

## Annex 2 - TRAINING CONSULTANTS PROFILE

### 1. Introduction

According to Larry Greiner and Robert Metzger (in KUBR, Milan, "Management Consulting, a Guide to the Profession"), the consultancy should guide and counselling, objectively promoted to identify organizational problems, to analyze those problems and to recommend suggestions and implement solutions.

- To capitalise the human capital investment in training and development,
- To create motivation and employees satisfaction,
- To promote the training objectives, a systemic and the human resource management approach should be promoted.

As a consultancy solution, *the e-Learning Quality and ROI Evaluation* should operate in a systematic way, individually or integrate with other products and/ or services; should be done by qualify experts in order to foster the appropriate use of techniques and tools to make the assessment of the SMEs situation and the deliver of the appropriate e-learning solutions.

In this context, the Training Consultants should:

- Dominate how to develop and to implement a consultancy service;
- Know the surrounding environment of human capital management and how these processes and measures may be implemented in the SMEs;
- Be an expert both in e-Learning and ROI Methodology targeted to the SMEs owners and employees needs.

The Professional Training Profile of the Training Consultant and the Performance Improvement Programme were strongly linked and for this reason is essential to describe the main skills and competences of the training consultants and the areas they may updated, developed and improved through this learning initiative.

So, when a training consultant want to improve consultancy skills to contact SMEs in the trade and service sector, he/she should start by searching the following competences.

### 2. Training Consultants Profile

#### Personal skills

##### 1. Intellectual competences

- Capacity to learn with new situations
- Capacity to observe, analyse and select information



Leonardo da Vinci  
Pilot projects

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- Capacity to synthesize and generalise
- Capacity to produce inductive and deductive arguments
- Capacity to transfer knowledge
- Creativity

## **2. Interpersonal competences**

The training consultant should demonstrate respect to others and for different approaches, tolerance, capacity to solve conflicts, capacity to deal with diverse groups and personalities, capacity to motivate others to the e-learning advantages.

## **3. Communicational competences**

- Capacity to listen
- Capacity to present different points of view assertively
- Capacity to persuade and negotiate

## **4. Intellectual and emotional maturity**

The training consultant must present emotional stability in his/her behaviour and actions, autonomy, initiative, capacity to deal with frustration and constant pressures, flexibility and capacity to adapt to new situations and to solve constrains, responsibility and self-control. Along with those characteristics, the training consultant should be aware of his/her limitations and continuously improve his/her skills.

## **Professional skills**

### **1. Technical competences (general skills)**

- Capacity to develop organizational assessment
- Capacity to be aware of the organizational climate and culture
- Capacity to involve leaders and employees
- Capacity to collect relevant data
- Capacity to focus on the essential problems
- Capacity to reach goals and deadlines
- Capacity to use and apply different methods and tools
- Capacity to use the ICT's (informatics tools, internet, distance communication, etc.)

### **2. Technical competences (specific skills)**

- Capacity to develop training needs assessments
- Capacity to define general and specific objectives
- Capacity to present the best e-learning solution according to the client requirements and needs



- Capacity to present the potentialities and the advantages of the e-learning courses
- Capacity to present the added value of e-learning and calculate the return of e-learning investments

### **Business competences**

- Capacity to identify information from printed and other recorded sources and to use information specialists and reference services and aids to support the business
- Capacity to project trends and possible and probable futures and their implications
- Capacity to know and transfer the tasks associated with marketing and their impact on e-learning development and implementation