

Directory of Learning Programs for Building Better Teams

Culture

Conversations

Teamwork

Connectivity

Cohesion

Leadership

Change

Bill Cropper
Director

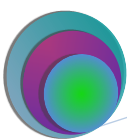
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Celebrating 20 years...

2022 is something of an anniversary for us at The Change Forum. It signals two decades since we delivered our first public *Conversational Coaching* clinic back in 2002. Over that time, our suite of programs has increased from 2 to more than 22.

Solid theory translated into practical, down-to-earth applications...

...explored in a safe small group setting, supported by comprehensive self-coaching guides and toolkits for back-at-work action.

Join the thousands of managers, team leaders and professionals from all walks of work-life who have benefited from our clinics over the past 10 years - community services, health, education, transport, construction, primary industry, local government.

"It's always a pleasure attending your programs Bill. Top presentations and the knowledge of your field outstanding, as are your guidebooks. Applicable to all levels of leadership in any organisation or profession and always supported by a strong research base with excellent tools. That's why people keep coming back." Lyn
Bishop Principal – Sheldon College

5 reasons to choose a Change Forum clinic

- Solid learning in safe, small group environment
- Practical tools for back-at-work action
- Down-to-earth, hands-on and relevant
- Easy-to-follow self-coaching guides
- Serious fun and fantastic facilitation

About Change Forum Clinics

The 3-Cs behind brilliant leadership and better teams – connectivity, constructive conversation & culture...

Change Forum clinics equip you... with the conversational, emotional, self-awareness and relational skills to enable you to:

- Boost your ability to connect, lead, influence, facilitate, inspire
- Manage emotions at work in more balanced and positive ways
- Create more connective, constructive, conversational cultures
- Deal with difficult situations with more poise and composure
- Promote personal growth, well-being and vibrant team-work
- And lead people through change resolutely and sensitively

Our full directory lists all Change Forum courses, grouped into 5 major learning gateways. *This excerpt lists programs from our Building Better Teams gateway.*

| | |
|---|---|
| <u>Conversational Leadership</u> | Casual or crucial, conversations are a core business process... |
| <u>Emotional Intelligence and Mindfulness</u> | Emotional Intelligence is at the bottom of top performance... |
| <u>Culture & Change</u> | Leadership, culture & change go hand-in-hand for success.... |
| <u>Building Better Teams</u> | Being able to get teams to work well together is a major mission... |
| <u>Leadership, Facilitation & Coaching</u> | Adopting facilitative and coaching styles can benefit every leader... |

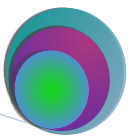
Public Program Schedule: courses we put on as part of our public program series vary slightly each year. Consult our current year **Course Calendar** or visit our website from time to time to see what courses are on offer publicly in your locality and check on course information updates or any new programs that may come on-line.

Sound learning, hands-on and relevant...

- Practical, down-to-earth, action-based programs immediately relevant, real and relatable to your workplace.
- Current cutting-edge concepts translated into tangible, easy-to-apply tools and practical step-by-step processes
- All programs come with comprehensive, easy-to-follow, self-coaching guides and toolkits for back-at-work action.
- Goals setting and self-assessment instruments features in all our clinics backed up by our 5-stage self-coaching model

In-House Options: we can deliver all of our courses live onsite or live-on-line, as public or in-house programs in standard format or customised to your specific culture or context. So, if dates don't suit or you'd like to incorporate one of our many clinics into your teambuilding, culture, change or leadership development initiatives, why not start-up a conversation with us? **Call Bill Cropper** at The Change Forum or **enquire on-line**...





Learning Gateway 4: Building Better Teams

Whether it's an office, factory or school, teams are the main way we organise work. Team-working skills are vital for everyone.

- Any time a group of people come together to work on a common task, whether it's an intact work team or occasional committee, team-working comes into play.
- Getting clearer on what it takes to work well in teams makes a big difference to people fitting in and getting along. The ability to mobilise cohesive teams and get people to work in well with each other is an absolute necessity for all leaders.
- Without team-building skills, many people bumble along, making the same old avoidable errors that get teams in a tangle.

And of course, as with anything else, teams break down, under-perform or stop working as well as they should. To stay in top gear, they require fine-tuning, maintenance or even, from time to time, a total makeover.

That's where teambuilding comes in. It has a proven track record as a tool to enhance team performance, but the term sometimes seems a bit nebulous. People know they need it, but often aren't sure what it is. What is team-building?

- Put simply, it's finding ways of *Working Better Together*, which is why we use this label for our team-building clinics.
- It means making the most of what you do through collective effort, constructive conversation and collaboration.

While we all have different ideas of what working better together means and how to go about it, our teambuilding work typically covers improvement areas such as shared visions, team design, conversations, team roles and relationships, culture and climate, developing new operating principles and finding better ways to work together more collaboratively and constructively.

Each of these things can contribute to building the high-performing team-working culture and positive emotional climate you want – where people can find ways to discuss team and task issues constructively, work through conflict without resorting to argument and acrimony, and identify ways to keep on working better together in future.

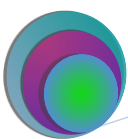
While we naturally work in teams to achieve things we can't do alone, working well together in them doesn't come so naturally. We have to learn how to do this.

Our *Working Better Together* Approach

We run a comprehensive series of team-building clinics under the general title of *Working Better Together*. For a full profile including our take on team-building, team-building services and tips on planning your next team-building session, download a copy of our [*Working Better Together Prospectus*](#)

Time for team-building? Try out tried-and-tested tools for revitalising your team:

- [10 Working Better Together Clinics](#)
- [Building Resilience and Positivity](#)
- [Talking with Teams](#)
- [Dealing with Difficult Team Moments](#)
- [Social Intelligence: EI in Teams](#)
- [Emotional Intelligence at Work](#)
- [Preparing Teams to Change](#)
- [Leading Teams through Change](#)
- [Building Better Teams](#)
- [Tools for Taking Team Action](#)
- [Top Team: Executive Team-Building](#)
- [Leading through Teams](#)
- [Respecting & Connecting in Teams](#)



Working Better Together Clinics

Choose from 10 tailored, in-house team-building clinics to help tackle your unique team challenges..

