

Consultant Management

Course Map



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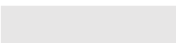

ORGANIZATION: www.KMSmithPhD.com

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Course Mapping

Course Map Legend

	= Module 1		= Module 6
	= Module 2		= Module 7
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Level I Course Map (Level of Effort = 14 Hours)

In-Person Hours = 8

Online Hours = 6

Module Title	Learning Objectives	Delivery Method	Course Activities	Competency Assessment	Consultant Experience
Module 1: CM101 The Addx Identity	1. Recognize Addx identity, brand, and services to improve their understandings of Addx mission, values, and goals	Online (1 hour)	Interactive Learning object of Addx identity, brand, and services	Introduction Discussion Board Instructor developed Multiple Choice quiz	Entry – 2 years

Module Title	Learning Objectives	Delivery Method	Course Activities	Competency Assessment	Consultant Experience
Module 1: CM101 The Addx Identity	2. Relate how Addx organizational culture contributes to corporate and employee success	Online (30 mins)	Interactive Learning object demonstrating how Addx organizational culture contributes to corporate and employee success	Instructor developed Multiple Choice Quiz	Entry – 2 years
Module 2: CM102 Listening Essentials I	3. Outline the best approaches when practicing The Art of Listening (<i>Trusted Advisor</i>) with clients	In-Person (2 hours)	Pre-work: Read The Art of Listening (Trusted Advisor, Ch. 11) Scenarios of the best approaches when practicing The Art of Listening <u>Read Types of Listening</u>	Pre-work: Discussion Board 102 <u>Complete Types of Listening Quiz</u>	Entry – 2 years
Module 2: CM102 Listening Essentials I	4. Devise a goal-oriented plan within a collaborative/ team environment	In-Person (2 hours)	Team project to devise a goal-oriented plan for deliverables <u>Complete Team Performance Assessment Form</u>	Teamwork results and individual participation <u>Complete Team Performance Assessment Form</u> <u>Complete Team Goal Setting Quiz</u>	Entry – 2 years

Module Title	Learning Objectives	Delivery Method	Course Activities	Competency Assessment	Consultant Experience
Module 3: CM103 Presentations I	5. Produce introductory presentations using readily available and commonly used software	Online (4 hours)	<u>Watch Videos tutorials demonstrating PowerPoint and voice over best practices</u>	Create a voice-over PowerPoint presentation related to their specific focus	Entry – 2 years
Module 4: CM104 Fundamentals of Customer Support	6. Identify their personality preference and learner style, and the preferences of peers and clients to avoid overgeneralization	In-Person (2 hours)	Pre-work: Read the scenario in Trusted Advisor, Ch. 16, p.149 <u>Complete the Index of Learning Styles Questionnaire</u>	Pre-work: Discussion Board 104a <u>Complete and discuss results from the Index of Learning Styles Questionnaire</u>	Entry – 2 years
Module 4: CM104 Fundamentals of Customer Support	7. Evaluate rapport building techniques to improve relationships within teams	In-Person (1 hour)	<u>Discuss rapport-building tip/tricks</u> <u>Read Consulting Fit</u> <u>Watch 3 Secrets to Connecting & Building Rapport Scenarios demonstrating rapport building techniques</u>	Pre-work: Discussion Board 104b Open-ended building rapport quiz	All Levels

Module Title	Learning Objectives	Delivery Method	Course Activities	Competency Assessment	Consultant Experience
Module 4: CM104 Fundamentals of Customer Support	8. Identify a themed customer service approach when communicating with clients	In-Person (1 hour)	Scenarios of themed customer service and problem-solving (root cause) approach when communicating with clients	Open-ended customer service approach quiz	All Levels
Module 5: CM105 Corporate Citizenship and Success	9. Locate and identify Addx-branded materials for Corporate Citizenship and Success	Online (1 hour)	Interactive Learning object highlighting HR/Corporate templates Addx-branded material	Discussion Board 105 Instructor developed Multiple choice questions	Entry – 2 years

