the edge of the organization while maintaining congruence with the normative expectations in the culture. Internal consultants must avoid collusion with their clients while upholding impeccable standards of integrity.

Chapter 2, “Identifying and Creating Your Role,” introduces the distinction between process and expert consulting; outlines the considerations in choosing your consulting role; and describes your options from among the classic, traditional, and newly emerging consulting roles.

Although internal consultants often do not think of themselves as having a practice, we offer an alternative view in chapter 3, “Building Your Practice.” You can build a practice that uses your strengths and makes a significant contribution to your organization. To do that, we discuss how to develop a hiring agreement and identify the consulting competencies that lay the foundation for building client relationships. This chapter also explores how to become a business partner with clients and a collaborator with external consultants or other functions or project teams.

Section I: The Life of the Internal Consultant

Chapter 4, “Overcoming Challenges and Roadblocks,” explores four types of challenges often faced by internal consultants: external challenges that occur in the larger ecosystem, organizational challenges that usually involve major change within the organization, interpersonal challenges that internal consultants confront with clients or leaders, and intrapersonal challenges that occur as we face our own limitations as consultants.

LIVING AS AN INTERNAL CONSULTANT

Professionals drawn from varied disciplines often serve as internal consultants to the management of their organizations. They bring advantages as employees with insider views, yet they must meet paradoxical challenges to be credible and successful as consultants.

CONSULTING

The term *consultant* often raises images of highly paid business consultants from large firms brought in by senior management to address problems that the organization cannot solve. As a result of their outsider status, consultants are often the targets of some good-natured ribbing. One T-shirt proclaims “I’m not unemployed, I’m a consultant!” (S. Adams). More recently, there have been cartoons of well-dressed businesspeople standing on the corner holding up a sign reading, “Will consult for food.”

Of course, others hold more lofty opinions of consulting:

- Consulting is a process by which an individual or a firm assists a client to achieve a stated outcome. The consultant is a specialist who completes the work needed by the client to achieve desired outcomes (Biech 1999).
- The consultant is in the business of helping others succeed, and although consultants want to succeed in the process, their success is clearly dependent on others (Bellman 2001).
- Consulting is facilitating change or acting as an agent of change (Beckhard 1997).

Essentially, a consultant uses expertise, influence, and personal skills to facilitate a client-requested change without having the formal authority to implement the recommended actions. The change solves a problem; improves performance; increases

organizational effectiveness, efficiency, or profitability; reduces cost; or helps people and organizations learn and apply new skills or processes. Actions that consultants take to promote, create, or sustain positive change in their client organizations are known as *interventions*. Although that word has been used recently in popular literature and the media primarily in association with psychological, medical, or legal issues, we are using the word to mean a conscious action taken by the professional consultant to intervene in a system for the purpose of redirecting it toward a positive end.

Consultants come from a broad range of disciplines, including human resources (HR), organization development (OD), finance, internal audit, information technology, marketing, and human factors. Increasingly, middle managers and senior executives with functional responsibilities are themselves using consulting skills to address problems and issues across the organization, especially in areas over which they have no direct control. Success in a consulting role is based on the ability to combine expertise with well-developed interpersonal influence skills, organizational knowledge, and self-awareness. We will explore how these skills can be applied to the consulting process, regardless of whether consulting is a full-time job description or an occasional role taken on for the purpose of accomplishing change in the organization.

COMPARING INTERNAL AND EXTERNAL CONSULTANTS

External consultants, whether from large or small firms, have the advantages of outsider status and expertise drawn from a broader base of experience. This is frequently the basis for their perceived value to senior executives. It is also easier to understand their role as temporary advisers who help and influence management to address specific issues and then leave the organization. The external consultant is usually viewed

as having higher levels of expertise, experience, and credibility, especially if that person is published, credentialed, and well known. This gives the external consultant greater influence with senior-level executives, who may prefer to hear from outsiders. An internal Six Sigma consultant suggested that “externals are more influential. People look to externals for objective points of view especially when managers need a second opinion from the internal’s recommendation. They see internals as insiders with special interests who won’t be as objective.”

In addition to these perceived advantages, externals are assumed to be—and frequently are—more up-to-date on the newest business thinking and new ways of working. With this

“Internals have part of the benefit and part of the challenge. The internal understands the organization, the players, the norms, and the politics. This gives the internal an advantage in generating value; but externals are often hired because the resistance to change is challenging and internals generate the ‘antibody response.’ Or, they are not taken seriously or given credibility because they are part of the culture. Externals have the advantage of objectivity and being an outside voice. They are the hired guns who say what the internals cannot say.”

