

Skill	What many people do instead (Pitfalls)	Benefits (or risks avoided)	Grouping
1 Context questioning	Gathering facts and data Scoping the project Technical or operational analysis	Understanding the key drivers and key players Keep project momentum going by fitting to business priorities Spot business-development potential	DAILY
2 Sharing insights, co-creating new insights with clients	Do presentations based on self / experience Lecture clients on methodology Wait for clients to see the value	Adds value up-front, even before the project starts Helps client see things in new and different ways Builds trust	DAILY
3 Reframing requirements	Focus on meeting client requirements Having the client dictate the journey (servant relationship)	Supports the client to make better decisions Utilises your experience in the field Develops a partnership-relationship vs. a servant-relationship	DAILY
4 Exceeding expectations	Meet expectations, hopefully Keep assuring the client we will get there in the end	Cements trust via "early wins" Start of longterm loyalty Get consulted on other challenges (bizdev opportunity)	PROJECT
5 Compelling presentations and emails	Informational presentations Loss of client attention, particularly virtually Leave the selling to the endn (gets ignored)	More impactful presentations, particularly virtually Infusion selling: embed sales messages in iconic stories More project momentum / More sales Higher value perception	COMMS
6 Facilitation skills e.g. opening a meeting, wrapping up	Dive in Get derailed by others, discussion Lack of clarity in decision-making Loss of momentum	Trust and credibility Better relationships and presence in meetings Seen as a leader (link to lateral leadership skills)	COMMS
7 Boosting / maintaining project momentum	Following the plan (or writing the plan) Expecting status-reporting to be enough Assuming everyone will do the tasks assigned	Deadlines more likely to achieved Fewer excuses, support enlisted from senior stakeholders	PROJECT
8 Influencing skills e.g. overcoming objections	Giving away value e.g. discounts Offering too much often leads to decisions being postponed	Momentum maintained and developed Agreements reached, objections turned into contracts Trust enhanced	COMMS
9 Discussing money & resources	Leaving the money discussion to the end Going away to write a proposal with no budget guideline A lot of wasted time and effort	Establishes a partnership approach early-on Eliminates time wasters Engages client commitment from the start	SALES
10 Doing proposals with the client, not for the client	More trust via a partnership approach Potential objections anticipated Differentiation from competitors	More probability of success Higher sales Engage with key stakeholders earlier	SALES
11 Anticipating the next step of the journey during delivery	Focused on delivery of current project No preparation work done for future business Running out of momentum with key people	Stakeholder engagement for the next step of the journey Seen as a trusted navigator and client interest-keeper	PROJECT
12 Building rapport and empathy	Forgetting the human connection, focused on task Perceived lack of interest	Repeat business and referrals Clients defend your work internally Clients turn to you for advice	COMMS
13 Uncovering and communicating value e.g. success stories	Forgetting to harvest success Moving onto the next project	Makes value of work visible Builds credibility More revenue	PROJECT
14 Boosting client career-success, getting referrals, being the client's "interest-keeper"	Forgetting to stay in touch Avoiding bizdev conversations, fear of asking	Longterm sources of new business Given priority over other suppliers, consultants Provided with early warning on any developments Introductions to other key decision-makers	COMMS
15 Juggling competing commitments	Trying to do everything, burnout Getting validation from clients Development suffers, delivery is always a priority	Ability to plan and delegate Confidence and self-worth Time and energy for development	PROJECT

NOTES

... Not every skill is needed by every team member
 ... Most skills can be further sub-divided into Basic / Advanced / Mastery