What's this about?

Working Better Together is the general banner for our team-building services. Team-building can take a multitude of different paths – it doesn't come in 'one-size-fits-all' – so we tailor *Working Better Together* clinics in-house to help you tackle your unique team challenges.

Still, choosing the right team-building focus can be confusing and many organisations like to have an idea of the possibilities up-front first. So to make it easier, we've developed a menu of self-contained team-building sessions to choose from to construct a program that's right for you.

Working Better Together clinics help you...

- Shape shared vision – where most teams need to start!
- Form and design teams – get the architecture right.
- Increase team cohesion – find ways to stay together
- Improve team-talk – teams that talk together stick together
- Enhance relationships – collaborative behaviour is a must
- Clarify roles – the expectations we have of each other
- Improve what your team does – for better team performance

Our Working Better Together clinics cover...

- **Clinic 1:** Team-working and team-building
- **Clinic 2:** Shaping team visions and values
- **Clinic 3:** Conversations – talking in teams
- **Clinic 4:** Thinking and deciding in teams
- **Clinic 5:** Emotionally Intelligent Teams
- **Clinic 6:** Dealing with team difficulties
- **Clinic 7:** Designing your team
- **Clinic 8:** Respect-building in teams
- **Clinic 9:** Entrusting teams to lead
- **Clinic 10:** Creating cohesive teams

Is this right for you?

Whatever kind of organisation or type of team you belong to, all teams can benefit from taking time out now and again to renew relationships, talk through difficult issues and clarify how to work better and more constructively together. In the last 5 years we've run more than 50 in-house team-building clinics of various shapes and sizes for many kinds of organisations with great results.



"I found this team-building day useful, both professionally and personally, and would recommend it to others. The structure and content of our session suited our needs. I believe each of us are now making a more conscious effort to get along and work effectively together and that day helped to clear the air as we could all see how we'd contributed to our team's issues."

Mel – Dept of Agriculture, Forests and Fisheries

For a full profile of our *Working Better Together* approach, including our take on team-building, team-building services and tips on planning your next team-building session, download a copy of our [Working Better Together Prospectus](#)

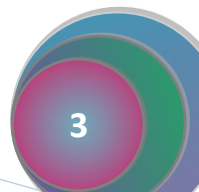
Working Better Together clinics feature...

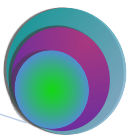
- Optional pre-clinic team surveys & diagnostics to help tailor clinics to your team's needs
- Take-away toolkits so your team can continue to work on team improvements back at work
- Frameworks to develop new team operating principles and charters to reflect your changes
- Focus on developing agreed team action plans

Course Details...

Duration: Flexible duration & delivery depending on individual team needs – generally no less than 1-day

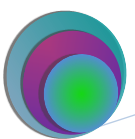
Locations & Dates: In-house tailored to your needs. Some clinics run periodically as public programs.





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| <p>Clinic 1: Teamworking and Teambuilding</p> | <p>Clinic 2: Shaping Team Visions and Values</p> |
| <ul style="list-style-type: none"> ■ The 5 Foundations for effective teams ■ True or token teams - what's the difference? ■ Team failure and success factors ■ Diagnostics: Team issues and perspectives ■ Expectations of me, others, and this team ■ Team groundrules and operating principles ■ Action planning: ways to work better together | <ul style="list-style-type: none"> ■ Developing team visions, goals and targets ■ Identify key themes for visions and values ■ A 4-step process for shaping shared visions ■ Values exploration: what do we stand for? ■ Mapping visions, values and behaviours ■ Brainstorm: team goals, actions and strategies ■ Identifying priority actions and directions |
| <p>Clinic 3: Conversations - Talking in Teams</p> | <p>Clinic 4: Thinking & Deciding in Teams</p> |
| <ul style="list-style-type: none"> ■ Debate to Dialogue: different kinds of talk s ■ Diagnostic: what happens in our discussions? ■ Levels of listening and tips for listening 'up' ■ Traps of conversational assumption-making ■ What conversational roles do you play? ■ Balancing your say with hearing their say ■ The 5-P Model for more Skillful Discussion | <ul style="list-style-type: none"> ■ Sharing ideas and information in teams ■ Ladder of inference and problem analysis ■ Patterns: How do we make decisions now? ■ Sharing Decisions – what kind and how much? ■ Decision-making – coercion versus commitment ■ Decision tracking – consult, consensus or concordance ■ Action planning for better decision-making |
| <p>Clinic 5: Emotionally Intelligent Teams</p> | <p>Clinic 6: Dealing with Difficult Team Moments</p> |
| <ul style="list-style-type: none"> ■ Emotional Intelligence – the team connection ■ Impact of toxic emotions on team climate ■ Emotional hijacks and the EI triangle ■ Finding and expressing your feelings well ■ Empathy – creating connective relationships ■ Diagnostic: common elements of EI teams ■ EI Quiz – how emotionally intelligent are we? | <ul style="list-style-type: none"> ■ Dynamics behind difficult team moments ■ Starting difficult discussions well ■ Dissecting differences and comparing stories ■ Replacing blame with contribution ■ Facing feelings - core of difficult discussions ■ Asserting yourself positively, cleanly and clearly ■ Completing/following through difficult discussions |
| <p>Clinic 7: Designing your Team</p> | <p>Clinic 8: Respect-building in Teams</p> |
| <ul style="list-style-type: none"> ■ Different types of Team Designs ■ 7 Team Design Dimensions ■ Steps in Teamwork-Based Design ■ Work Analysis and Process Mapping ■ Team Design Specifications - Options & Action ■ Developing new workroles & Operating Principles ■ Team Blueprints & Implementation Action Plans | <ul style="list-style-type: none"> ■ Dissecting respect – signals of disrespect ■ 7 practices or respect – what's our team like? ■ Watching your language – minding your stories ■ Respect and the lost art of listening ■ Dealing with difficult people – respectfully ■ Emotional hijacks and disrespect ■ Identifying respect-building actions – some tips |
| <p>Clinic 9: Entrusting Teams to Lead</p> | <p>Clinic 10: Creating Cohesive Teams</p> |
| <ul style="list-style-type: none"> ■ Leadership and co-ordination choices in teams ■ Distributed leadership - spectre of power-sharing ■ Entrusting teams and trusting leaders ■ Shared leadership and co-ordination strategies ■ Self-Managing behaviours for leaders and teams ■ Disempowering systems and structures audit ■ Team accountability and self-responsibility | <ul style="list-style-type: none"> ■ Cohesion – sticking together and pulling together ■ Identity – how much does this team matter to me? ■ Diagnostic: the group cohesiveness index ■ Cohesion: collective working and collaboration ■ Coming unstuck – obstacles to cohesiveness ■ Self-interest versus communal commitment ■ Action plans to increase team identity/cohesion |





Building Resilience and Positivity

a clinic to help you handle set-backs better and build your reserves of resilience and positivity...