Level II Course Map (Level of Effort = 21 Hours)

In-Person Hours = 6

Online Hours = 15

Module Title	Learning Objectives	Delivery Method	Course Activities	Competency Assessment	Consultant Experience
Module 1: CM201 Listening Essentials II	1. Apply advanced listening and comprehension skills for problem-solving and design thinking	In-Person (2 hours)	<p><u>Pre-work: Watch 5 Ways to Listen Better</u></p> <p><u>Watch NPRs The Act of Listening</u></p> <p><u>Read Design Thinking</u></p> <p><u>Download Design Thinking Boot camp</u></p>	<p>Pre-work: Discussion Board 201</p> <p><u>Role Play Active and Empathetic Listening</u></p> <p><u>-Design brief synopsis of a work plan describing the client needs based on the empathetic listening role-play</u></p>	3 – 5 years
Module 2: CM202 Fundamentals of Project Management	2. Illustrate core Project Management Principles	Online (3 hours)	<p><u>Watch Elements of a Project</u></p> <p><u>Watch Control or Eliminate</u></p>	<p>Discussion Board 202</p> <p><u>PM Principles Quiz</u></p>	3 – 5 years

Module Title	Learning Objectives	Delivery Method	Course Activities	Competency Assessment	Consultant Experience
			<u>Read PM Chapters</u> <u>Interactive Learning Object – PM Principles</u>	<u>Complete PM Final Exam</u>	
Module 3: CM203 The trust-building Process	3. Initiate and engage clients in discussion (<i>Trusted Advisor</i>) by use of Executive Coaching techniques	In-Person (4 hours)	<u>Intro to Coaching</u> <u>Review Exec. Coaching Guidance</u> Think, Pair, Share (Asking the right questions)	Pre-work: Discussion Board 203a <u>Emotional Intelligence assessment (TEI)</u> <u>Vann Coleman Simpson leadership Survey</u> <u>eFIRE Quiz (Beta)</u>	All Levels
Module 3: CM203 Communications & Advising	4. Recognize Solution-focused communications to provide adaptable advice	Online (2 hours)	<u>Watch Uncommon Sense: Moving from a Problem-Focused to Solution-Focused Mindset</u> Read How to Give Advice (Trusted Advisor, Ch. 4) <u>Read Communications</u>	Discussion Board 203b Learner-developed Solutions <u>Communications Quiz</u>	All Levels

Module Title	Learning Objectives	Delivery Method	Course Activities	Competency Assessment	Consultant Experience
			Read Visiting and Working on a client site		
Module 4: CM204 Prioritization Matrices	5. Categorize conflicting agendas, priorities, and goals	Online (2 hours)	Read Prioritization Read Problem Solving Team Builder Review Task Prioritization Matrix Interactive Learning Object – Prioritization Matrix	Discussion Board 204 Prioritization Quiz	All Levels
Module 5: CM205 Tools of the Trade	6. Identify their industry to navigate standard practices and unique nuances when working with clients	Online (2 hours)	Read Organizational Culture Read The Functions of Organizational Culture Watch The Iceberg of Organizational Culture	Discussion Board 205 Organizational Culture Quiz	All Levels
Module 6a: (For Supervisors) CM206a Employee Performance Reviews Module 6b: (For Associates) CM206b Your Performance Review	7. Apply and practice verbal and written effective feedback techniques	Online (2 hours)	Watch Closing the Loop on Feedback Develop Learner-Designed quiz Teamwork: Feedback Techniques with each as Team Lead	Discussion Board 206 Learner-Designed Assessment	3 – 5 years Advanced, Leadership