—Senior Program Engineer, Medical Device Industry

broader experience, the external consultant can provide benchmarking and best practices as well as insights into potential pitfalls learned from other clients. Externals are valued by clients for their objectivity and their ability to give tough feedback or ask difficult questions. The environment of the consultant as an employee consulting on the inside creates different requirements, advantages, and challenges. Table 1-1 compares the roles of internal and external consultants.

Internal consultants, however, have three major advantages over external consultants (Scott 2008). The internal consultant has the benefit of being an insider with deep knowledge of sensitive issues, cultural norms, and organizational history. External consultants may often be engaged for their unique and specialized skills and knowledge, but the internal consultant has an intimate, detailed, hands-on knowledge of the business, strategy, and culture of the organization. Internal practitioners develop detailed understanding of the power and politics, the webs of relationships in the organization, and the details of what has been done in the past to a degree that few externals are in a position to learn. Internals can use insider language. Their deep, sometimes personal, relationships with clients and colleagues with whom they work closely over a period of years build trust and credibility. Consequently, internal consultants have an enhanced ability to assess and choose the right approach with shorter ramp-up time on new projects.

The second advantage is that internal consultants participate in the life of the organization. They are aware of daily business challenges, customer issues, and management decisions and actions. The external consultant often enters the system for a short time to implement a specific solution, while the internal consultant remains in the organization long after the project is completed. As a result, internal practitioners can follow progress and identify challenges or barriers to the solution. They can follow up consistently with members of the organization to support the effort or ensure that actions are carried out or adjusted as necessary. In addition, insider

“Internal consultants continually have to balance the needs of the organization with the role they are in; the external consultant is free of a legacy perspective and brings a different lens. Internals need to be clear about their role. (The first edition of your book hit such a need that is not talked about.) Internal consultants build relationships, but they also bring a view point or a vision. There is a tension. We want recognition as a true consultant, but at the end of the day we are still employees in the organization. The internal consultant takes more risks, using assertiveness and confidence to step out of a comfort zone.”

—*Human Resources Business Partner,
Pharmaceutical Industry*

“As an internal consultant, you must have a sense of culture, what kinds of things will motivate different groups of people in different areas of the organization. For internals, reputation is so important in so many ways. In some ways, we are held accountable to a higher standard than externals are. It is so important that everything go well. The external relies on professional expertise; the internal needs relationships and internal organizational knowledge as well.”

—*Director, Organization Effectiveness,
Higher Education*

Table 1-1. Comparison of Internal and External Consulting Roles.

Similarities	Differences	
	Internals	Externals
Have knowledge of human systems, organization, and individual behavior	Are accepted as members of the group and congruent with the internal culture	See culture and organization with outsider perspective
Understand the process of change	Have credibility as insiders	Have credibility as outsiders
Desire to be successful and recognized for the value they bring to their clients	Know organization and business intimately	Bring broader experience from other organizations
Make a commitment to learning	Build long-term relationships and establish rapport more easily	Confront, give feedback, and take risks with senior management more easily
Have passion about their work	Coordinate and integrate projects into ongoing activities	Focus involvement on a project that ends
Are able to influence and lead	Have opportunities to influence, gain access, and sit at the table as insiders	Use broader experience to offer credibility, power, and influence
Have skills to analyze needs and design interventions	Leverage and use informal and formal organization structure	Can avoid or ignore the organization structure and move around organizations to achieve results
Possess credibility or authority	Lead from position and character (trust)	Lead from competence and personality (expertise)
	Know cultural norms that should not be violated	Can acceptably challenge or violate the informal rules of the culture
	Know the history, traditions, and where the bodies are buried	Are seen as objective and not part of the problem
	Can take an advocacy role	Bring more objectivity and neutrality
	May be expected to be broad generalists	Often seen as specialists with narrow expertise
	Have a lot more skin in the game	Can always move on to other clients

Source: Scott (2008).

knowledge of the organization allows internal consultants to recognize potential links to allied initiatives in other parts of the organization, involve other functional staff, or expand an initiative to include other issues. Major change efforts can be supported and enhanced by the internal consultant who remains an active part of the organization. An HR executive in the finance industry said, “Internal consultants are enabling changes that they will be living with day to day and living with the people who have gone through the change effort. They have more ‘skin in the game’ than an external does.”

