Conversational Coaching NEWS

May 2005

Issue – 5

Tools, Tips, Tidbits and a Forum for continuing conversation…

A Word from the Editor…

We all know the first dictum of change – *walk the talk*. But when you walk, how do you talk? This issue deals with change conversations – and with changing them if they're not working too well at the moment. We look at the key elements behind good change conversations and the critical role they play in helping people to change. We also preview our new leadership program - *Learning to Lead Change* – and give you some ideas on how to handle those 'troublesome' change resisters.

Bill Cropper, April 2005

What's in this Issue…

For many people, the track record on trust when it comes to change isn't all that good. One reason people resist change is they don't trust the people who lead it. In fact, trust is often one of the first casualties when it comes to change…

"Trust me – I'm a Change Manager…"

Has a familiar caryard ring to it - right? People are used to spin-doctoring these days. They mostly trust you *won't* tell them the truth – at least not all of it. Change is no different – and it's open to its fair share of spin-doctoring.

Trust is often the first casualty when it comes to change. Many of us who've experienced major change have witnessed leaders make grave mishandling mistakes in terms of basic human relationships - distortion of information, withholding, manipulation, falsification, pacification, appeasement, back-down, inconsistency, politicking, exploitation – a host of behaviours that undercut the change agenda. No wonder some of us are cynical!

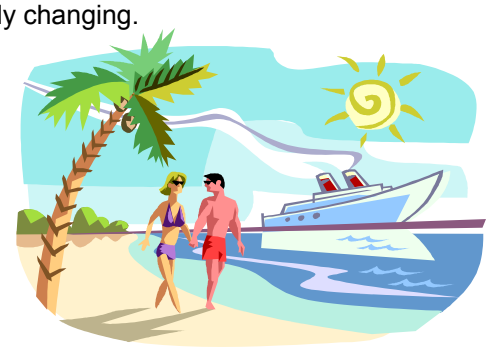
For many managers, trust is one of those soft, ineffable, *hard-to-build, harder-to-maintain* qualities that has little to do with the hard-nosed bottom-line realities of change. But they're wrong. Trust has everything to do with leading successful change. The first goal of any good change conversation should be trust building.

➡ **What's the track-record of trust-building around change in your organisation?**

You've been thinking about this change for a while now… you've come to terms with it and you're keen for everyone else to come on board… But that's not quite how it's working out…

A Change is as good as a Holiday…..

As a leader, you've been thinking about this change for a while now. You've mentally visited the territory, you've thought deeply about the benefits and what it will be like being there… You've had time to come to grips with making the change and you're probably already in the process of mentally and emotionally changing.



By the time you bring it up with staff, you're already there – and you're probably excited at the prospect of taking others there too. Other people though, are bewildered, resistant, tentative, challenging or ignoring. So you get frustrated and impatient and feel others are just being difficult or bloody-minded. But remember, they haven't had the time yet like you have, to think about the change and process the idea – and they need it.

We often liken this in our change workshops to coming home with lots of photos or videos of a great new place you visited - and you wonder why (after you've spent an hour raving and you're on video number 3!) why people switch off and want to change the subject. They haven't had the firsthand experience you've had – and when it comes to changing places - you've got to work out ways of giving it to them.

"Without credible communication, and a lot of it, employee's hearts and minds are never captured."
John Kotter Leading Change

Tell them again – and again – *and again!*

"*I told them about the changes – and they seemed receptive"* says the CEO. *"Now when I need them to really pull together, some of them can't even remember me talking to them."*

It's a common problem. The only piece of advice we can give this CEO is *"Tell them again – and again – and again".* He knows the change territory. He's been there over and over again in his mind. He knows what it looks like and even how to get there. They don't. It's uncharted terrain for them and you have to have that conversation (*not a speech please*) about the change and what it will look like at least 3 to 5 times before people really start listening...and thinking about what the changes will be like for them.

John Kotter in his classic little book *Leading Change* says we make the fatal error of undercommunicating the change vision by a factor of ten, a hundred or even a thousand!

