External Consulting Track
### Program Facilitator

**FELINA CARTER, PhD, PMP, SSBB**  
Project Management Consultant, Imprivata  
APAGS/PSLN Student Representative

- FelinaCarter@FelinaCarter.com  
- https://www.linkedin.com/in/felinacarter/

<table>
<thead>
<tr>
<th>GET TO KNOW FELINA</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Educational Background</strong></td>
<td>PhD (ABD), Industrial-Organizational Psychology, University of Phoenix</td>
</tr>
<tr>
<td><strong>Time In Consulting</strong></td>
<td>15 Years in Project Management Consulting; First full-time consulting role with Charter Communications as a project management consultant in 2002</td>
</tr>
<tr>
<td><strong>Years with SCP</strong></td>
<td>Less than a year; 2017 Seattle was my first conference</td>
</tr>
<tr>
<td><strong>What Drew You to SCP?</strong></td>
<td>A desire to be active in a knowledge sharing community and to be engaged with like learners</td>
</tr>
<tr>
<td><strong>Involvement in SCP</strong></td>
<td>Currently 2016-2018 APAG/PSLN Student Representative, 2018 CPC Programming Committee, 2018 APA SCP Programming Co-Chair</td>
</tr>
<tr>
<td><strong>Benefits of SCP</strong></td>
<td>Shared learning with peers and students, balance of emphasis on science and practice, opportunity for engagement that directly impacts the Society</td>
</tr>
</tbody>
</table>
Use the Chat Feature to Ask Questions
What is the Society of Consulting Psychology (SCP)?

The members of the Society of Consulting Psychology share a commitment to apply psychological insights for the success and fulfillment of individuals, groups, and organizations. The Society strives to be a strong intellectual and collegial community that is a source of valuable insights and useful resources, as we continuously expand the knowledge base of our profession.

**Stimulating** the exchange of knowledge, ideas, and consulting experience among psychologists

**Encouraging** high standards of consultation

**Promoting** psychological research and professional development in the area of consulting

**Fostering** cooperative relations with allied associations and with all APA divisions

**Supporting** the advancement of consulting psychology as a science and profession

**Advancing** multiculturalism, internationalism and diversity (e.g., ethnicity, race, disability status, age, sexual orientation, students, career stage, gender and international affiliates) in all matters within the Society, particularly as they relate to practice, training, and research in consulting psychology.
SCP Webinar Series: Careers in Consulting Psychology

Become a Member of SCP

Why We Love Being Members

- Very welcoming and nurturing environment
- Embedded in the community
- Making connections and networking
- Consulting Psychology Journal
- Real world conversations with real world consultants
- A better appreciation of and confidence in your value as a psychologist
- Fun social experiences

Professional Affiliate Membership Fee $100.00
Student Affiliate Membership Fee $25.00

http://www.societyofconsultingpsychology.org/becoming-a-member
**SCP Webinar Series: Careers in Consulting Psychology**

## Series Overview

<table>
<thead>
<tr>
<th>WHEN 5:30P EST</th>
<th>SEPTEMBER 20 2017</th>
<th>OCTOBER 18 2017</th>
<th>NOVEMBER 15 2017</th>
<th>DECEMBER 13 2017</th>
<th>JANUARY 17 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOPICS</strong></td>
<td>What is Consulting Psychology</td>
<td>Consulting Psychology Careers</td>
<td>Research Involvement</td>
<td>Career Path: External Consulting</td>
<td>Career Path: Internal Consulting</td>
</tr>
<tr>
<td><strong>SPEAKERS</strong></td>
<td>Greg Pennington, PhD</td>
<td>Jamie Lewis Smith, PhD</td>
<td>Dale Thompson, PhD w/ Chris Coultras, PhD</td>
<td>Anjali Fox, PhD</td>
<td>Matthew Del Giudice, PsyD, MBA</td>
</tr>
<tr>
<td><strong>CURRENT ROLE</strong></td>
<td>Managing Partner, PennPoint Consulting</td>
<td>Founder &amp; President, Pixel Leadership Group</td>
<td>Founder &amp; CEO Leadership Worth Following</td>
<td>Consultant Leadership Development Worldwide</td>
<td>Director, Global Talent Management and Organization Development PepsiCo</td>
</tr>
</tbody>
</table>