Module Title	Learning Objectives	Delivery Method	Course Activities	Competency Assessment	Consultant Experience
Module 7: CM207 Fundamentals of Project Management	8. Select qualities that demonstrate project and team leadership capabilities	Online (3 hours)	Watch Influencing Skills: Characteristics of a Trusted Advisor Read The Elements of Trust Read Qualities of Effective Leadership	Peer Review of Project Plans Complete Elements of Trust Quiz Complete Qualities of Effective Leadership Quiz	3 – 5 years, Advanced, Leadership
Module 8: CM208 Problem-Solving Techniques	9. Demonstrate the ability to draw logical conclusions and implications from the analysis of an issue or problem	Online (1 hour)	Watch The Psychology of Problem-Solving Read Everyday Problem Solving	Discussion Board 208 Take Everyday Problem Solving Quiz	All Levels
Module 9: CM209 National Certification	10. Produce evidence of registration for national certification (e.g., PMP, MSCE, CISCO CCIE; CMMI or INCOSE Sys Eng.)	Online (1 hour)	Upload proof of certification registration to online course	Discussion Board 209 Upload proof of certification registration to online course	All Levels

Level III Course Map (Level of Effort = 26 Hours)

In-Person Hours = 7

Online Hours = 19

Module Title	Learning Objectives	Delivery Method	Course Activities	Competency Assessment	Consultant Experience
Module 1: CM301 Situational Awareness	1. Classify different models of power structures and dynamics, and discover the importance of flexibility, situational awareness, and agency.	Online (2 hours)	<p><u>Read Influence</u></p> <p><u>Read Allison's 3 Models of power</u></p> <p><u>Read Situational Awareness</u></p> <p><u>Read Differences Between Cross-Selling & Upselling</u></p>	<p>Discussion Board 301a</p> <p>Instructor developed Situational Awareness Assessment</p> <p><u>Complete Differences Between Cross-Selling & Upselling Quiz</u></p>	Advanced, Leadership
Module 1: CM301 Situational Awareness	2. Employ the three skills of a Situational Leader – flexibility, diagnosis, and partner for increased performance – to respond more effectively to client needs	Online (2 hours)	<p>Case Studies</p> <p><u>Read The Situational Leader</u></p>	<p>Discussion Board 301b</p> <p>Complete Case Studies</p> <p><u>Complete The Situational Leader Quiz</u></p>	Advanced, Leadership

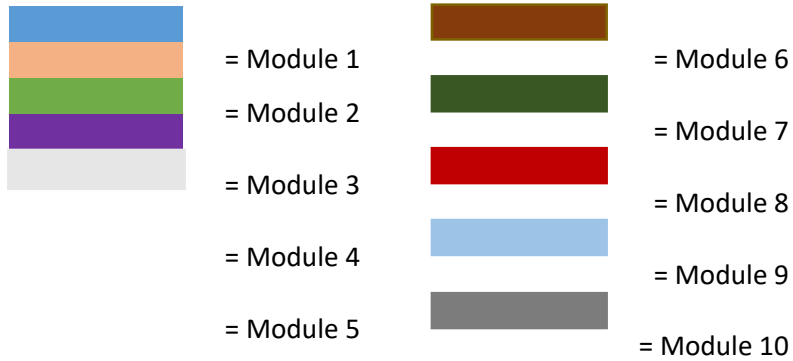
Module Title	Learning Objectives	Delivery Method	Course Activities	Competency Assessment	Consultant Experience
Module 1: CM301 Situational Awareness	3. Identify persuasive strategies to drive change	Online (2 hours)	<u>Watch a short video on Strategic Change Management</u> Read Change Management Examples <u>Read Employee Behavior & Attitudes During Organizational Change</u>	<u>Complete Persuasion Activity</u> <u>Complete Change Management Examples Quiz</u> <u>Complete Employee Behavior & Attitudes During Organizational Change Quiz</u>	Leadership
Module 1: CM301 Situational Awareness	4. Role-play storytelling by constructing narratives that present ideas and knowledge in a meaningful way	In-Person (3 hours)	<u>Watch The Science of Storytelling</u> <u>Review Leadership Communication Through Storytelling</u>	<u>Complete Leadership Communication Through Storytelling quiz</u> <u>Develop a business case through Role-play and Storytelling interfacing with Senior Client</u>	All Levels
Module 2: CM302 Executive Analysis	5. Formulate a structured, sound process in the executive analysis of	Online (2 hours)	<u>Read Stakeholder Analysis</u>	Discussion Board 302	Advanced, Leadership