What's this about...

Resilience - the 'bounce-back' emotion – is being able to recover rapidly from set-backs, failure, disappointment. It links to other emotional attributes like positive outlook, perseverance and self-efficacy. All of these have a big impact on performance, motivation and how we handle unsettling or stressful events at work

This 1-day extension of our *Working with EI* clinic helps people understand their emotional patterns around resilience, identify strategies to contain negativity and learn personal practices to build their reserves of resilience and positivity.

Learn how to...

- Map your emotional response patterns to unsettling events
- Monitor and assess your levels of resilience and positivity
- Work on ways to curb negative outlook and be more positive
- Develop personal practices to lift your level of resilience

Topics we cover...

- Your outlook: learned optimism or pessimism?
- Resilience – the bounce-back emotion
- Resilience and the effect it has on your outlook
- The brain science behind resilience and positivity
- Measuring your levels of positivity and resilience
- Links to other emotional states – perseverance, self-efficacy
- Emotions-mapping: how you react to set-backs
- Assessing impact on performance and motivation
- Tools to stem negativity – reframing self-talk
- Handling negative feedback and criticism
- Positive outlook and stress management

Is this right for you?

An initial negative response to set-backs is normal. This clinic will benefit anyone who suffers a too-strong-or-too-long response to unsettling situations and needs to work on building more resilience and positivity. It's also suitable for team leaders who want to learn ways to help their team members cope better with set-backs...



Many of us have trouble handling setbacks. We feel helpless or hopeless. This breeds other feelings like cynicism, apathy or anger. We suffer, work suffers and often we seem to make sure other people suffer too. If we lack the resilience and positivity to handle setbacks, it leaves us feeling overwhelmed and resentful, it undermines our motivation, derails our sense of direction and robs us of vitality...

Course Features...

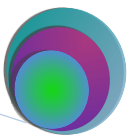
- Bring along typical work events that unsettle you and you have trouble coping with
- Assess your levels of resilience and positivity
- Take-away a 75-page self-coaching guide with 15 tools and techniques to work on resilience.
- Develop personal strategies for building more resilience and positivity

Course Details...

Duration: 1 day

Locations & Dates:

- Available in-house.
- Consult our [Online Calendar](#) for public and/or online course dates



Talking with Teams

get more engagement and clarity, raise the calibre of your team-talk & make every team conversation count

What's this about?

Communication or the lack of it, is a constant complaint in most teams. At the bottom of better teamwork is the ability to have better conversations. They're at the core of constructive teams – the way we stay in touch, build bonds, exchange ideas, sort out plans, fix problems and take action.

This 1-day fast-track of our Leading through Conversations clinic, covers 7 principles for improving your team-talk along with a useful set of foundation tools to replace dysfunctional debate with the art of more skillful discussion.

Learn how to...

- Make team-talks more meaningful & think together
- Help people talk up, share ideas & say what's on their mind
- Engage in skillful discussions that stay on-topic & on-track
- Challenge other's views without falling into the argument trap
- Get to the bottom of issues instead of frothing around on top
- Make it safe to be more open & raise hard issues

Topics we cover...

- Seeing you in conversations – what's your team-talk like?
- 7 Principles for Constructive Conversations
- Types of team-talk: staying in dialogue & out of argument
- Balancing your say with hearing what others have to say
- Asserting yourself positively – say things cleanly & clearly
- Level-headed questioning & the lost art of listening
- Conversational gears – perspectives, positions & assumptions
- Engaging others & making it safe for them to speak up
- 5-P model of skillful discussion & prac sessions on protocols

Is this right for you?

Whether you're a team leader or team member, knowing how to use different tools to have more constructive conversations is a vital yet overlooked area for better teamwork, better leadership and better performance. This clinic is suitable for both members and leaders. We find leaders who come along with a contingent of their team representatives often gain a lot more from this clinic...



Teams that talk well together, tend to stick together. Many of us work together for years on end yet never take time out to work on our team-talk. If your team never discusses openly how we come across to each other or the way we talk together, you're probably perpetuating errors and omissions in the way you see and relate to each other...

Course Features...

- Comes with a condensed version of our guide to Constructive Conversations with 25 tools.
- Rehearse conversational team-building exercises to do back at work with your whole team
- Complete a *Conversational Coaching Scorecard* to find out what your team-talk is like
- Set conversational coaching improvement goals for yourself and your team

Course Details...

Duration: 1 day

Locations & Dates:

- Available in-house.
- Consult our [Online Calendar](#) for public and/or online course dates



Dealing with Difficult Team Moments

A 1-day fast-track on practical ways to tackle touch talks and deal with troublesome topics...

What's this about...

Difficult discussions are part and parcel of organisation life – whether it's resolving differences with customers and clients, handling conflict constructively in a team or navigating successfully through touchy situations, all leaders need to learn how to deal with them better.

This one-day version of our longer clinic, takes people through some practical, step-by-step process to prepare for, practise and improve the conversations they find most troublesome and challenging and resolve conflict more constructively.

You'll learn how to...

- Start a difficult discussion and raise hard topics more easily
- Use a 7-stage model to plan and structure difficult discussions
- Identify & correct handling mistakes we make in them
- Practice selected tools to handle difficult discussions better

What we cover...

