



# Internal Consulting Track



Society of Consulting Psychology  
*The Catalyst Division*


DIVISION 13  
AMERICAN  
PSYCHOLOGICAL  
ASSOCIATION


# Program Facilitator



## FELINA CARTER, PHD, PMP, SSBB

Project Management Consultant, Imprivata  
APAGS/PSLN Student Representative

 FelinaCarter@FelinaCarter.com

 <https://www.linkedin.com/in/felinacarter/>

### GET TO KNOW FELINA

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

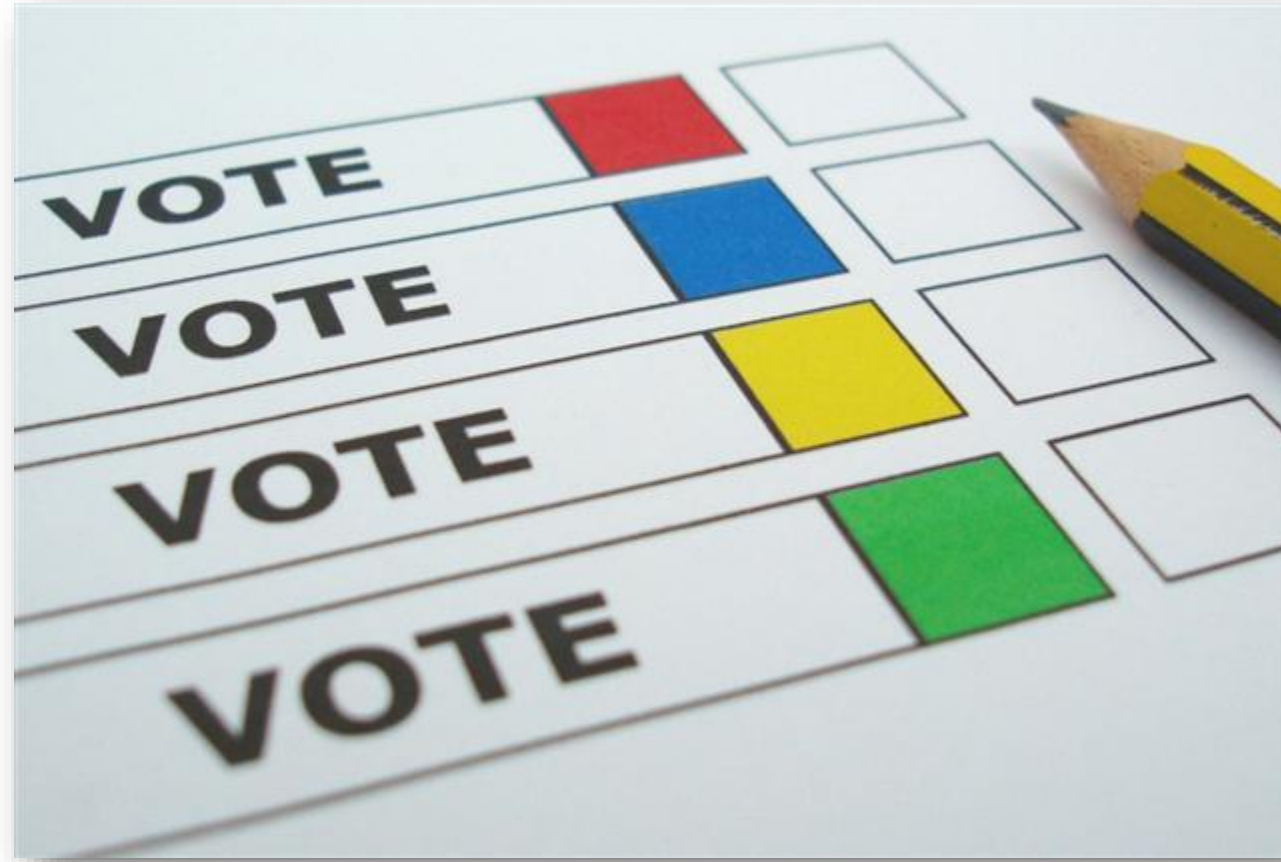
# Use the Chat Feature to Ask Questions

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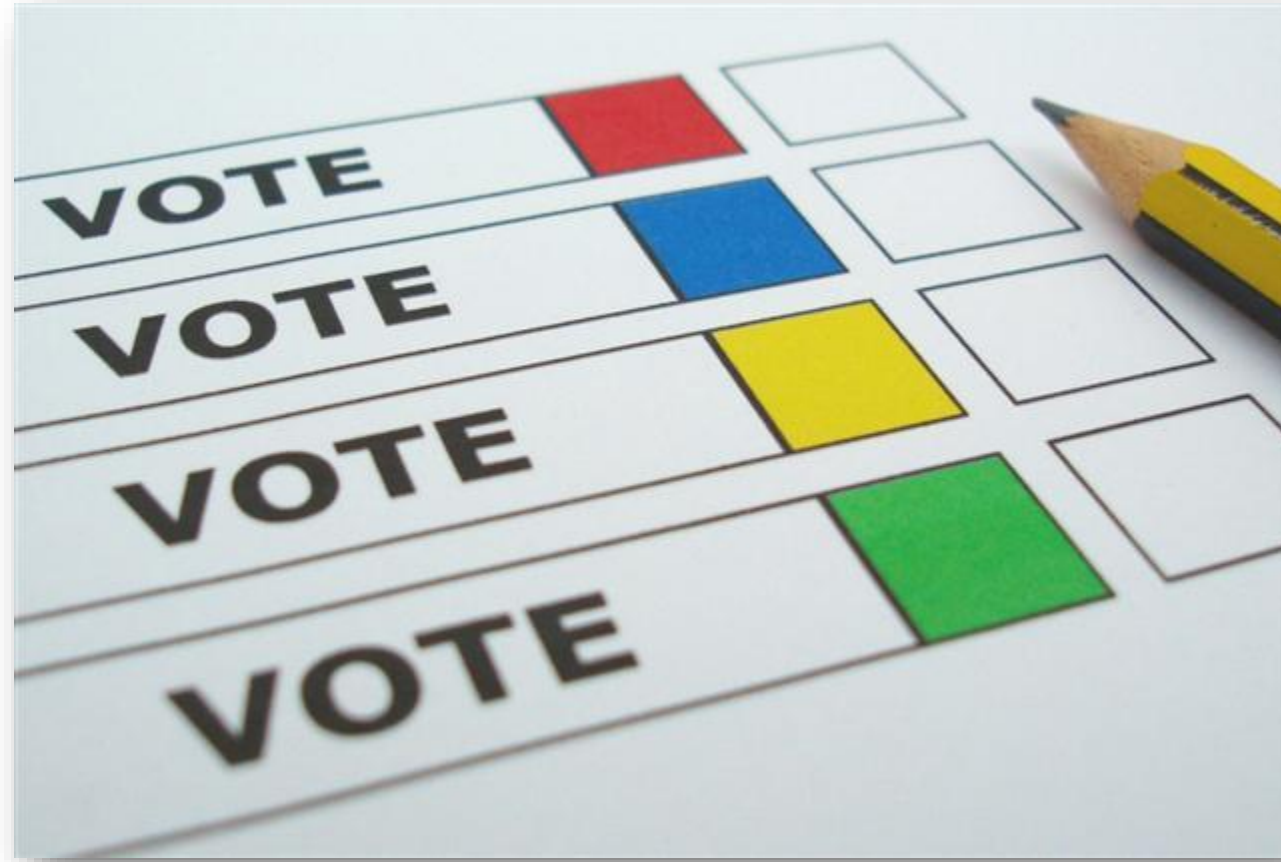
# Poll: Your Career Status