When change leaders are trusted, what they say, think and feel has credibility. There'll be less resistance to change and more buy-in and support…

6 Ways we Miscommunicate Change…

Many change processes lose support when people see the mismatch between things leaders say and what they actually do - when leaders aren't sincere or open; when they adopt that parental posture we parody as *"Do what I say, not as I do."*

Here's 6 ways we miscommunicate change, damage trust and increase resistance…

1. *Only answer a change question if you have all the facts…* Rooted in the best intentions maybe – but this policy actually heightens anxiety. By the time you line up all your communication ducks, the grapevine's made up its own story anyway.

2. *If I appear uncertain – they won't trust me…* If you're honest about your uncertainty *("Sorry, we haven't even thought about that."*), trust can be strengthened (eg. *"At least s/he's telling us the truth - even they don't know the answer."*). If you cover up your uncertainty or pretend you know all the answers, people pick up on it and see you as shifty and not to be trusted.

Trust is a belief in the integrity and reliability of another person's sayings and doings. It's summed up in the phrase: *"They say what they'll do - and they'll do what they say".*

3. *Change communication equals 'telling them' what's going to happen…* Change communication isn't a one-way street. People detest this. Two-way conversations are way better. It's a chance to identify barriers and assess buy-in.

4. *If I tell them the reason for the change, it means they've understood it*... Would you after one telling? Not likely. So why assume others are any different? Engage people in conversations where you hear their reasoning and understand the inferences they draw.

5. *Some information must be withheld – it's too sensitive…* Very little about a change process ever truly merits a secrecy stamp. Secrets have a funny way of leaking. Often the secret you don't reveal is already known. If you maintain a '*closed-door*' change process - you'll be accused of secrecy. Better to let people in on things as soon as you can.

6. *Skirting around hard issues and giving non-answers keeps things at bay…* Politicians do this all the time. If you do it, you'll be branded the same. Giving 'non-answers' to questions alienates, infuriates and hardens resistance. And they'll make up their own answer anyway. So stop the secret-squirrel stuff!

February saw the Brisbane launch of Learning to Lead Change - Module 3 in our Learning-Centred Leadership Series.

Leading Change Conversations….

When you boil it down, leadership is largely about leading people through change - and leading change largely happens through conversations.

Conversations are what leaders use to communicate about change, shape a shared vision people can sign onto, inspire, build momentum, create commitment, prepare them for change and then lead them through it. Leaders who use change conversations masterfully…

Leaders who use change conversations masterfully…

"…A great course. I found it very useful in providing frameworks and tools on how to manage change."
Andrew Cole State Development & Innovation

Learning to Lead Change next on in:

- Brisbane Jun 2-3
- Hervey Bay Jun 23-24
- Townsville Jun 30-Jul 1
- Mackay Jul 7-8
- Cairns Aug 1-2
- Mt Isa Oct 11-12

Leading Change Conversations (cont'd)…

- **Listen** – they're caring, concerned, empathetic and direct. *No cover ups, side-steps or fabrications.*
- **Are consistent** – they do what they say they'll do.
- **Don't let the change process overwhelm or confuse people**. They stick to the main principles and keep reinforcing the vision.
- **Are open to different ways of doing things**. All perspectives are valued. Opposing views are welcomed as *part 'n parcel* of developing shared understanding.
- **Are not overly-zealous crusaders**. They don't preach. They keep a balanced perspective and can laugh at themselves and the process – but they're persistent too.

- **Are open to challenge, low on defensiveness, and keep inviting people into the process**. No one feels diminished or alienated – not even the staunch resisters.
- **Think together with their people** – through free-flowing "dialogues" not debates or disproving conversations where they show up other people as wrong-headed, obstructive or not worthy of consideration.

If you want to help people change, help them decide the change is in their best interest. This means *influencing* - not forcing change.

Q: How many social workers does it take to change a light bulb?

