

## SELECTING EFFECTIVE INTERNAL CONSULTANTS

Selecting the right people to facilitate is a good start toward success. Use the following guidelines as you consider employees as potential Internal Consultants for implementations or process improvements not only at their own facilities, but others as well.

### Characteristics of Effective Internal Consultants:

- Willing Participant** Good Internal Consultants cannot be coerced into participation. It is not necessary that each Internal Consultant volunteer; but he or she must be willing to participate when invited. However, many good Internal Consultants have expressed a level of skepticism at first. Being skeptical is common and should not automatically eliminate a worker from consideration.
- Respected Worker** Internal Consultants must be taken seriously by both managers and peers. Be careful not to mistake popularity for respect.
- Experienced** Novices seldom have adequate knowledge of the site, the people, or the safety issues to be effective Internal Consultants. Don't necessarily select all "old timers," but avoid anyone who has not been on the job long enough to really know the ropes.
- Good Safety Role Model** Internal Consultants do not have to be accident free; but they need to be serious about safety. Often, employees who have been injured develop serious attitudes about safety and have great credibility when they speak about safety to other employees.
- Open-Minded** Internal Consultants need to be able to learn and manage new ways of doing things. Some people are overly opposed to anything new or different. Such people can seriously hold back progress if they are put in a position of leadership.
- Collaborative** Internal Consultants need to be good team players. They need to work together and be able to come to consensus. Workers with reputations for stubbornness and not getting along with fellow workers should be eliminated from consideration.
- Takes Initiative** Good Internal Consultants should be self-starters. They should have demonstrated initiative on work projects or extra assignments.
- Good Communicator** Internal Consultants should be able to effectively communicate with other workers and managers. They do not need to be professional speakers, but should be able to effectively express ideas.
- Good Problem-Solver** Internal Consultants will be given data and expected to identify and solve safety problems. Workers with demonstrated ability to solve problems should be given strong consideration if they meet other criteria.
- Personal Organization** Internal Consultants will need to manage multiple roles and priorities. Workers with the ability to get things done in an organized way often make good Internal Consultants.