A third advantage is that internal practitioners are a ready resource to senior leaders, internal change partners, and employees. As internal consultants collaborate across the organization, they build commitment for the change initiative and can give immediate coaching or provide advice on an impromptu basis. Immediate action may head off a potential problem, defuse a budding conflict, encourage a project leader, or provide needed support in developing new behaviors.

The best internal consultants build many of the key aspects of external consulting into their practice. Although they can never be seen as completely objective and may not have the credibility of those who are seen as renowned experts, they can learn to maintain an outsider’s perspective much of the time. In this book, we will focus on how to be successful in that tricky, but ultimately rewarding, role.

LIVING AT THE EDGE

Internal consultants’ intimate knowledge of the organization and the business make them valuable business partners. At the same time, it is more difficult for them to seem or even to be as neutral and objective as an external consultant; they may seem too familiar or lack a broad worldview. It is especially important for internal consultants to stand at the edge, operate at the margins, and maintain an appropriate distance if they are to be effective agents of change. This delicate balance of knowing the organization deeply and maintaining a marginal position at the boundary of the organization defines the paradox that confronts the internal consultant. Belonging to the organization and finding acceptance helps internal consultants remain congruent with their clients; yet they must be careful to avoid the collusion that can occur when they fail to speak truth to power.

“Internal consultants have the opportunity to do daily follow-up and to see the end of the project. They can build long-term relationships and establish rapport more easily. They are around when something falls apart. However, external consultants are more successful at some projects. Executives are more likely to hear an idea from an external consultant even if I, as a middle manager, have already suggested a similar idea. Especially at the senior level, it is easier for the external consultant to give feedback. Senior management like to hear about the issues that are special to them, and they need someone special from outside the system to deal with them.”

—Team Leader,
Organization Effectiveness,
Insurance Industry

Congruent but Marginal

Internal consultants must constantly calibrate their position in their organizations. First, they must be congruent (alike or similar) with their clients to be acceptable, build relationships, and increase trust. Then they must shift to a more neutral, outsider stance to bring alternative perspectives, hold up the mirror, or introduce new ideas. Internal consultants are valued for their knowledge and commitment to the organization; however, they must be able to take strong advocacy positions that may threaten established trust and relationships built over the years. The challenge for internal consultants is to stay congruent with their client systems and still remain enough of an outsider to maintain objectivity. They must have a thorough knowledge of how the system works and of the assumptions and practices that are part of the culture, yet be able and willing to challenge the common wisdom and offer alternative options. They must maintain the balance between being supportive and thinking critically, questioning why things are the way they are.

“Internals are much more knowledgeable about content, the organization, people, and goals. They know a lot—too much at times. They know what is happening. That knowledge advantage can also be a big trap. The lack of perceived neutrality is an example. I am well known to senior managers, peers, and colleagues because I have done big organizational projects, and I am closely connected to strategic plans and goals. Externals are perceived as neutral; for them it is about building relationships and doing contracting. Contracting is different for the internal consultant. Because I am a functional leader of human resources, I have an agenda and clients know that agenda. Having that agenda and knowing potential clients’ goals and resources, I see many opportunities. I can also initiate coffee and conversation to discuss issues and get leaders into a very different place. As an external, I wouldn’t have that opportunity. Advantages and disadvantages cut both ways.”

—*Director of Human Resources and
Organization Development,
Medical Device Industry*

Internal consultants do have a difficult role to play; they know their clients’ history and sensitivities. Often, these clients are colleagues and friends. These relationships are important assets when internal consultants implement necessary organizational interventions. These same relationships can be the internal consultant’s Achilles’ heel if confidence or trust is damaged or lost, perhaps through an unintentional comment or a thoughtless act. It is surprising how quickly any indiscretion can move through the organizational communications grapevine and undermine an internal consultant’s reputation.

As one internal consultant in the health-care industry commented, “As internals, we live in the organization with the politics and with the results of what we do.”

Despite potential pitfalls, the internal consultant can offer a useful insider perspective. In this role, you can create and recognize potential connections and encourage one manager to talk to another to link common activities or build support for change initiatives.

Collusion

It is easy to accept the norms or the myths about what is acceptable to say to a senior

executive. Internal consultants do their clients no favors when they collude with them to avoid speaking the truth about what they see and are unwilling to risk challenging organizational norms by confronting senior managers. Remaining unaligned with either management or line employees is a tricky balancing act, especially if the CEO or a senior manager does not want to hear the truth from the employees' perspective. As Sue Blouch, an experienced former internal consultant, said, "There is a risk of getting too identified with the organization. What makes you good as an internal consultant is being different from the core business. It is important to stay differentiated."