- Deciphering dynamics of difficult discussions
- What am I like in difficult discussions?
- The 7 stages in a difficult discussions
- Starting a difficult discussion – errors we make
- Dissecting differences, comparing stories
- Disentangling intent from impact
- 3 blockers: Intentions, blame & assumptions
- Feelings: core of difficult discussions
- Tips for defusing difficult moments
- Contribution mapping: replacing blame
- Dealing with defensiveness
- Approaches to resolving difficult issues

Is this right for you?

This is a fast-track of our 2-day Dealing with Difficult Discussions clinic. It uses the same 7-stage framework but includes fewer tools and less coaching-practice time. It will benefit leaders or team members who don't have time or can't get away to a 2-day program but still want to get a good grounding in the basics of handling difficult situations. It will also benefit those who want a refresher on the general principles of dealing with difficult discussions.



"I wanted to feel more confident dealing with sensitive matters. This workshop gives you tools so you feel equipped to handle a variety of issues. I feel like you helped me develop more in one day than I would have in years of testing the waters myself." Andy Baker - Mackay Northern Beaches SHS

Course Features...

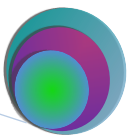
- Re-script your own difficult discussion case
- Take-away a handy condensed version of our self-coaching guide with lots of tools and tips
- Do our Difficult Discussions Scorecard based on our 7-stage model to set goals and develop a conversational improvement plan

Course Details...

Duration: 1 day

Locations & Dates:

- Available in-house.
- Consult our [Online Calendar](#) for public and/or online course dates



Social Intelligence: EI in Teams

Explore 10 dimensions crucial to creating more cohesive, positive, connective and resilient teams

What's this about?

Social and Emotional Team Intelligence (SETI) is one of the key differentials between effective and ineffective teams. It's the new brain science behind getting along well with others and every team could do with more of it.

There's growing recognition that SETI is at the heart of good work, good teams and good team-work. This 2-day work-out (1-day in selected regions) covers 10 SETI Dimensions crucial to creating cohesive, connective teams and building more positive emotional states like resilience, respect and empathy that contribute dramatically to superior team performance. [\[More on-line\]](#)

Learn how to...

- Boost your level of social intelligence & emotional awareness
- Reinforce relationship builders like resonance & rapport
- Increase positive behaviour like openness, valuing, respecting
- Temper the impact of toxic emotions on team climate
- Create more cohesion and connectivity in your team

Topics we cover...

- Emotional patterns: how this team feels
- Emotional candour: opening up to feelings
- Handling hijacks and disruptive emotions
- Likingness & trust: keys to connectivity
- Resonance & rapport – relationship builders
- Empathy – creating connective relationships
- Purpose & vision – emotional energisers
- Resilience – the bounce-back emotion
- Positivity, perseverance & team outlook
- Team cohesion, commitment, collaboration
- Team emotional climate & culture
- The SETI Inventory – how do we score?

Is this right for you?

We have specialist EI clinics for leaders and staff but this clinic is for both leaders *and* team members, who want to do something about improving the emotional climate of the team they work in. We find that often teams get better results when a core of people from the same unit decide to come along together to do this work-out and plan how to improve their emotional team environment.



“Valuable course to develop professionally in utilising EI in teams to create healthy work environments and culture. You'll be given the science behind why EI affects team and individual performance, and tools to identify how in tune you are with your Team EI. The relaxed atmosphere Bill creates to look at some intense content was a high-point for me” Françoise Lane - Department of Communities

Course Features...

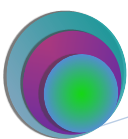
- Our unique 10 Dimensions Model to diagnose your team's level of SETI
- Take-away 130-page SETI self-coaching guide with tones of tools and team activities.
- Take your team's emotional temperature with our SETI inventory based on the 10 dimensions
- Develop a SETI CHARTER to Integrate EI into your team operating principles

Course Details...

Duration: 2 days (may be 1-day in selected regions)

Locations & Dates:

- Available in-house.
- Consult our [Online Calendar](#) for public and/or online course dates



Emotional Intelligence at Work

a lively seminar for staff to apply 5 EI-Smart work practices to improve relationships & behaviour

What's this about?

EI skills like self-control, connectivity and empathy are essential to creating positive, happy and productive climates at work – and it's just as important for staff to learn how to manage emotions and use them affectively as it is for leaders.

This 1-day seminar introduces staff to what EI is and why it matters for good work, good relations and being a good team player. It shows how to apply 5 essential EI-smart work practices to improve relationships, manage moods and work in better with others. [[More on-line](#)]

Learn how to...

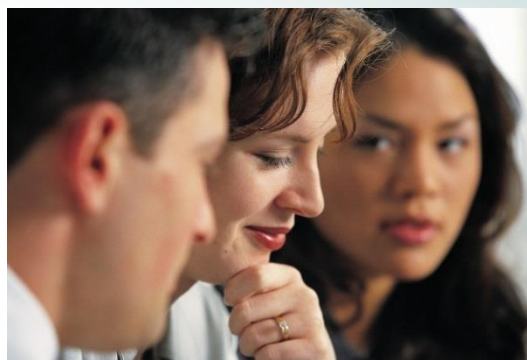
- Identify the impact emotions have on your work ability
- Manage moods and control negative emotions
- Deal better with difficult emotional moments
- Cope better with stress, pressure and the demands of change
- Enhance your ability to get along with others

Topics we cover...

- EI at work – what it is and why it matters
- How feelings affect you, others and your work approach
- Hidden costs of toxic emotions at work
- Work 'SMART' – the 5 EI work practices
- Emotions are catchy: which ones do you bring to work?
- Attack of the Amygdalas! Handling emotional hijacks
- Finding feelings & what to do with them when you do
- Emotional self-responsibility – owning up to your feelings
- How moods manage me or should it be the other way round?
- Dealing with disruptive emotions: anger, anxiety & apathy
- Empathy – connecting with heart
- Productive EI states – optimism, hope, focus, flow

Is this right for you?

Managers and team leaders will benefit more from our EI Leader programs. This course is for non-managerial STAFF who want to learn how to use EI as an effective tool for personal enrichment, performance improvement and enhanced quality of work life. It's particularly beneficial for work colleagues to attend together.