Module Title	Learning Objectives	Delivery Method	Course Activities	Competency Assessment	Consultant Experience
	business situations and decision making that includes the phases of diagnosis of the problem, selection of criteria, identification of alternatives, weighted analysis, and selection of an alternative.		<u>Download Stakeholder Analysis Template</u> <u>Read Business Needs Analysis</u> <u>Read Customer Needs Analysis</u>	<u>Complete Business Needs Analysis Quiz</u> <u>Complete Customer Needs Analysis Quiz</u> <u>Complete Stakeholder Analysis Template for a current or previous client</u>	
Module 3: CM303 Presentations II	6. <u>Demonstrate</u> and <u>Evaluate</u> advanced presentation skills using readily available software	In-Person (4 hours)	In-person presentations and evaluations	Pre-work: Discussion Board 303 Present presentation to peers and colleagues <u>Critique performance using the Presentation Rubric</u> <u>Complete peer Evaluation Form</u>	All Levels

Module Title	Learning Objectives	Delivery Method	Course Activities	Competency Assessment	Consultant Experience
Module 4: CM304 Relationship Management	7. Summarize relationship management after the assignment culminates (<i>Trusted Advisor</i>)	Online (2 hours)	Read The Importance of Mindsets (Trusted Advisor, Ch. 6) <u>Read Cultivating Long-Term Customer Relationships</u>	Discussion Board 304 <u>Complete Cultivating Long-Term Customer Relationships Quiz</u>	All Levels
Module 5: CM305 Federal Responses and Proposals (Contributing to an RFP by understanding req's, drafting sections, resumes)	8. Develop Federal RFPs, using private and public resources	Online (3 hours)	<u>Complete Government Contracting in 10 steps Interactive Tutorial</u> <u>Read Federal Contracting</u>	<u>Complete Government Contracting in 10 steps Quiz</u> <u>Complete Federal Contracting Exam</u>	3 – 5 years, Advanced, Leadership
Module 6: CM306 Advanced Problem Solving Techniques	9. Demonstrate an enhanced ability to draw logical conclusions and implications from the analysis of an issue or problem	Online (3 hours)	<u>Read Types of Problems & Problem Solving Strategies</u> <u>Read Managerial Problem Solving</u> <u>Read Team Problem Solving</u>	Discussion Board 306 <u>Complete Types of Problems & Problem Solving Strategies Quiz</u> <u>Complete Managerial Problem Solving Exam</u>	3 – 5 years, Advanced, Leadership

Module Title	Learning Objectives	Delivery Method	Course Activities	Competency Assessment	Consultant Experience
			<u>Read Solving Wicked Problems</u>	<u>Complete Group Problem Solving Exam</u> <u>Complete Group Problem Solving Activity</u>	
Module 7: CM307 Advising and Mentoring	10. Mentor and Assess Entry-level Consultants for knowledge transfer	Online (3 hours)	<u>Watch Millennials Need a Mentor in the Workplace</u> <u>Read Becoming a Mentor</u> <u>Read The Life and Challenges of a Consultant</u> Practice with Mentoring Activity	Discussion Board 307 <u>Complete Mentoring Activity for Deep Listening</u> <u>Complete Becoming a Mentor Exam</u>	Advanced, Leadership

Course Objectives and Engagement Activities Alignment



LEVEL I Course Objectives and Engagement Activities Alignment

Module Title	Course Objectives	Peer /Team Activities	Reflective Activities	Authentic Activities	Games and Simulations	Learner-Led Activities
Module 1: CM101 The Addx Identity	Objective #1. Recognize Addx identity, brand, and services to improve their understandings of Addx mission, values, and goals		Introduction Discussion Board		Interactive Learning object = Addx Identity	
Module 1: CM101 The Addx Identity	Objective #2. Relate how Addx organizational culture contributes to corporate and employee success				Interactive Learning object demonstrating - Addx organizational culture	