This joke did the rounds a couple of years ago. You can substitute psychologists, counsellors or change facilitators for that matter (especially if you're a social worker)…

A: *None. The light bulb has to want to change itself.*

But there's truth in this. You can't make people change – not in their hearts and minds anyway – *unless they want to.*

You can, you say? But only in their outward conformity, half-hearted, grudging compliance or silent fear to say what's really going on for them. This is *compliance-driven* rather than *commitment-driven* change. Here are 3 things you can do to open a change conversation that will influence change in others:

"People do not resist change; people resist being changed."
Richard Beckhard

- ***Tune in to their wavelength - get their perspective***: Your's doesn't matter right now. The other person's does. Enquire about their view of the change, their concerns, fears and assumptions. Doing this helps them talk over their issues and helps you counter their concerns. But the real benefit is you're valuing their opinion and they feel part of a real change conversation, instead of the recipient of a sales pitch.
- ***Connect with their feelings***: You may not agree with their ideas, but you can still acknowledge how they feel. No matter how unfounded you feel they are, they're valid for them. Part of the reason people resist being changed is they never feel validated
- ***Appeal to their interests***: By validating their perspective, people's minds are more likely to be open to hearing a new perspective. Talk to them about the differences in your perspectives. Reduce their fears. Build a clearer picture of the future, explaining the parts of the change that will be of greatest interest and benefit in their mind.

Many people see change resisters as 'the enemy'. But how useful is this really?

Where *is* the Enemy?

The very term *'resisters'* reinforces a widespread mental model of change as *'a battle-zone'* – where, to parody George W. - there are *'forces for good and forces of evil – so you're either with us or against us.'* This mentality leads to actions that *escalate* resistance.

Opposition must be confronted, resistance must be eliminated – whether through coercion, threats, manipulation, or in some cases, bombs…

Where *is* the Enemy? (cont'd)

Many people see change resisters as 'the enemy'. But how useful is this really?

But a systemic understanding of change suggests that *"the harder you push – the harder the systems pushes back"*. The more you '*battle'* resisters, the more *'entrenched' they* get, the deeper underground they go and the harder to handle resistance becomes.

This kind of thinking creates a divisive culture and stops true dialogue and understanding about change. Those *for* the change are seen as *enlightened crusaders* - the *good guys.* Those against are seen as outcasts, unbelievers – *the bad guys*. This in turn creates more *us-and-them* syndrome. It's based on the belief that when it comes to change, there are no reservations; you're either *all for* or *all against, in* or *out.*

The term *'change resisters'* reinforces a widespread mental model of change as *'a battle-zone'*.

The reality of how people personally manage change is much more complex than this black-and-white, dichotomous mentality that sees change as a titanic struggle between the forces of good and evil.

'Vive La Resistance' – those Difficult Change Conversations...

We all crave comfort, stability, balance, order and predictability in our lives. It's natural. So expect people to reject or resist change at first….

In our change consulting work, one concern is always in the forefront of people's minds is: *"What do we do with the change resistors*?" This can almost eclipse their ability to focus constructively on the change itself.

It follows that the change conversations people are most interested in is how to handle those resistors better. The first thing to do is not let resistance surprise you. It's as natural to resist change as it is to embrace it - *or want to create it for that matter.*

So once you overcome the surprise factor, what's next?

Well, it's the *'cure-all factor'*. People don't all resist change for the same reasons. So applying the same remedy to all resisters just isn't effective. There are at least 3 different types or levels of resistance:

If you want to engage resistors, you need to find out where their resistance is coming from and use strategies appropriate for them.

A compelling change-speech, no matter how well put, is often simply not enough.....

- **Level 1** – *Rational Resistance.* This is based on facts, figures, information, ideas. It lends itself to presentations or question/answer type sessions. Many change leaders mistake all resistance for Level 1. So they give more and more information, detailed facts, craft better arguments – which is fine if you're dealing with logical resistance and not so good if the resistance stems from something else
- **Level 2** – *Emotional Change Reactions* are when we're gripped by powerful emotions we can't control - triggered by primal feelings like fear. Level 2 strategies acknowledge people's fears and require connective conversations in place of those presentations. Listening, dialogue and a safe space where people can express feelings are essential.
- **LEVEL 3** – *Historical resistance* is deeply entrenched - social, cultural or historical. It goes back way beyond any particular change at hand. In this case, people aren't resisting *this* change - they're resisting you or what you stand for. Level 3 reminds us to rebuild relationships and tune into the culture before presenting any change ideas

And then there's the time factor. With imposed change deadlines, it's often easy to think you can rush through change. But instant conversions, beyond the Bible, are rare.