- Free Webinar Series for Students, Early Career, Transitioning Psychologists
- To Provide Insights and Education about Careers in Consulting Psychology
- Discuss with Attendees the Types of Careers and How to Pursue these Paths
SCP WEBINAR SERIES: CAREERS IN CONSULTING PSYCHOLOGY

Program Co-Facilitator

JAMIE LEWIS SMITH, PHD
Founder & President, Lewis Smith Consulting/Pixel Leadership Group
SCP Conference Co-Chair (2019); SCP Programming Committee (2017, 2018)

JamieLewisSmith@gmail.com
https://www.linkedin.com/in/jamielewissmith/

GET TO KNOW JAMIE

| Educational Background       | PhD Clinical Psychology from University of Miami 2007, Licensed in Ohio |
| Time In Consulting          | 10 Years; OD Consultant for VHA National Center for Organization Development; OD Manager for Nemours Health System; Director of Talent Development for MedExpress |
| Years with SCP              | About 14 Years; but first conference was Orlando in 2016 |
| What Drew You to SCP?       | Connection and networking with like-minded practitioners |
| Involvement in SCP          | Programming Committee 2017; Programming Chair 2018; Conference Co-Chair 2019 |
| Benefits of SCP             | I have built wonderful relationships – professional and personal; obtained valued mentoring and advice from seasoned professionals; stay current in the field. |
2018 Conference – Savannah, GA (Feb 8 – 11)

• **Content for Students/Early Career Attendees:**
  - Learning from the Gurus Session
  - Breaking into Consulting: Practical Strategies to Building Confidence and Competence
  - Introduction to the DISC Assessment: Understanding the Model and How the Tools Can Be Used to Develop Leaders and Teams
  - Learning Agility Certification Workshop (space is limited)
  - Introduction to the Leadership Circle Profile
  - Cutting-Edge Research on Executive Coaching
  - How to Establish, Grow, and Sustain Your Consulting Business
  - PROPEL: 6-Steps Proven to Enhance Ind. and Org. Performance

• **Get Involved**
  - Volunteer – email Kate McVey (kmmcvey99@gmail.com)
  - Participate on the Conference Planning Committee
Featured Speaker

**Anjali Fox, PhD**
Consultant, Executive Assessment and Leadership Coaching
Leadership Development Worldwide

Email: Anjali.Fox@ldw-w.com
LinkedIn: https://www.linkedin.com/in/anjali-fox-ph-d-ab4627/

<table>
<thead>
<tr>
<th>GET TO KNOW GREG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educational Background</td>
</tr>
<tr>
<td>Time In Consulting</td>
</tr>
<tr>
<td>Years with SCP</td>
</tr>
<tr>
<td>What Drew You to SCP?</td>
</tr>
<tr>
<td>Involvement in SCP</td>
</tr>
<tr>
<td>Benefits of SCP</td>
</tr>
</tbody>
</table>
My career journey
What do I do?
  • overview
  • specific examples
Why I prefer external consulting
What I learned while working internally
What has helped me to be successful
Poll: Your Career Status
• We are a team of business psychologists and consultants with deep insight into organizations, leaders and teams, and a comprehensive understanding of our clients’ culture, values, and business priorities. Through decades of outstanding performance we have built collaborative relationships and delivered results to our premier global client list.

• LDW identifies, develops, and accelerates the potential of organizational leaders and teams to create thriving corporate cultures and business success.
What Do Consulting Psychologists **DO?**

Consulting Psychologists apply *psychological knowledge and skills* within a business context to improve *business outcomes.*

- **Individuals**
- **Groups/Teams**
- **Organizations**
WHAT DO CONSULTING PSYCHOLOGISTS DO?

Individuals

• Assessments
  o Career Assessment
  o Selection
  o Development

• Coaching
  o Career Coaching
  o Fixing Deficits/ Problem Behaviors
  o Maximizing Leadership Impact
  o Career Transitions
WHAT DO CONSULTING PSYCHOLOGISTS DO?

Groups/Teams

- Assessments
- Facilitation the Formation of a Team
  - Establishing Norms, Roles
  - Increasing Familiarity
  - Building Trust
- Role Analysis
- Interventions
  - Group conflict/dysfunction
- Leadership Development Programs/Management Skills
WHAT DO CONSULTING PSYCHOLOGISTS DO?