Module Title	Course Objectives	Peer /Team Activities	Reflective Activities	Authentic Activities	Games and Simulations	Learner-Led Activities
Module 2: CM102 Listening Essentials	Objective #3. <u>Outline</u> the best approaches when practicing <u>The Art of Listening (Trusted Advisor)</u> with clients		Pre-work: Discussion Board 102	Scenarios of the best approaches when practicing The Art of Listening		
Module 2: CM102 Listening Essentials I	Objective #4. <u>Devise</u> a goal-oriented plan within a collaborative/team environment	<u>Complete Team Performance Assessment Form</u>				Group project to devise a goal-oriented plan
Module 3: CM103 Presentations I	Objective #5. <u>Produce</u> introductory presentations using readily available and commonly used software			Create a voice-over PowerPoint presentation related to their specific focus		
Module 4: CM104 Fundamentals of Customer Support	Objective #6. <u>Identify</u> their personality preference and learner style, and the preferences of peers and clients to avoid overgeneralization		Pre-work: Discussion Board 104a	<u>Complete and discuss results from the Index of Learning Styles Questionnaire</u>		
Module 4: CM104 Fundamentals of Customer Support	Objective #7. <u>Evaluate</u> rapport building techniques to improve relationships within teams	Scenarios demonstrating rapport building techniques	--Pre-work: Discussion Board 104b	Open-ended building rapport quiz		

Module Title	Course Objectives	Peer /Team Activities	Reflective Activities	Authentic Activities	Games and Simulations	Learner-Led Activities
			--Discuss rapport-building tip/tricks			
Module 4: CM104 Fundamentals of Customer Support	Objective #8. Identify a themed customer service approach when communicating with clients	Scenarios of a themed customer service approach when communicating with clients		Open-ended customer service approach quiz		
Module 5: CM105 Corporate Citizenship and Success	Objective #9. Locate and identify Addx-branded materials for Corporate Citizenship and Success		Discussion Board 105		Interactive Learning object highlighting HR/Corporate templates Addx-branded material	

LEVEL II Course Objectives and Engagement Activities Alignment

Module Title	Course Objectives	Peer / Team Activities	Reflective Activities	Authentic Activities	Games and Simulations	Learner-Led Activities
Module 1: CM201 Listening Essentials II	Objective #1. Apply advanced listening and comprehension skills for problem-solving		Pre-work: Discussion Board 201	<u>Role Play</u> <u>Active and Empathetic Listening</u>		
Module 2: CM202 Fundamentals of Project Management	Objective #2. Illustrate core Project Management Principles		Discussion Board 202		--Interactive Learning Object – PM Principles	

Module Title	Course Objectives	Peer /Team Activities	Reflective Activities	Authentic Activities	Games and Simulations	Learner-Led Activities
Module 3: CM203 The trust-building Process	Objective #3. <u>Initiate</u> and <u>engage</u> clients in the discussion (<i>Trusted Advisor</i>) by use of Executive Coaching techniques	Think, Pair, Share	--Discussion Board 203a -- <u>Emotional Intelligence assessment (TEI)</u>	<u>Vann Coleman Simpson leadership Survey</u>		
Module 3: CM203 The trust-building Process	Objective #4. <u>Recognize</u> Solution-focused communications to provide adaptable advice		Discussion Board 203b			Learner-developed Solutions
Module 4: CM204 Prioritization Matrices	Objective #5. <u>Categorize</u> conflicting agendas, priorities, and goals		Discussion Board 204	<u>Task Prioritization Matrix</u>	Interactive Learning Object – Prioritization Matrix	
Module 5: CM205 Tools of the Trade	Objective #6. <u>Identify</u> their industry to navigate standard practices and unique nuances when working with clients		Discussion Board 205			
Module 6a: (For Supervisors) CM206a Employee Performance Reviews Module 6b: (For Associates) CM206b Your Performance Review	Objective #7. <u>Apply</u> and <u>practice</u> verbal and written effective feedback techniques	Group work: Feedback Techniques	Discussion Board 206			Develop Learner-Designed Assessment