Elizabeth Kubler-Ross's *Grief Cycle* - originally applied to death and dying - also describes 4 similar change stages we go through: *denial, rejection, acceptance and commitment…*

4 main change stages: *denial, rejection, acceptance and commitment*

Change brings grief. It takes time for it to sink in - a period of mourning to let go of the way things were before moving on. That's why seeing change as a series of conversations with the same people over time is a more useful pattern than thinking of it as an instant, one-hit briefing. It's also an insight into the basic emotionality connected with any sort of change.

And finally, there's the coercion factor. You can't force people to change. You can change systems, structures, even the environment around them - *but not them.* They have to do that. So when dealing with resisters, even if you don't emotionally or intellectually agree with them, the first step is to show empathy: listen to their views, acknowledge their issues, connect with their feelings and enquire about what will help them change.

If you want to Walk, Change your Talk...

Any of these sound familiar?

"Walk-the-talk' has become a bit of a mantra we chant when it comes to change. But when you're walking your talk, it's *how* you talk that makes all the difference. What kind of *walkie-talkie* are you?

- *Hit and run?* Give everyone a short burst on the change then duck for cover to avoid the tricky questions and objections.
- *High-minded? O*ccupy the pulpit preaching high-sounding sermons about deeply held principles and benefits change will bring and make anyone holding another view feel guilty or unenlightened
- *Scare-monger?* The *'do it or be damned"* approach - making people fearful that the world will end it if they don't make this change now.
- *Change commander?* The enforcer who takes a hard-nosed, *"bull-in-the-china-shop"* approach to change. *"Here's what I want changed – do it this way."* This approach gets compliance through threats and coercion, but not real commitment.
- *Facts n' figures?* The rational type who assumes if you pile enough information on them, people will eventually see the logic behind the change. Great for giving people details to help make up their minds, but ignores the emotional component of change
- *Visionary?* Driven to paint vivid pictures of the change destination and inspire people to want to be there. Effective so long as the visionary with all the drive doesn't leave.
- *The Change Hero?* The '*stand aside, let me fix it type'* who thrives on taking control of a problem situation and saving the organisation by making dramatic changes.

Conversational Tool Feature...

Highlighting a tool from our Coaching Clinics for improving your change conversations...

The Dialogue of Change...

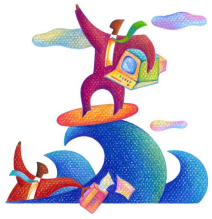
In our *Conversational Coaching Clinics* we introduce people to *Dialogue* – a very different kind of conversation. Most discussions end up being *debates.* Nowhere is this truer than the adversarial talk between change champions and their opponents. In *Dialogue,* people put forward their views in an equitable climate of trust and mutual respect - where views can be exchanged between people regardless of status, position or identity.

As a vehicle for conducting good change conversations, *Dialogue* helps move people from debate to collaborative discussion. Here are the protocols for running a *Dialogue circle*:

- **No personal names or positions:** everyone refer to each others in the circle as *'speakers'*. This helps to create equity and reduce 'personality'/'status" differentials.
- **Avoid eye contact with others when you speak:** This goes against our idea of 'good communication' but allows focus on 'what' is being said – not who said it.
- **Use I statements:** Speak from your personal perspective and own what you say
- **Ask questions** - if you don't understand what a speaker is saying
- **Speak when you need to:** There is no turn-taking or 'ordering' in dialogue. Don't be constrained by what a previous speaker said, don't hesitate and try not to self-censor.
- **Speak to share not to influence:** refrain from arguing with another speaker's views
- **Dialogue – don't decide:** The intent is to share views and build collective meanings. Avoid providing solutions, summing up or making decisions

If you'd like a full copy of this tool... contact us at The Change Forum

That Vision thing.....



