

Interview de Jérôme BLOCH, CEO 360Crossmedia

Co-working & consulting

Stimulé par les dynamiques de co-working, le consulting vit un changement de paradigme en passant d'un modèle 'expert', où le consultant prétendait apprendre leur métier à ses clients, à un modèle 'catalyseur' où il aide ses clients – les vrais experts – à trouver eux-mêmes leurs solutions.

Explications.

Comment définir le rôle d'un consultant ?

Dans un monde idéal, un consultant aide les employés d'une entreprise à formuler des solutions et des stratégies en leur offrant une structure et un feedback précieux. Malheureusement, le consulting a longtemps rimé avec une déresponsabilisation des décideurs.

Ces derniers s'adressaient aux consultants avant tout pour externaliser le travail de réflexion, tout en recherchant à apposer un logo prestigieux sur le rap-



«Le consultant doit rester dans son rôle de catalyseur d'idées et de solutions» Jérôme Bloch

port, apte à plaire aux actionnaires. Après la crise de 2008, les dépenses de consulting ont subi le même traitement que les autres postes : la valeur-ajoutée

créée a été mise en face de la facture reçue. Dans ces conditions, il ne suffit plus aujourd'hui de publier un document de 100 pages truffé d'études de

marché pour convaincre. Il vaut mieux publier un 'one pager' précis ou un rapport d'une dizaine de pages adressant le problème et détaillant la solution à mettre en œuvre.

La culture contemporaine du «Get it done» et du «Co-working» impose aux consultants de revoir leur modèle.

Consulting : mode d'emploi

La règle d'or consiste à se souvenir à chaque instant que les employés de l'entreprise demeurent les experts. Le consultant doit rester dans son rôle de fédérateur d'idées en permettant aux employés de capitaliser sur leur expérience et leur connaissance de la firme pour formuler les meilleures solutions.

Le consultant apporte une méthodologie et aide l'équipe à mettre en place la meilleure gouvernance possible. En fixant les bons objectifs et les meilleures indicateurs de performances, il crée les conditions nécessaires pour amorcer une dynamique positive du changement.

Case studies

Trois situations indiquent la nécessité d'opter pour un consulting en phase avec notre époque.

1. Si vous travaillez depuis plusieurs mois sur un projet et qu'aucune solution ne se profile à moyen-terme. 2. Si vous échangez depuis des semaines avec un prestataires qui envoie sans cesse des propositions qui ne vous conviennent pas. 3. Si votre entreprise développe une culture des réunions – avec ou sans consultants – sans pour autant fixer des deadlines de livraison de solutions ou des KPIs.

Dans les trois cas, des consultants compétents peuvent débloquer la situation en aidant vos experts à formuler une solution. 360Crossmedia enchaîne les workshops de 3 heures ou 1 jour depuis une dizaine d'année avec des succès tangibles dans des domaines aussi variés que les études d'avocats, l'assurance, l'IT, l'industrie ou la finance. Or aucun des consultants de la firme n'est avocat, assureur ou informaticien. CQFD.

Public Speaking

Ten Random Public Speaking Tips

By Joanna DENTON, Public Speaking Coach*

Day 1: Start with the audience, not your topic

When you are prepping your talk, your first thought should be for the audience, not your topic. Often, we as speakers can be so passionate about our subject that we work on the basis of "hell, I'm here to talk about this, and I am going to talk about this, and I don't really care if you want to listen..."

No wonder we have all had moments of standing on stage and looking out to an audience more interested in their iPhones than what we are saying.

And let's face it, if you are going to talk about new accounting regulations coming in, your talk will need to be different depending on whether your audience is a bunch of chief accountants, or the IT guys updating the accounting software ...

So, before you start to think about your topic, think about your audience – who are they, what do they know about your subject, what's important to them, what keeps them awake at night – cos this is going to help you speak the same language, tell stories that resonate, and really connect with them

Day 2: Think about your why

Why do you want to talk about this subject?

And please don't just say: "because my boss told me to!" or "because everyone else on the planet is talking about GDPR/ AI/ Brexit / (complete as appropriate) ... and if I don't, I will miss the boat".

That might be part of it, but I KNOW you can do better than that.

What is it you want the audience to do, think or feel as a result of this talk?

Maybe you want the audience of chief accountants to change how they record certain expenses in the accounts; the angel investors to fund your start-up; or the audience to see your expertise in the field so that they recognise you as the go-to person on the subject and they come to you to work with you...

Get clarity on your why so that you can (i) give yourself a clear focus for the talk (ii) ascertain the particular elements that you absolutely must include in the talk, as compared to the "Nice to have's"; and (iii) make sure you place relevant sign posts throughout your talk.



Day 3: What's in it for the audience to listen to you?

You know the audience and what's important to them, why you want to talk about this topic, and you know about your topic.

When you combine all three – what's in it for the audience to listen to you?

Hint: Audiences like to know how you will help them save money, get them more clients, make them look good ...

Spell that out in the first minutes of your talk, and you will already grab the audience's attention.

Day 4: Story before slides

Your slides should complement not drive your talk.

How many of you recognize this scenario: the organiser of the event asks you to come speak for 15 minutes on a subject, and your first thought is to prepare the slide deck of 52 slides.