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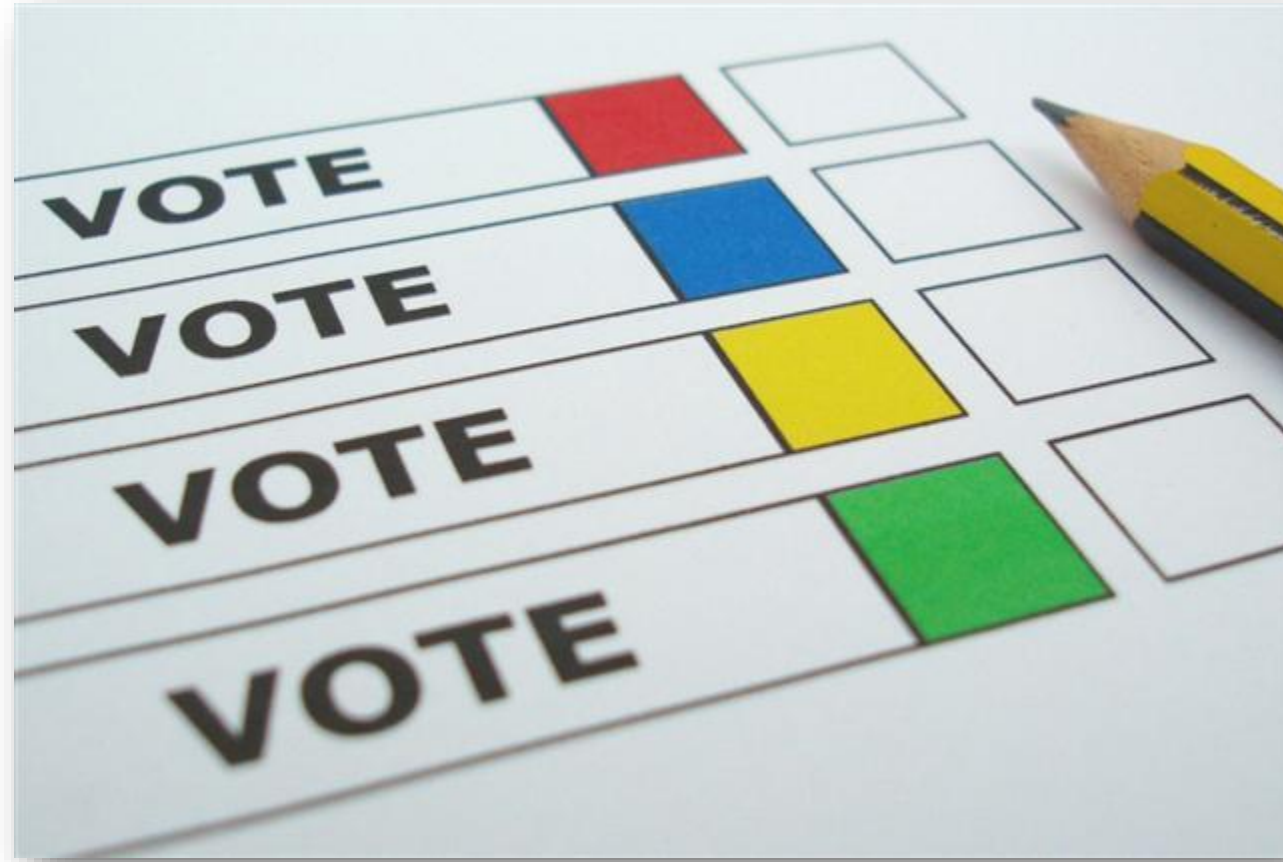
# Poll: Years Post-Graduate

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# Poll: Years In Consulting Psychology

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# 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



# 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>





# Series Overview

WHEN 5:30P EST	SEPTEMBER 20 2017	OCTOBER 18 2017	NOVEMBER 15 2017	DECEMBER 13 2017	JANUARY 17 2018
TOPICS	What is Consulting Psychology	Consulting Psychology Careers	Research Involvement	Career Path: External Consulting	Career Path: Internal Consulting
SPEAKERS	Greg Pennington, PhD	Jamie Lewis Smith, PhD	Dale Thompson, PhD w/ Chris Coultras, PhD	Anjali Fox, PhD	Matthew Del Giudice, PsyD, MBA
CURRENT ROLE	Managing Partner, PennPoint Consulting	Founder & President, Pixel Leadership Group	Founder & CEO Leadership Worth Following	Consultant Leadership Development Worldwide	Director, Global Talent Management and Organization Development Pepsico
SCP INVOLVEMENT	2008, 2016 President	2017, 2018 Conference Programming; 2019 Conference Co-Chair	2018 President	2017 Conference Co-Chair	2017, 2018 Conference Programing Review Committee

- 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



# 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

<b>Educational Background</b>	PhD Clinical Psychology from University of Miami 2007, Licensed in Ohio
<b>Time In Consulting</b>	10 Years; OD Consultant for VHA National Center for Organization Development; OD Manager for Nemours Health System; Director of Talent Development for MedExpress
<b>Years with SCP</b>	About 14 Years; but first conference was Orlando in 2016
<b>What Drew You to SCP?</b>	Connection and networking with like-minded practitioners
<b>Involvement in SCP</b>	Programming Committee 2017; Programming Chair 2018; Conference Co-Chair 2019
<b>Benefits of SCP</b>	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 ([kmmcvvey99@gmail.com](mailto:kmmcvvey99@gmail.com))
- Participate on the Conference Planning Committee