10 year's ago Eileen Shapiro wrote *Surf's Up!* - an irreverent book lampooning management's enchantment with the latest change-fads. The analogy? You've got to be seen to be riding the latest change wave if you're going to be cool with your senior management mates!

In her chapter called *"That Vision Thing",* she says many change visions are so bland, generalized and *one-size-fits-all* they apply just as well to a government agency, a high-tech company or your local laundromat!

Shared vision gives a clear and compelling idea of where all this change stuff is heading….it unleashes energy, commitment and focus.

I have a Vision – or Should that be *'We'*?

Communicating your change vision isn't just a matter of a PowerPoint presentation or a compelling speech. It's about engaging people in an ongoing conversation - *in which they participate*. Shared vision is where change efforts need to start. But they often falter for lack of shared understanding – because we try to impose a vision not co-develop it.

Most change efforts pay lip service to shared vision and then gloss over or rush through the *'shared'* bit - *'it's too hard', 'it takes too long', 'we'd never get agreement'* or *'they don't need to be involved in this'* are several regular responses we get.

Shared vision isn't just *selling'* or *'persuading'* people around to your point of view. It's about opening up your vision to others - letting them join in, add to it, criticise it – to develop a truly collective answer to "*Where do we want to be?"* We call this process *'unpacking the vision'.* This is where a *real* change leader is needed.

S*hared* vision is one of the most powerful tools in a change leader's toolkit. But once you have it – you need to communicate it. John Kotter says we underestimate the power of a good change vision then profoundly under-communicate it...Here's a few suggestions:

- *Shared Visioning is an ongoing process* of dialogue and discussion, **not** just a weekend workshop task, that many top managers feel obligated to have
- *Don't sell.* Lead the conversation with open-ended questions to promote exploration, option-seeking and even dissension. (Eg *"How could be better? If you were in my shoes, what would you do?)*
- *Angle the vision to match up with the mood of the workplace* - the "triggers" that most resonate with people. Visions work when they hit the right emotional nerve - so keep talking till you find the right way to picture the change with different people or teams
- *Be persistent*. Shared visions take time - they don't magically fall into place. If you get a shared vision going, the momentum gained far outweighs the time spent doing it

"Vision plays a key role in producing useful change by helping to direct, align, and inspire actions on the part of large numbers of people." John Kotter Leading Change

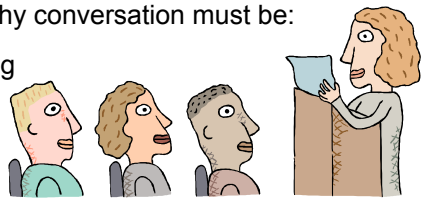
"A useful rule of thumb: Whenever you cannot describe the vision driving a change initiative in five minutes or less and get a reaction that signifies both understanding and interest, you are in for trouble" John Kotter Leading Change

Tell me again… Why are we Changing?

You can't motivate without WHY. People won't tune into your vision about *what needs changing* if they don't understand *why it's changing*.

This is the startpoint for change conversations. Expect to have this conversation many times – not just at the start of a change but also as you move into action and people get beset by a second bout of uncertainty.

While no-one can argue with the need for the *Why are we changing?* conversation, many of us forget to give reasons that make sense to the people we talk to. This results in confusion, scepticism, cynicism and resistance. Your why conversation must be:



- *Personally compelling* - to the people you're talking to (*not just to you*)
- *Logical* – contain arguments that appeal to their '*rational self*'
- *Inspirational* – use triggers that appeal to their *'emotional self'*
- *Positive* - not just based on what's wrong, but also on what's right to inspire optimism

These tips are taken from Tool 9 in the guide that accompanies our Learning to Lead Change program

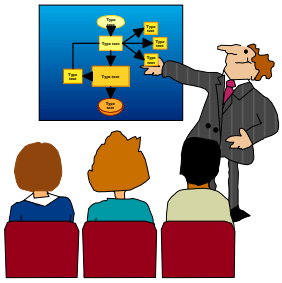
7 Tips for Communicating Change…

1. *Get your story straight before launching into change conversations.* Nothing creates more confusion than inconsistency. People get different messages from different managers. They do compare change stories they hear, looking for inconsistencies. And if they find then, your credibility as well as the change process, suffers as a result!