Only 24 hours before you get on stage, you start to think about what you will say.

The learning theory tells us that people learn in different channels – audio, visual and sensory – so we understood a long time ago that we should do slides for a talk.

But somewhere along the line, we have forgotten that the objective of the slides

is to help explain the content – and slides have become instead a race to the most complex and complete slide deck – it's almost like we believe that the more words on a slide, the more intelligent we will appear.

So: start with the story you want to tell and build your slides to complete it, not the other way round.

Day 5: Don't forget about your intro

Do not underestimate the importance of a good intro.

When we meet someone for the first time, we will quickly decide "do I like this person, are they any good at what they do?". And it's the same thing when we "meet" a speaker on stage for the first time – in fact, how many of you have watched speakers that turn you off to their talk within the first minute?

The introduction to your speech is the moment to establish your credibility to the crowd, and also show how likeable you are. It's the moment to grab the attention of the audience, and it's the moment to create rapport.

So think about:
- how you will introduce yourself
- what you will do to grab their attention and
- smiling at the audience, even if getting up on stage is the single most scary thing you have had to do all week!

Day 6: In your conclusion, sizzle don't fizzle!

Maya Angelou once said, "I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel."

As you conclude your talk, this will be the last moments that you will be holding the attention of your audience – so make them count.

Don't just end with a "Well that's all folks" – but firm something up so you can really bring home your point.

Leave them with a final takeaway, or a call to action – or take a step back and leave them with a question as to what it all means.

Day 7: Don't believe you need to know everything

All too often I hear clients getting worried about being asked really difficult questions from the floor – and these questions become a mighty big source of concern for them.

But it is possible to minimise the impact of this in three ways:

When you are prepping the talk, and thinking about the audience and topic, you can anticipate the questions that typically come up, and take a view as to whether you will simply cover them in the talk, or respond to them if asked the question.

If you get a tough question, you can win yourself a bit of time with the 4R's: Reflect back the question to check understanding (and even to nuance it into something more simple); Respect the question ("Great question, thank you"); Respond to the question; Review that it answers the question

Finally, if you don't know the answer – hell, you don't know the answer and that's ok. Be honest – better than respond with rubbish. And come back to the asker over coffee/ offline.

Day 8: Throw a tennis ball to let go of your slides

I know, I know, I know – it can be super difficult to let go of those slides when you are presenting – they provide a crutch when things get complicated.

But if you simply read off the slides, you are going to come across as someone ill prepared who knows nothing about the subject – and we KNOW that's not the reality!!

So, one exercise I get my clients to do – and you can do this with a friend – is to throw a tennis ball back and forth while they are rehearsing. It's almost like one side of the brain is catching and throwing the ball, and the other side is getting on with and telling the speech.

It's a great way for you to see that you know your stuff, and don't need to read anything off the screen

Day 9: Don't underestimate the overall package

Ok, ok, ok we know Steve Jobs used to get on stage in jeans and a polo neck – but hell that was Steve Jobs. No matter how great we are on stage, if we rock up in jeans or something sloppy the audience will see that and not you.

Do make a bit of an effort dude!

When I have a really important speech to give, or gig as an MC, I bring out the 3 inch heels – and for those who know me, you know this adds to 6 foot to start things. It's a great way to make an impression on stage, because I know

that I get my swagger and confidence on when I am wearing them.

But, ladies, don't get caught out by high bar stools or low armchairs on stage if you are appearing in a panel – where your decision of skirt/ dress, or heels, can be more important than you think ... don't be afraid to ask your moderator what you will have to sit on!

Day 10: Look after yourself

Take it from someone who regularly has back to back speaking gigs you have got to look after yourself when you are speaking.

Drink lots of water and keep hydrated, eat plenty of slow release food such as bananas rather than chocolate, and make sure you take plenty of breaks to rest up.

Being on stage is a whole bunch of fun, and you got to enjoy it, but it can be a sting in your tail if you then need to rest up for a full day afterwards.

Well, that's all for now with these ten tips on Public Speaking – lots more on other subjects to come soon.



* Joanna Denton is a public speaking coach who believes that public speaking skills can change lives, particularly when these skills enable the speaker to be heard for their ideas rather than judged for any weaknesses on stage. She provides thought leaders with public speaking coaching, on a one-to-one or group basis, so they can translate their technical brilliance into an engaging and compelling message that connects with, excites, and inspires their audience.

Joanna is a British national living in Luxembourg since 2003. Before starting to work as a public speaking coach for her previous employer in 2014, and then launching her own business in October 2016, Joanna spent 16 years working in Big 4 accounting firms in both the UK and Luxembourg as a tax consultant specialising in VAT. She has a Bachelors degree in English and French law, and a Masters in European business law. She also has qualifications in both UK and Luxembourg taxes.

Throughout her entire tax career, a major part of her job was to teach both colleagues and clients about VAT, and, since 2003, to speak at conferences in Luxembourg and around Europe about both VAT and the ICT sector. When doing this, she had to learn to translate the very technical into something accessible for an audience of non-experts. She now brings her clients a combination of pragmatic and down to earth advice acquired over nearly 20 years of speaking on stage.

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