Join the  
**FUN!**



# Featured Speaker



## MATTHEW DEL GIUDICE, PSYD, MBA

Director, Global Talent Management and Organization Development  
PepsiCo

 matthewdelgiudice@gmail.com

 <https://www.linkedin.com/in/matthew-del-giudice-psyd-mba-4a06713/>

### GET TO KNOW MATT

#### Educational Background

- PsyD, MBA – Widener University
- Licensed Clinical Psychologist
- BA (English/Political Science) – Bucknell University

#### Time In Consulting

- 10 years consulting experience
  - Graduate Student Intern – Widener University Organization Development Services (1 yr)
  - OD Consultant - National Center for Organization Development for Veterans Affairs (5 yrs)
  - Center of Excellence Senior Manager and Talent Management Director roles at PepsiCo (~4 yrs)

#### Years with SCP

- 10 years

#### What Drew You to SCP?

- Clinically informed approach to business consulting

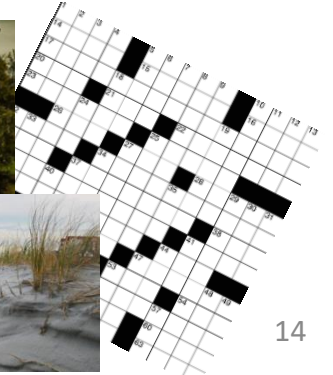
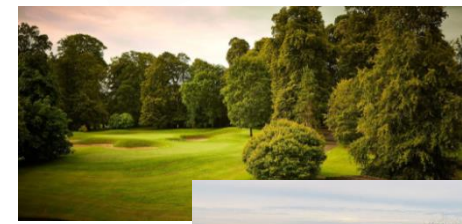
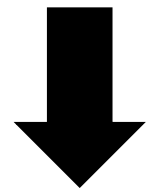
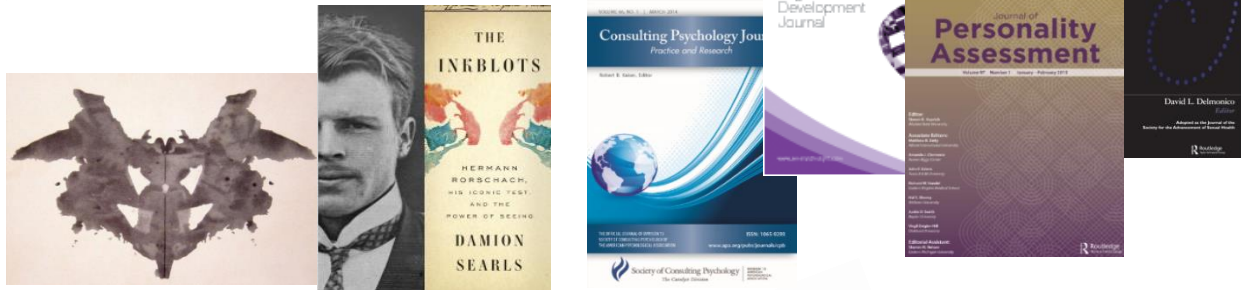
#### Benefits of SCP

- Seasoned membership base, networking opportunities, excellent journal

What about internal consulting psychology  
are you most interested in learning about?



# About Matt and His Experiences

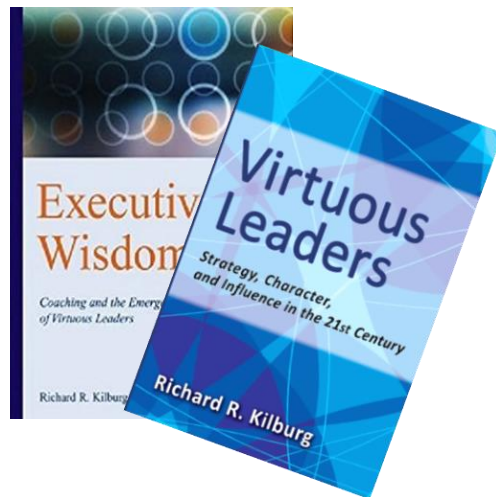


# Involvement In SCP

## Receiving



VHA National Center for  
**NCOD**  
Organization Development



## Giving

- SCP MidWinter Conference Presenter (2016, 2018)
  - Strategic talent management
  - Collaborating to implement consulting solutions
  - Multimethod leader assessment
- Mid Winter Conference Submission Reviewer (2017-18)
- SCP Rebranding Committee (2016)
- Authored *Consulting Psychology Journal* article (2014)
  - Personality assessment in executive coaching