Change needs a communication plan. Everyone knows that. The trouble is most of us spend too much time *telling* people what we *need them to know* and too little time talking over *what they want to know* to help them change.

7 Tips for Communicating Change (cont'd)...

- **2.** *Make sure you're clear on the vision and most importantly, why we're changing.* Most of us want to know what's in it for me. Don't just do the corporate line, don't tell them about benefits from your perspective. Make it personal. Tell the story from their perspective – but don't oversell it either.
- **3.** *Talk about what's not changing too!* Often people exaggerate the extent or impact of a change. Be precise about what will change, and what *won't. Who will be most affected? What will stay the same?* Most of us need to find a few stable places during change, rather than feel all the floors are shifting at once.



- **4.** *Don't play down the change or try to soften bad news!* People want real answers. *"How is this change different from now?" "What's different from the last change stuff-up?"* Yes, this *will* be their point of reference! If there's adverse impacts connected with the change – be upfront. Don't soft-peddle. At least they'll say you're honest
- **5.** *Change communication isn't a one-way street.* Leave the set speeches and PowerPoint presentations in the office. Think more about things like: *"How can I get people talking openly about the change?" "How can I make it safe for them to tell me their reservations?"* and *"How can I involve people in change conversations?"*
- **6.** *Don't pretend you have all the answers – and worry if you think you do!* If you do – people will expect *you* to do all the change work. Tell people what you do know but also tell them what you don't know too. Allow free flow of information and views even if they are controversial or conflict creating. Change conversations invite other ideas!
- **7.** *Pay attention to feelings - not just facts.* Change is an emotion-filled event. Change conversations that don't resonate on the right emotional level with people are doomed. For many it's not facts and figures that count – it's knowing there's people in charge who understand and acknowledge their feelings about the change!

"Very useful practice of real techniques. Overall - fantastic and definitely worth doing"
Karen Fainges - Teacher Business Studies Mt Isa TAFE

Upcoming dates for Conversational Coaching Clinics:

- Mackay Jun 6-7
- Brisbane Jun 14-15
- Rockhampton Jul 27-28
- Hervey Bay Aug 11-12
- Mt Isa Aug 23-24
- Cairns Sept 5-6

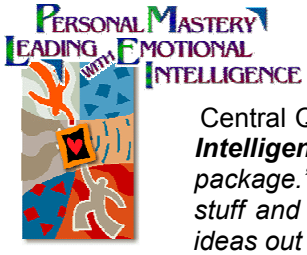
Feedback from the Field... Rockhampton

Leanne Edmonston from QPWS in Central Queensland kindly took time out to drop us a line to start the New Year. Thanks for your encouraging feedback Leanne...

"We have found Conversational Coaching E-News extremely useful here at Qld Parks and Wildlife Service, Central Region. I would like to circulate Issue 4 to our regional staff as it contains some very clear explanations and practical tips relating to the application of Emotional Intelligence in the workplace, which is the current focus of a concerted staff development program. Thanks for providing such a great resource."

Speaking of CQ, last year we ran our first ***Conversational Coaching Clinic*** in Rockie along with its companion program – ***Leading with Emotional Intelligence***. *"The relaxed start to the day set the scene for conversation coaching",* Wendy Hiron from Rockhampton Health Service reckoned. "*It became quickly apparent that our conversation, whether at home, socially or at work, is the foundation for our relationships in all these arenas. I came away excited and eager to practise the new skills.. I wish everyone could go to a course like this."*

Michael Dore, Senior Adviser for Service Management with Q-Transport in Rockie echoed Wendy's sentiments: *"Conversational Coaching is important to every office supervisor and manager. I was able to learn skills that count in day to day issues and would like to see this clinic go for 3 days…Keep up the good work!"*



Central Queensland participants also gave our ***Leading with Emotional Intelligence*** program a good wrap too. *"Very impressive. It's a good package."* said Keith Twyford QPWS Director. *"You obviously know your stuff and communicate it with force and enthusiasm. I got some useful ideas out of it and the guidebook has a wealth of info!"*

Next Dates for Leading with EI:

- Hervey Bay May 26-27
- Brisbane Jun 28-29
- Mt Isa Jul 19-20
- Mackay Aug 4-5
- Townsville Aug 25-26
- Rockhampton Aug 30-31
- Cairns May 3-4

Next Issue...