"EI at Work made me feel stronger as a person in working with others. It helped me recognise and understand my feelings, how I portray emotions towards others and how it affects my work relationships. It helped me learn how to deal with my emotions so I can effectively deal with others and my work relationships." Bronwyn Minniecon, Old Department of Communities

Course Features...

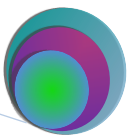
- Complete the 5-SMARTS EI Quiz to track your emotional habits & what you need to work on
- Practise tools to take control of your feelings, exercise emotional self-responsibility and get along better with others
- Comes with a 100-page self-coaching guide with 20 tools to help you relate with more EI at work.

Course Details...

Duration: 1 day

Locations & Dates:

- Available in-house.
- Consult our [Online Calendar](#) for public and/or online course dates



Preparing Teams to Change

steps and tools for leaders to pave a path to smoother change transitions and take-ups...

What's this about?

One reason change fails is that we don't see it from a recipient's perspective and address their concerns. The first step in any well-run change program is preparing people for it. It's often glossed-over, but asked what they'd do differently if they had their change-time over, many leaders say: *"prepare people better for it."*

This 1-day clinic (2-day in-house option) looks at the personal side of change and what leaders can do to handle the emotional dynamics behind change and better prepare people as a prelude to leading them through it. [[More on-line](#)]

Learn how to...

- Pave the way for smoother change transitions & take-ups
- Engage with the personal, emotional dynamics of change
- Help people mindfully manage their change reactions
- Encourage people to respond to change constructively
- Tap into tools to increase personal 'change-ability'
- Convert anxiety & reluctance into constructive change energy
- Better prepare people & create more positive change cultures

Topics we cover...

- Why change is difficult: facts, fears, fantasies
- Personal attitudes: how people respond to change
- Change-ability: personal factors & challenges
- Preparedness: taking the change temperature
- 'PAVERS' model – change preparation steps
- Thinking change – impact of mental models
- Change limiting and empowering beliefs
- The emotional side: feeling around change
- Dissecting reasons for resistance & reluctance
- Getting engagement: models and strategies
- Change conversations: part they play to engage
- Changing mindsets – unblocking the culture

Is this right for you?

This clinic is for leaders who want to do a better job of preparing people for change. It doesn't deal with implementing it or leading people through it once it's underway. These topics are explored in *Leading Change Management* and *Leading Teams through Change*.



"Very beneficial for an overview of how people feel when there's change and ideas to help them to change. Course structure, content and methods used were all great – as is the self-directed guide. I'd love to have the skills Bill has when presenting. He's very good at what he does." Helen McKenzie – Mackay Hospital and Health Service

Course Features...

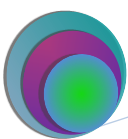
- PAVERS model for preparing people for change
- Take-away a 110-page self-directed with 30 tools and change preparation activities to apply
- Goal setting with the change-leader's scorecard
- Develop your own personal preparing people for change strategy checklist

Course Details...

Duration: 1 or 2 days

Locations & Dates:

- Available in-house.
- Consult our [Online Calendar](#) for public and/or online course dates



Leading Teams through Change

a clinic for leaders to take a closer look at how to make their team change-work more trouble-free...

What's this about?

Whether it's new structures, members, workroles or procedures, teams constantly change. While it's inevitable, team-change can distract from work focus and upset good teamwork. A common challenge all leaders face is how to get teams to accept and make changes with minimum fuss and disruption to work. .

This 1-day clinic (or 2-day in-house option) gives a good grounding in practical actions to effectively initiate and lead team change – to get more buy-in and committed support to make your attempts at team change more trouble-free – whether big or small.

Learn how to...

- Get more commitment & buy-in to make team change work
- Use the dynamics of how people react to change to manage it
- Work on the personal and emotional side of team change
- Get teams to engage with change more constructively
- Create a culture where teams embrace change more readily

Topics we cover...

- Positive role leaders play in team change
- Perennial principles of effective team change
- Change-ability – taking your team's change temperature
- How teams respond to change – attitudes & reactions
- Applying the PIECERS model to team change
- The emotional side of change: fact, fear or fantasy
- Change conversations – participation & communication
- Dealing with individual and team concerns
- Strengthening change opportunities, reducing threats
- Change relationships: getting involvement
- Getting team ideas on how to implement change
- Reinforcing positive change behaviours
- Change resistance, prickly personalities & power plays

Is this right for you?

Targeted at team level change, this clinic is for supervisors, team leaders and mid-level managers. If you want a broader strategic view of change design, please see [Leading Change Management](#).



"An engaging experience that challenged my thinking and provided useful practical tools for my workplace. I liked the pace and focus on our own real work situations. You were responsive to everyone in the group and kept the energy levels high. The guidebook is very thorough with some very useful tools and the way they were presented was active and engaging."
Martha Goldman, Manager Education, Training & Innovation TNO TAFE

Course Features...

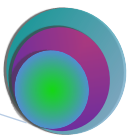
- Bring along your own team change to work on
- Practise a 5-step strategy to lead team change
- Take-away a 100-page team-change toolkit and coaching guide with 20 tools.
- Stock-take your team-change skills and plan to put team change strategies into action

Course Details...

Duration: 1 or 2 days

Locations & Dates:

- Available in-house.
- Consult our [Online Calendar](#) for public and/or online course dates



Building Better Teams

a 2-day clinic for leaders on team-building tools to form, reform and transform your teams...

What's this about?

Most workplaces say they work in teams, fewer know how to make teams work well. Getting teams to work in well together is a major mission for leaders, no matter what level they're at.

This 2-day toolkit explores the art of working better together in teams. Whether you're fine-tuning an existing team or starting one from scratch, it covers key design dimensions and tools to form teams, facilitate them to work collaboratively, get commitment to common goals, create cohesion and rethink how your team works together. [\[More on-line\]](#)

Learn how to...

- Use 7 dimensions to make team-based work more effective
- Break-down boundaries to working together as one-team
- Employ a range of robust, easy-to-use team-building tools
- Build better team relationships, rapport & cohesion
- Remedy dysfunctions that gets in the way of good teamwork
- Foster shared vision, common goals and accountability
- Develop team-building sessions and design better teams

Topics we cover...