# WHERE DO CONSULTING PSYCHOLOGISTS WORK?

## INTERNAL

- Mid-sized and Large Organizations
- Private sector
- Public sector
- Part of HR or “Corporate” Services

## EXTERNAL

- Independent Practice
- Small Boutique Firms
- Large Firms
- Specialized Services
  - Assessment Companies





# HOW DO INTERNAL AND EXTERNAL ROLES DIFFER?

## INTERNAL

- Typically within the organization's HR Function → "Working on the Inside"
- Manage processes, lead a strategic agenda, provide ad hoc (or in rarer cases) regular consulting services
- Often broader-based and may require more people leadership to advance
- Longer-term, deeper relationships, reputation forms over time
- Steady cadence of work → often in the same office working on a defined agenda
- Typically less travel
- Advancement based on ability to influence senior stakeholders and versatility to navigate different types of jobs

## EXTERNAL

- Consulting **to** a company → independent, objective, "Credible Outsider"
- Provide thought leadership, create content, deliver interventions
- Technically / expertise oriented → able to more directly apply consulting psychology background
- Short-term relationships (with exceptions), reputation formed quickly
- Episodic cadence of work → e.g., project based, week to week, business may ebb and flow, etc.
- Often high travel demands
- Must generate business to advance at senior levels



# WHAT ARE THE POSSIBLE CAREER PATHS?

## INTERNAL CONSULTING

- **COMMON INTERNAL ROLES**

- Organization Development
- Learning & Development
- Training
- Leadership Development
- Talent Development
- Talent Management
- Employee Engagement
- Culture
- Workforce Development/Planning
- Change Manager
- Diversity & Inclusion
- Performance or Process Improvement
- Human Resources

- **INTERNAL JOB TITLES**

- Coordinator
- Specialist
- Consultant
- Analyst
- Manager
- Director
- Vice President
- HR Generalist/HR Business Partner
- CHRO (Chief Human Resources Officer)



# WHAT ARE THE POSSIBLE CAREER PATHS?

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## EXTERNAL CONSULTING

- **COMMON EXTERNAL WORK**

- Executive Assessment
- Executive Coaching
- Leadership Development
- Team Development
- Organizational Assessment
- Organization Development
- Training

- **EXTERNAL JOB TITLES**

- Consultant
- Coach/Executive Coach
- Sr. Consultant
- Partner
- Managing Partner
- Principal



# About PepsiCo

- ~ \$63 billion in net revenue in 2016
- 20+ billion dollar brands
- Products distributed in 200+ countries
- Formed 1965 following Pepsi Cola and Frito-Lay merger
- Indra Nooyi - CEO since 2006 and ranked in top 3 most powerful women by Forbes
- Over 250,000 employees world-wide



**PEPSICO**



OUR PRODUCTS ARE  
AVAILABLE IN MORE THAN  
**200**   
COUNTRIES & TERRITORIES  
AROUND THE WORLD



# PepsiCo's HR Operating Model

## HR Executive Team

### Information, Transactions, Inquiries, and Delivery

### Strategic and Advisory

#### Core Services (for all employees)

#### Local Delivery

#### Expertise

#### Business Partner

##### Self Service Portal

##### Contact Center

##### Solution Delivery Team

##### Local HR Manager

##### COEs

##### HRBP

Executes basic transactions 24/7

Responds to incoming queries

Resolves escalated complex issues

Ensures quality execution of HR processes and change management at the local level

**Designs and develops global HR processes, programs and tools**

**Delivers business-specific strategy and results**

Provides access through user friendly, multi-language, single sign-on

Provides HR information

**Provides specialized consultation & process expertise**

Represents face of HR to large groups of employees

**Provides external insights and thought leadership**

**Diagnoses the business health, identifies solutions, advises and coaches business leaders, and serves as a change leader**

Completes routine transactions

Delivers HR programs, tools and solutions

Plays lead role in employee engagement and relations, locally



## Core Services (support for the HR Function)

#### HR Back Office Support

#### HR Operations

#### Core Services PMO/Governance

Performs routinized work – is the “administrative and transaction engine” for the HR Function.