Please contribute your thoughts...

Dealing with Difficult Discussions next on:

- Hervey Bay Jun 9-10
- Cairns July 12-13
- Brisbane July 14-15
- Mackay Sept 29-30
- Townsville Aug 8-9

Extend your conversational competency with personalised or small group coaching in the workplace - powerful learning support that's also very cost-effective!

More Information?

To register or find out more about how Conversational Coaching can help you contact...

Feedback from the Field... Rockhampton

What's the connection with *Conversational Coaching?*

Conversations are the playing field where leaders most visibly exercise their emotional intelligence. Through *emotionally intelligent conversations*, leaders inspire, energise and motivate – and this program gives them down-to-earth insights and practical tools to apply EI in what we call connective conversations.

"I liked the way we were introduced to EI… Especially the role plays and work on personal visions," Emergency Services Manager Paul Mitchell said. *"Leading with EI was confronting, revealing and well worth the time – and the course structure worked well for me…"*

"Leading with EI has helped refine my communication with my staff. I have come away with food for thought and action plans and much of the course material continues to pop into my mind. The handbook is a great resource and allows me the opportunity to peruse and select instruments that suit my needs personally and professionally." Jenny Archer, Principal Gracemere SS

Next Issue...

In Issue #6 of CC-E-News we feature:

➡ **Learning Conversations… in schools and workplaces…**

If **you** have any **conversational moments** you'd like to case study, email **or Fax your situation in 100 words or less…**

Our ***Dealing with Difficult Discussions*** Master Class was well attended in Mackay earlier this year. Sherral Brodie from Qld Transport told us afterwards, *"I thoroughly enjoyed Dealing with Difficult Discussions. It really made me think about how to present myself and look at the customer aspects of the conversation. The way you presented the program was excellent and the guidebook is great!"*

Dealing with Difficult Discussions extends and deepens our ***Leading with Emotional Intelligence*** and ***Conversational Coaching Clinics*** by focusing exclusively on those difficult moments we all have, to equip you with a set of tools and a step-by-step approach to deal with them better. What's a difficult discussion for you? Dealing with dysfunctional behaviour at work? Handling a disgruntled customer or colleague? Dealing with an emotional employee? Conducting a performance appraisal? Telling people their work isn't up to scratch or letting someone know how they're affecting you or other team members? If you said yes to any of these - then *Difficult Discussions* may be a *must do* clinic for you.

Conversational Coaching can Come to You

Conversational Coaching **In-house Clinics** offer excellent teambuilding advantages for workgroups or management teams of 10 or more – enhancing shared understanding of conversational tools, strengthening relationships and increasing 'real-time', back-at-work application of learning in your workgroup or management team. And we can tailor the program to focus on your group's priority improvement areas or key learning needs…

For individual managers or teams keen to fast-track their leadership and conversational capabilities, we provide **personalised, by-the-hour coaching services** – typically, a series of 2-3-hour coaching sessions every 3-4 weeks, with optional small-group coaching and on-line email/phone support over the coaching period.

To talk over options for **in-house programs** or **personalised coaching**, contact **Bill Cropper** – **Tel: 07-4068 7591 Email:** coaching@thechangeforum.com

The Change Forum
Team Technologies Forum Pty Ltd ABN 52 074 816 470
BILL Cropper Coaching & Consulting Services
CECILY Cropper Administration/Coordination
Tel: 07–4068 7591 Mob: 0429-687 513 Fax: 07-4068 7555
E-Mail: coachingclinics@thechangeforum.com
Web: http://www.thechangeforum.com