- The leader's role as team-builder & designer
- Difference between true teams & token ones
- Designing teams: the 7 key Dimensions
- Developing team visions, goals & targets
- Team boundaries and work processes
- Facilitating teams – models, tools and steps
- Team decision-making and problem-solving
- Talking in teams – connective conversation
- Team empowerment and self-responsibility
- Team roles, dynamics and interactions
- Dealing with difficult team moments
- Building a positive team culture

Is this right for you?

This clinic can benefit anyone who leads teams from director level down who wants to work on developing shared visions, new team designs, operating principles, workroles and decision-making practices. It's also useful if you're looking to learn how to plan and facilitate teambuilding sessions or reform and revitalise teams...



"Thoroughly enjoyed this great workshop. It's already achieved a better work climate! Structure well-planned to meet our needs and content all related specifically to our team's working better together needs. Bill did a fantastic job getting people to open up & feel comfortable to raise work issues"
Larissa Payne – Latrobe University Melbourne

Course Features...

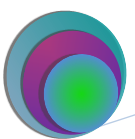
- Work through key steps, issues and choices critical to forming & sustaining successful teams
- Analyse the way your team works now using our 7 Team Design Dimensions
- Develop new team operating principles and improvement strategies
- Develop a personalised team-building action-plan for back-at-work activities
- Backed up by a comprehensive self-coaching guide to support continued team-building effort

Course Details...

Duration: 2 days

Locations & Dates:

- Available in-house.
- Consult our [Online Calendar](#) for public and/or online course dates



Tools for Taking Team Action

a tailored process to tackle concerning issues and improve team functionality

What's this about...

This tailored team-building clinic is a process best-used for intact work teams. It starts with a pre-program diagnostic of what's going on in your team based on 10 Dimensions for Team Functionality.

The clinic then starts with a feedback session on team functionality and the team selects most pressing issues to work on. It then takes teams through a series of tailored team actions to tackle these and ends with a plan to correct or improve team functioning.

You'll learn how to...

- Identify what a functional team is & assess your team
- Raise concerning issues in your team and talk them over
- Give measured feedback to each other about behaviour
- Take a constructive approach to resolving team issues

What we cover...

This clinic is an emergent process but team actions included in its supporting guide include...

- Team Functionality Dimensions
- Diagnosing Team Success & Failure Factors
- Vision and Values-shaping Exercises
- Digging Down into Team Culture
- Team Emotional Challenges
- Team Connectivity, Rapport & Resilience
- Difficult team behaviour patterns & impacts
- Dissecting Disrespect and Difficult Team Moments
- Improving team conversations and feedback
- Team cohesion, co-operation & leadership
- Different work-styles & personalities in the team
- Dialogues on team directions & concerning issues
- Record ideas for new Operating Principles

Is this right for you?

This is a team-building fast-track conducted in-house normally for intact work-teams. It will specially benefit teams who recognise they're not functioning as well as they should and need a stimulus and facilitated guidance to identify, raise and work through team issues and obstacles.



"I just wanted to express how blown away I was with this whole experience. I've been to many planning and team-building days in the past, but this was a very positively and very overwhelming experience. I felt like I had spent the day reading a book I couldn't put down!" Reina Veivers Department of Communities

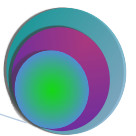
Course Features...

- Rate your team on our 10 Team Functionality Dimensions prior to the clinic
- Receive your tailored team-feedback report
- Comes with a tailored *Tools for Taking Team Action* guide to enable you to keep working on issues together after the clinic
- Develop a tailored plan to improve your team's functionality

Course Details...

Duration: 1, 2 or 3-days

Locations & Dates: In-house applications only



Top Team: Executive Team-Building

create more coherent, cohesive and connective executive and senior management teams...

What's this about?

Smooth-functioning senior teams who collaborate cleverly on planning strategic directions, co-ordinate efforts on key initiatives and 'think together' about common challenges confronting their organisation, are essential to achieve outcomes that are aligned.

Superior senior teams don't materialise magically. Teamworking challenges executives face are little different to any other team – though issues they deal with impact more widely. TOP TEAM is a series of 3 x 1-day team-building clinics to help senior teams work together more coherently, collaboratively and effectively, and tackle teamworking dilemmas that typically get in the way of good thinking, good relationships and good decisions.

Learn how to...

- Build commitment, value-add to executive team-work and think better together to explore challenges
- Open up to constructive dialogue and conversation
- Combat cross-currents of self-interest and competition and handle team turbulence and other dilemmas
- Pay attention to good team process and interactions
- Find interdependencies & harness individual energy

Topics we cover...

- Purpose and direction: what value do we add?
- Measuring strategic team effectiveness
- Collaboration: how well do we really function?
- Cohesion: identifying our interdependencies
- Commitment, competition, conflicts of interest
- Team tendencies: hidden norms that help & hinder
- Structure & task: work right on the right things
- Conceptual, strategic and systemic thinking
- Constructive conversations & deep dialogue:
- Decision-making: sort strategic priorities for action
- Assessing emotional style & EI levels in your team
- Rapport: connections, expectations & assumptions
- Disagreeing, defensiveness, de-railing & domineering

Is this right for you?

Leaders can come along singly and do back-at-work activities with their senior team. But this clinic can be of more benefit if you attend with a learning partner. If you want your whole team to attend why not do this in-house tailored to your team context?



It's often assumed that because of their seniority and breadth of experience that executives will automatically work well together in a team: they'll agree on the right directions, discuss issues cogently, work collaboratively not at cross-purposes and come up with the right decisions. Research, experience and common sense of course, all say this is not always the way.

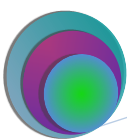
Course Features...

- Pre-clinic, complete TIES (our Team Interactions & Emotional Style scan) to identify your personal TOP TEAM challenges and have a coaching session with us to clarify your outcomes.
- Analyse how the team works now, complete an executive team competencies checklist. Identify team improvement actions.
- Between clinics, meet with your team to discuss current strengths, functioning, frustrations and visions for revitalisation.
- Post-clinics, develop a team-building action-plan, adopt new Team Operating Principles, prepare a Team Practice Plan for back-at-work activities and have a follow-up coaching session with us.
- Backed up by The Executive Team-Building Toolkit to encourage practice back at work.