Ensures the most efficient and effective processes, systems, and 3<sup>rd</sup> party vendors are utilized and desired results achieved –the “operational excellence engine” for the HR Function

Manages large-scale program implementation and governance protocols

# PepsiCo's Career Model

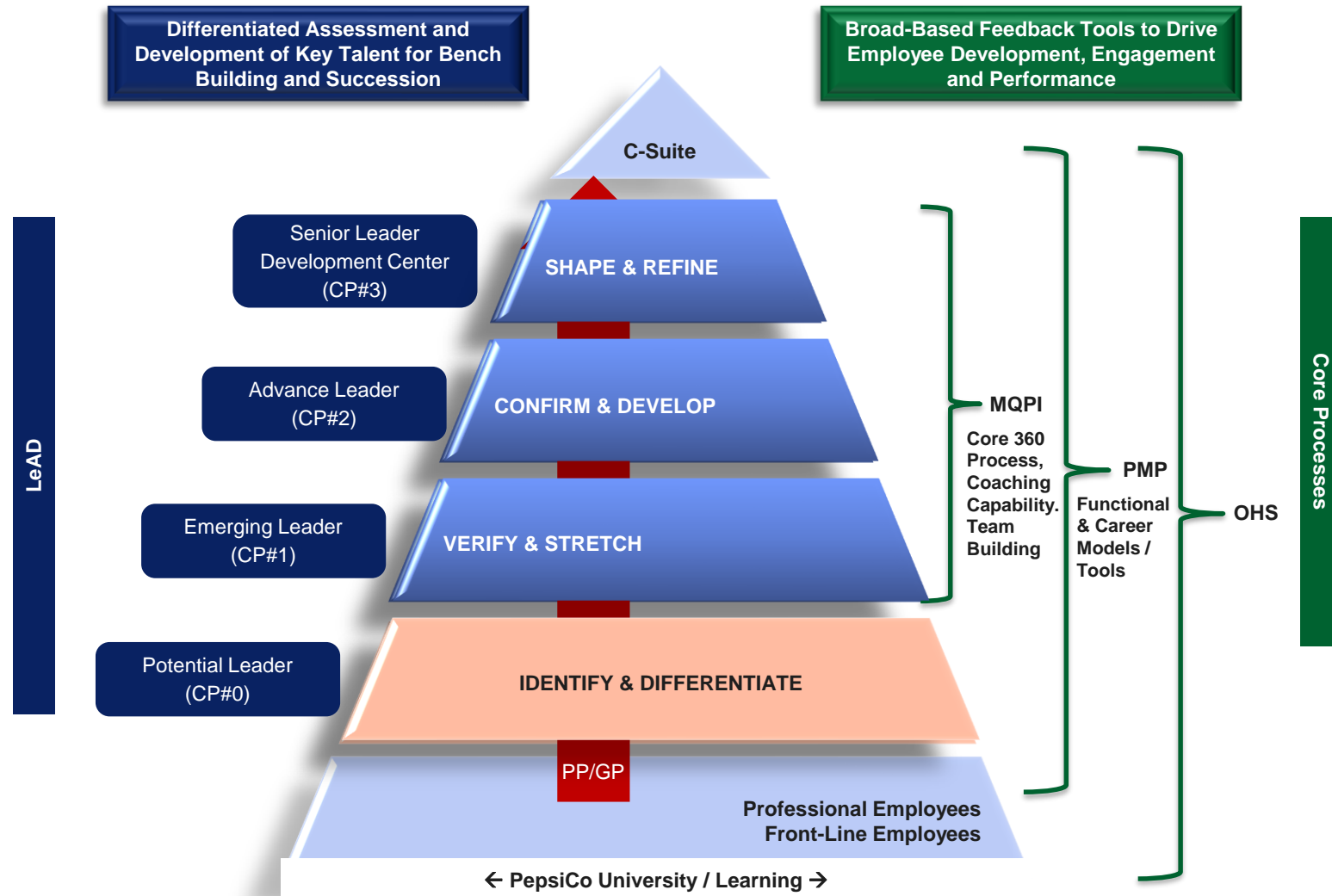


# When is consulting psychology expertise applied in organizations?

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- ✓ Understanding individual differences
- ✓ Assessment, measurement and surveying
- ✓ Group dynamics
- ✓ Individual learning and development
- ✓ Ethics