Organizations

• Assessments
  o Culture Assessment
  o Employee Engagement

• Consulting at the Org Level
  o Talent Management
  o Change Management
  o Strategic Planning
Typical Client Questions

• “Tell us more about this candidate”
• “Can he/she scale?”
• “How much runway does this candidate have?”
• “Will he be able to build the team?”
• “Can she handle the complexity?”
• “Can you teach him that being a jerk is not the only way?”
• “We value this person, what are his development areas and how shall we invest in him?”
• “We are a newly formed team/dysfunctional team/ lots of changes with the team and objectives of the org, what are our strengths and gaps, and how can we best work together?”
• “What is the current and desired culture of our organization?”
• “If we were to acquire X organization, what can we expect from a leadership/culture/talent perspective?”
• “We keep hiring people that don’t have the right DNA for our company, can you help?”
EXAMPLE - ASSESSMENT FOR SELECTION PROCESS

• Pre-call with hiring team
  o role overview
  o specific context factors
  o concerns and specific questions

• Administer several online assessments:
  o personality
  o motivation
  o problem solving
  o behavioral

• 4 hour interview plus in person problem solving
• Analyze interview and assessment data
• Write report and make recommendation
• Debrief call with hiring team
EXAMPLE — COACHING PROCESS

• Coachee takes online assessments
• Consultant conducts a “warm 360” or online 360
• Half day feedback session and development of goals
• Alignment meeting with coachee, manager and HR
  - Led by coachee
  - Facilitated by consultant
• Ongoing coaching meetings
  - in person, telephone, facetime
  - 6 months – ongoing
• Alignment meetings throughout
• Follow up 360 at 12-18 months
Why I Prefer External Consulting

**Internal**

- Within the Organization’s Hierarchy
- Typically with HR Function
- Often Removed from Sr. Leaders
- Takes Longer to Earn Respect/Build Advisory Relationship
- More political (in my experience)
- Long-term, Deeper Relationships
- Cross Functional Teaming
- Travel Expectations Less, But Vary

**External**

- Independent, Objective
- Autonomy, Flexibility, Variety
- “Advisor Status” Coming in the door
- Can Leverage Expertise/Degree
- Direct Line to Senior Leaders
- Finite Projects
- Fast Paced, High Demands
- Travel
- Revenue Generating Rather Than Support Function
WHAT I LEARNED FROM INTERNAL ROLES

• Business Acumen – How things actually work in organizations
• Politics and organizational dynamics
• Industry knowledge
• Cross functional exposure (systems, technology, compensation, training, learning and development, human resources, etc.)
• Persistence - If at first you don’t succeed, regroup and try again!
Secrets to My Success....I Think

- Speak plain English
- Be responsive
- Be helpful
- Be humble - but not overly modest
- Translate your clinical skills
- Facilitation skills / presentation skills / executive presence
- Familiar with current trends
- Identifying root cause vs addressing symptoms
- Certifications
- Confidence
  - Ethics and integrity – guard these at all costs!
  - Authenticity
  - Be willing to say, “I don’t know”
  - Don’t be a lackey...Don’t be a “yes” man.
Don’t give up
Find mentors
Ask for help
Help others
What other questions can we address that will help meet your expectations for this session on Careers in Consulting Psychology?
CONTINUE YOUR JOURNEY
SCP Webinar Series: Careers in Consulting Psychology

Join Us for Future Sessions!

To Register for Future Sessions:

1. SCP Webpage
   www.societyofconsultingpsychology.com

2. Education Tab

3. Current Webinars

4. Webinar: Careers in Consulting Psychology

You will be asked to login or create a free account.

Next Month:

Internal Consulting Career Path
Matthew Del Giudice, PsyD, MBA
Director, Global Talent Management & Organization Development
PepsiCo

<table>
<thead>
<tr>
<th>WHEN 5:30P EST</th>
<th>JANUARY 17 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOPICS</td>
<td>Career Path: Internal Consulting</td>
</tr>
<tr>
<td>SPEAKERS</td>
<td>Matthew Del Giudice, PsyD, MBA</td>
</tr>
</tbody>
</table>
We Value Your Feedback

- You will receive an email from FELINA CARTER
- It will include a link to the feedback survey
- It will also include links to helpful resources from this call