Internal consultants who lose their outsider perspective become less effective, especially if they are unable to be direct and truthful with their peers or senior members of their organizations. Because of this need to bring a fresh and honest perspective to clients, some experts have suggested that an internal consultant's shelf life is limited to four or five years, especially if that person works closely with clients. We disagree, believing it is the internal consultant's responsibility to learn and grow on the job. One way to extend the internal consultant's shelf life is to maintain a strong network of external colleagues who can provide alternative perspectives.

"Maintaining objectivity and not aligning with any one group becomes more challenging the longer you stay internal. You can't afford to align too much with top management or be seen as too connected to the first line. You must represent everyone in the organization in the change process."

—*Director, Organization Development,
Electronics and Appliance
Manufacturing Industry*

Integrity

Maintaining impeccable standards of integrity and confidentiality is critical for internal consultants when communicating with senior management or frontline employees. Regardless of your area of expertise and accountability, you are bound to learn the backroom secrets of your client organization. One of the realities of internal consulting is that the senior managers or other clients to whom you are accountable often want to know the inside information—even secrets that they assume the consultant is privy to—and expect to hear about it from you.

Confidentiality is a delicate issue that all internal consultants face. To get others to trust you with the truth, they must feel that you will not expose them to any untoward risk to their careers, positions, or reputations

"As an internal consultant, you see yourself as a resource to the organization. But it takes quite a bit of personal insight and maturity not to be subsumed and collude with the dynamics of the organization. You are constantly walking a line between making trouble and colluding. Sometimes to do an assignment, you need to create some trouble. You have to be able to confront someone about the source of the problem. It takes self-awareness and ethical, political savvy. You need a strong sense of values, and you need to know what you are willing to fight for."

—*Former Internal Consultant*



AUTHOR PERSPECTIVE

After spending almost 15 years in one organization, I found that balancing commitment and objectivity was a continuous challenge.

I brought a more objective, outside perspective to my clients in the field as a member of corporate staff. Even so, at times they were not sure if I was truly neutral because, in their eyes, I represented a corporate point of view. My standards of integrity and confidentiality led me to clarify my role and let my clients know if I carried “baggage”—biases or opinions. To be able to divulge this personal information required that I be honest with myself, a goal that I did not always achieve. On occasion, when I recognized that I was pushing an agenda, I acknowledged it or went back and cleaned it up. I know, in retrospect, that there were times when I was unaware of my own position and may have communicated it to others unintentionally, thus jeopardizing my ability to remain neutral. My neutral, objective role became even more complicated when I worked with corporate staff departments or when I had to lead a project and carry it throughout the organization. These circumstances heightened the importance of maintaining my standards of integrity regarding my role, my biases, and my charter, balancing the need to live within the organization and, at the same time, to maintain an objective perspective.

For internal consultants in many disciplines who are charged with creating a specific change in the processes and practices of people and teams in the organization, this can be the greatest challenge.

in the organization. Your clients, however, may expect you to offer specific details that would compromise that confidentiality. In chapters 5 and 6, we will discuss the confidentiality issue as an element of relationship building and agreement.

SUMMING UP AND LOOKING AHEAD

Life on the inside requires internal consultants to use their expertise, influence, and personal skills to serve their own organizations. Internal and external consultants offer different strengths and serve different purposes in the organization and can learn from one another. As an internal consultant, you can make a valuable contribution if you are able to balance your commitment and intimate knowledge as an insider to the organization with an objective or neutral perspective. It is a tricky balancing act to build relationships with consciousness and care, yet be willing to risk giving direct and truthful feedback to senior managers. High standards of confidentiality and integrity are also critical; a careless comment or momentary indiscretion can quickly destroy what took you years to develop. The requirements for success inside the organization seem paradoxical:

- Operate at the margins, yet gain intimate knowledge of the organization.
- Build strong relationships, yet be willing to confront and speak difficult truths.
- Be congruent with the client organization, yet avoid collusion.
- Be thoroughly grounded in the current assumptions and practices, yet be willing to question and challenge them.

Meeting these paradoxical requirements is necessary for a successful consulting career inside the organization. Internal consultants must work backstage and often perform multiple roles well.

In the next chapter, we will explore the distinctions between process and expert consultation, provide advice for designing your internal consulting role, and discuss the role options you might choose.