# Applied Consulting Psychology Example: PepsiCo's Leadership Assessment Architecture





# Key Critical Experiences to Date

	<b>OD Consultant (NCOD)</b>	<b>Center of Excellence (PepsiCo)</b>	<b>Talent Management (PepsiCo)</b>
<b>Role Description</b>	Traveling consultant providing a range of OD consulting services to VA hospitals and programs offices nationwide	Program Lead dedicated to senior executive assessment and development	Talent Management Lead for PepsiCo's growth functions
<b>Focus Areas</b>	<ul style="list-style-type: none"> <li>• Executive Coaching</li> <li>• Team Development</li> <li>• Trainings and Workshops</li> <li>• Organizational Health Assessments</li> </ul>	<ul style="list-style-type: none"> <li>• Program Management</li> <li>• Psychometric Assessment/Feedback/Dvpt</li> <li>• Program Design</li> <li>• Program Evaluation and Data-based insights</li> </ul>	<ul style="list-style-type: none"> <li>• Core HR process execution, including succession planning, surveying, perf eval</li> <li>• Internal consulting solutions</li> <li>• Career Frameworks</li> </ul>
<b>Key Challenges</b>	<ul style="list-style-type: none"> <li>• Executive Presence</li> <li>• Public Speaking</li> <li>• Systems dynamics</li> </ul>	<ul style="list-style-type: none"> <li>• OD versus Talent Management</li> <li>• Senior stakeholder influence</li> <li>• Project Management</li> <li>• Thought leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Managing a team</li> <li>• Simplifying complexity</li> <li>• Business mindset</li> </ul>
<b>Key Takeaways</b>	<ul style="list-style-type: none"> <li>• Greater confidence applying clinical training in an organizational setting</li> </ul>	<ul style="list-style-type: none"> <li>• More informed point of view on how to best leverage assessment tools</li> </ul>	<ul style="list-style-type: none"> <li>• Business acumen → appreciation for setting and implementing global growth strategies</li> </ul>

# Trendspotting

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- “Talent Management” is the new Human Resources
- Data and Analytics are heavily informing organizational decision making
- The profile of the HR employee is changing... in your favor → Job market is hot!
- Consulting psychology will continue to add value above AI, robotics and automation

# Transitioning to the Organizational Setting

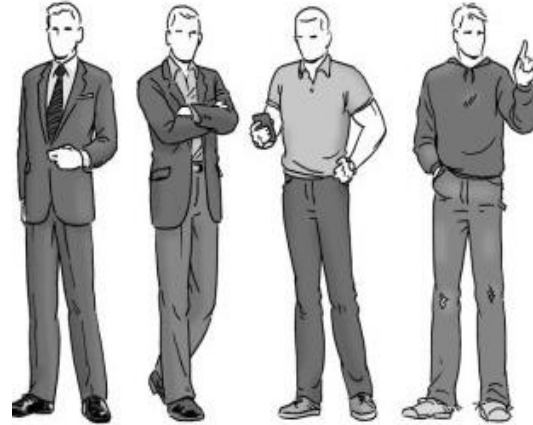
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*MONEY*



*SPEED*



*CULTURE*



*LANGUAGE*

# Career Advice

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- Start developing a “hip pocket” skill that differentiates you from the crowd → What can you do better than almost anyone else?
  - Develop your Point of View and be comfortable expressing it
  - If you aren’t playing politics, you’re probably not being as effective as you could be
  - Your success will depend largely on how you negotiate Getting Along and Getting Ahead (Hogan/Evolutionary Psych)
  - In a large company, most roles are about 50% defined (or less) ... and 50% whatever you want to make them
  - If you aren’t uncomfortable, you probably aren’t growing
- When applying for jobs:
- Create a 2-3 minute compelling career recap (“elevator speech”) – you’ll use it again and again
  - Frame up your resume and career story so that the job appears to be an ideal fit for YOU
  - Your resume should ideally be a list of accomplishments, not job duties or tasks
  - Take a mental inventory of your proudest achievements and be able to convey them as a narrative

# YOUR QUESTIONS

What other questions can we address that will help meet your expectations for this session on Careers in Consulting Psychology?

**USE THE CHAT  
FEATURE TO ASK YOUR  
QUESTIONS.**



# We Value Your Feedback

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- 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