Course Details...

Duration: 3 x 1-day clinics with breaks between

Locations & Dates: In-house applications - tailored exclusively for your executive team to fit in with busy schedules



Leading through Teams: the lost art of team-design

A 2-day tool-kit on 7 dimensions for designing and forming more functional and effective teams

What's this about...

Getting teams to work-in well together is a critical capability for all leaders. Often, problems teams encounter stem from deeper causes such as how job-roles and work processes are put together, how the boundaries between teams are defined and the operating principles teams follow to coordinate, make decisions or manage performance.

Overlooking such critical issues can mean teams are flawed from the start. Problems keep coming-up because they're inherent in the way the team was designed in the first place. This 2-day tool-kit shows leaders how to apply 7 key team-design dimensions to form, reform or transform teams and identify practical steps to make team-based work designs more effective and functional.

Learn how to...

- Apply 7 key design dimensions to design and reform teams
- Identify problems that stem from team design
- Extend, expand or manipulate team work boundaries
- Reconstruct team jobs & workroles to be more effective
- Remaster team operating principles on how decisions are made & co-ordination & leadership roles are allocated

Topics we cover...

- Distinguishing team design from teambuilding
- 7 Team Design Dimensions: true and token teams
- Different kinds of teams designs & their impacts
- Analysing how your team is designed now
- Developing specifications and ideas for re-design
- The 7 major steps in forming effective teams
- Redesigning team boundaries and workroles
- Designing in collective working opportunities
- Facilitating team design – steps, tools & actions
- Engaging and involving your team in redesign
- Action planning for team redesign and reformation

Is this right for you?

This workshop will benefit leaders at any level who want to learn more about how to form and design teams or help their current team rethink and re-invent how they work together. It does NOT deal with team dynamics, behaviours and interactions, which is covered in our Building Better Teams clinic.



Many people think Team Design and Team-Building is the same thing. While both focus on the same outcome of how to work better together, team-building looks more at the relational and interactional dynamics in a team. But before you can build a team, you need to design it. Problems teams often encounter stem from deeper causes like the way the team was put together in the first place, how workroles and jobs are designed and the operating principles teams follow. These are team design issues - and they demand a more fundamental rethink that extends beyond team-building...

Course Features...

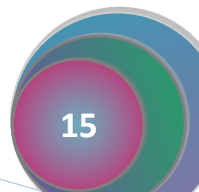
- Apply our 7 Team Design Dimensions model
- Analyse the way your team is designed now and whether this is really working for you
- Take-away a comprehensive 85-page Team Design toolkit with more than 20 tools to help you.
- Develop a new team design and work out ways to engage your team in helping to do it

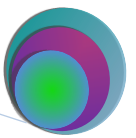
Course Details...

Duration: 2 days

Locations & Dates:

- Available in-house.
- Consult our [Online Calendar](#) for public and/or online course dates





Respecting & Connecting in Teams

an energising 1-day clinic for leaders & teams keen to create more trust and respect at work...

What's this about?

Along with trust, respect is one of the twin currencies of leadership. Most teams name 'respect' among their top 10 values and lack of it as one of their main bugbears. Respecting and connecting go together. Lack of them spells havoc at work. It fuels resentments, poisons relationships, kills-off trust, robs us of vitality and feelings of self-worth and corrodes productivity.

This fast-paced, 1-day clinic unwraps what respect is, how it helps to connect, and ways to instil more of it into your personal interactions, work-teams and culture. It helps people practise interactional techniques that translate into more respecting, effective back-at-work behaviours. [\[More on-line\]](#)

Learn how to...

- Identify what respectful & disrespectful behaviour looks like
- Detect the underlying emotional dynamics of disrespect
- Constructively confront disrespectful behaviour
- Practice tools to talk & relate more respectfully
- Take positive action-steps to create more respectful teams

Topics we cover...

- Unwrapping Respect – what is it really?
- Respect – perspectives & attitudes
- Ramifications & signals of disrespect
- State of respect – personal, team & organisational
- Understanding the dynamics of disrespect
- Conversations – the conduit for respect
- Dissecting disrespect – it's an emotional hijack
- 7 practices & attributes of respect
- Respect and the lost art of listening
- Giving feedback & challenging respectfully
- Dealing with disrespect – respectfully
- Respect – it's connections to culture
- Respect-building ideas & actions

Is this right for you?

This clinic is for team members and leaders who need to work on respect in their teams, workplace trainers who want to run lively respect-building sessions and managers charged with creating more cooperative workplace cultures.



"Well worth attending and I enjoyed the course immensely. It gave everyone in our team a better understanding of ourselves and one another, taught us respect for each other and I think this is going to be very conducive to better cooperation in the future" Carroll Collins Queensland Health

Course Features...

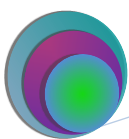
- Bring along a real workplace respect challenge
- Assess the state of respect in your team with our respect-building scorecard
- Collect valuable respect-building tips & tools,
- Get our 75-pg Respect-Building action Guide
- Develop a respect-building Action Plan

Course Details...

Duration: 1 day

Locations & Dates:

- Available in-house.
- Consult our [Online Calendar](#) for public and/or online course dates



About your Presenter

As founding director of The Change Forum, I've amassed more than 20 years practical leadership learning, coaching & change experience across Federal, State & Local Government across Australia, and I've been principal consultant on more than 100 large-scale leadership, change and learning assignments, as well as a multitude of smaller (and often more significant) ones.

Current Focus: With a background in work process redesign, self-directed teams & strategic change, most of my work now centres on building emotional, conversational and relational capacities people need to be more connective leaders, constructive team-players & create more collaborative & compassionate workplace cultures. For the past 10 years, I've run continuous rounds of public coaching clinics & leadership learning forums on an ever-expanding range of topics to help achieve that aim.