Module Title	Course Objectives	Peer /Team Activities	Reflective Activities	Authentic Activities	Games and Simulations	Learner-Led Activities
Module 7: CM207 Fundamentals of Project Management	Objective #8. <u>Select</u> qualities that demonstrate project and team leadership capabilities	Peer Review of Project Plans		Peer Review of Project Plans		
Module 8: CM208 Problem-Solving Techniques	Objective #9. <u>Demonstrate</u> the ability to draw logical conclusions and implications from the analysis of an issue or problem		Discussion Board 208			
Module 9: CM209 National Certification	Objective #10. <u>Produce</u> evidence of registration for national certification (e.g.; PMP, MSCE, CISCO CCIE; CMMI or INCOSE Sys Eng.)		Discussion Board 209	Upload proof of certification registration to online course		

LEVEL III Course Objectives and Engagement Activities Alignment

Module Title	Course Objectives	Peer / Team Activities	Reflective Activities	Authentic Activities	Games and Simulations	Learner-Led Activities
Module 1: CM301 Situational Awareness	Objective #1. Classify different models of power structures and dynamics, and discover the importance of flexibility, situational awareness, and agency.		Discussion Board 301a	Situational Awareness Reading and Activity		

Module Title	Course Objectives	Peer /Team Activities	Reflective Activities	Authentic Activities	Games and Simulations	Learner-Led Activities
Module 1: CM301 Situational Awareness	Objective #2. Employ the three skills of a Situational Leader – flexibility, diagnosis, and partner for increased performance – to respond more effectively to client needs		Discussion Board 301b	Case Studies		
Module 1: CM301 Situational Awareness	Objective #3. Identify persuasive strategies to drive change			<u>Complete Persuasion Activity</u>		
Module 1: CM301 Situational Awareness	Objective #4. Role-play storytelling by constructing narratives that present ideas and knowledge in a meaningful way	<u>Develop a business case through Role-play and Storytelling</u>		<u>Develop a business case through Role-play and Storytelling</u>		
Module 2: CM302 Executive Analysis	Objective #5. Formulate a structured, sound process in the executive analysis of business situations and decision making that includes the phases of diagnosis of the problem, selection of criteria, identification of alternatives, weighted analysis, and selection of an alternative.		Discussion Board 302	<u>Complete Stakeholder Analysis Template for a current or previous client</u>		
Module 3: CM303 Presentations II	Objective #6. Demonstrate and Evaluate advanced presentation skills using readily available software	Present presentation to peers and colleagues	Pre-work: Discussion Board 303	<u>Critique performance using the Presentation Rubric</u>		<u>Complete peer Evaluation Form</u>

Module Title	Course Objectives	Peer /Team Activities	Reflective Activities	Authentic Activities	Games and Simulations	Learner-Led Activities
Module 4: CM304 Relationship Management	Objective #7. <u>Summarize</u> relationship management after the assignment culminates (<i>Trusted Advisor</i>)		Discussion Board 304			
Module 5: CM305 Federal Responses and Proposals (<i>Contributing to an RFP by understanding req's, drafting sections, resumes</i>)	Objective #8. <u>Develop</u> Federal RFPs, using private and public resources	<u>Complete Group Problem Solving Activity</u>			<u>Complete Government Contracting in 10 steps Interactive Tutorial</u>	
Module 6: CM306 Advanced Problem Solving Techniques	Objective #9. <u>Demonstrate</u> an enhanced ability to draw logical conclusions and implications from the analysis of an issue or problem		Discussion Board 306			
Module 7: CM307 Advising and Mentoring	Objective #10. <u>Mentor</u> and <u>Assess</u> entry-level Consultants for knowledge transfer	<u>Complete Mentoring Activity</u>	Discussion Board 307	<u>Complete Mentoring Activity</u>		