Approach: At The Change Forum, I work on the close connection between constructive culture, conversations & inspired leadership to engage staff, renew teams, navigate change & create vibrant workplaces. My approach is firmly founded on EI, current neuro-leadership & Senge's 5 Learning Disciplines. I'm keen to translate current theory & concepts into tangible tools and practical step-by-step processes people can easily understand, apply & benefit from in their work-lives. Some hallmarks of my approach include open and inclusive processes, participative, concept-driven, robust tools & frameworks & embracing joint ownership, planning & skills transfer as an essential strategy to strengthen the capacity of workplaces to be self-reliant and manage their own destinies.

Capabilities: I'm an accomplished facilitator & learning-designer with a strong track-record of presenting practical, down-to-earth programs. I've got highly developed process consulting, training, coaching & change skills & tested capabilities for project managing the big picture, facilitating at the workplace & dealing with the practicalities to make it happen. As well as facilitating senior teams around strategic change, running leader workshops & undertaking individual executive coaching assignments, I'm a prolific creator of practical, user-friendly self-coaching guides & toolkits. I also regularly undertake individual leadership coaching assignments with executives & managers in various organisations.

Background: I've been a leadership, coaching, culture & change provider to many government departments, as well as local councils such as Cairns, Townsville, Toowoomba, Litchfield & Melbourne. I've been an approved Queensland Health provider in one form or another since 2006. Other providerships include RoadTEK Qld, NSW Health, RTA-NSW, DET-Qld & Australian Public Service Commission. I've also been a leadership consultant for QPS Agencies under the aegis of OPSME, and a lead learning consultant and leadership coach for Qld Dept of Families from 2001-5.

Before founding my own practice, I taught organisation behaviour & managerial psychology in the TAFE system & held senior consulting positions with the Industrial Democracy Unit, the Metal Trades Industry Association & Australian Productivity Council (Melbourne).

Contact Bill: Tel: 07-4068 7591 Mob: 0429-687 513
 Email: billc@thechangeforum.com
 Web: <http://www.thechangeforum.com>

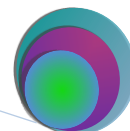


Bill has a down-to-earth, out-going and open style; personal mastery of a wide range of facilitation tools and processes; & customarily works comfortably with people at all organisation levels. Some of the words people use about Bill's learning clinics: "powerful", "engaging", "fantastic", "fun", "insightful", "encouraging", relaxed, laid-back, "enlightening", "inspiring", "motivating"

"Insightful workshops that encourage self-reflection. Much more than chalk and talk. Bill has an easy, calm approach that creates a safe environment for participation. Pace and content are a highlight, as well as Bill's experience, knowledge and presentation skills. Jay H Old Health

Have a conversation with Bill about:

- Culture Change
- Team Development?
- Coaching or Emotional Intelligence?
- Designing change processes?
- Developing your leaders?
- Improving your conversations?
- Dealing with difficult people at work?
- Developing learning resources for your organisation?



...In Conclusion

Register **ON-LINE** through workshop circular registration links, course brochure links or website course information links. Or by all means **EMAIL** or **PHONE** through your interest. We prefer attendance numbers below 16 generally to optimise learning for participants.

In-House delivery alternatives...

If public program dates or venue locations don't suit and you have a group of about 12 or more people to attend, we can deliver any Change Forum clinic or tailored program at your workplace or other venue of your choosing, on a mutually agreed date – whether 1, 2 or 3 days, part of a leaders' forum or retreat, or integrated with a broader team or organisation improvement program. [Enquire on-line](#) or contact us direct by email or phone as below.

Facilitation & Presentation Services...

The leadership, culture, teambuilding and change arenas featured in The Change Forum programs provide a rich source of topics for keynote presentations and fast-track learning sessions at conferences, planning forums, team meetings and other relevant events. Bill delivers informative, interactive, thought-provoking sessions on topical themes designed to address or complement particular issues, concerns, challenges and context. His style is relaxed, down-to-earth, amusing, affirming and engaging. He connects with people and puts them at ease, at the same time raising curiosity and gently confronting current thinking. Contact Bill direct to discuss.

Thinking about – personalised Coaching?

As an adjunct to our leadership learning programs, we provide personalised coaching services for individuals and small groups. A blend of face-to-face and telephone coaching with inter-session email support are provided. See our [Coaching Prospectus](#) for some simple, straightforward answers to what "all this coaching stuff is about" and consider whether our coaching approach might suit you.

E-News & FactFiles for Background Reading...

A series of back-issue [Newsletters](#), information [FactFiles](#) and our current [News & Views](#) articles provide some introductory insights into some of the ideas and types of material incorporated into The Change Forum Participant Guides and Toolkits. Useful background reading for yourself and your team, and free to download from The Change Forum [website](#).

Our Change Services – Helping you with Change

We've been helping organisations and leaders with change projects large and small for many years, and have a fair idea how daunting it can sometimes seem. Our [Change Services](#) and [Culture Change Profiles](#) provide a snapshot of the sorts of things organisations typically ask us around culture, change and some of the critical change management areas you're likely to want to address. [Enquire on-line](#), by email or phone to discuss ways we might be able to help.

REGISTER:

On-line: www.thechangeforum.com
Email: register@thechangeforum.com
Phone: 07-4068 7591 | 0429-687 513

About Course Registration:

- Regular Discounts offered for Schools & NFP (community-based Not-for-Profit organisations)
- Other discounts may be offered from time-to-time – advised by email or call to enquire
- Fee includes lunch, refreshments and a comprehensive Learning Guide to support ongoing learning after the facilitated event
- Please advise any special catering requirements at the time of registration
- Please dress for comfort and consider possible variations in air-conditioning at different venues
- Submission of registration is commitment to attend – please secure internal approval first
- Payment due on registration, required within 10 days of Invoice and at least 10 days prior to attendance
- Fees are non-refundable but may be transferred to an alternative Change Forum program up to 14 days prior to the registered event.
- A substitute participant is welcome up to course commencement time at no additional cost
- Payment by EFT or credit card preferred

Enquiries & In-House Quotes:

Bill Cropper

Director – The Change Forum

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Web: www.thechangeforum.com/Enquiry