Conversational Coaching NEWS

October 2005

Issue – 6

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

A Word from the Editor…

A common challenge that comes up consistently in our *Conversational Coaching Clinics* is how to get people to participate more openly in meetings and discussions. This issue gives you a close-up on ***inclusive conversations*** – ways to redress the problem of low or no participation. We look at some barriers to opening up participation; what goes on for *'low'* talkers and the conversational reservations they have; and what you can do to create conversational environments that are more conducive to discussions where everyone has a chance to have their say. *Bill Cropper, October 2005*

What's in this Issue… p

Managers today pay lip service to building relationships - yet conversations are still seen as time-wasting… Without a conversational work culture, can we really expect people to participate at will in the conversations we want to have with them?

Do You Have a Conversational Work Culture?

Every manager you meet nowadays pays lip service to building relationships. *"Of course,"* they nod knowingly, *"conversations are the main way we do this."* Yet many organisations see conversations as time-wasting. Their work culture emphasises doing over talking and the unwritten law is: *"Stop talking and get to work."*

Reminiscent of industrial-age assembly lines, this rule is totally out of place in information-age companies, where conversations are the life-blood of learning organisations. Through all kinds of talk, in all sorts of places, people share critical business knowledge, values, insights, perspectives and learn together. To do this, people need more highly-developed conversational capabilities. A rule more appropriate for contemporary organisations might be: *"Stop working and talk it over".*

If we don't create a conversational work culture – and give people the chance to learn how to have better, more skillful discussions – can we really expect them to participate at will in the conversations we want to have with them – when we want to have them?

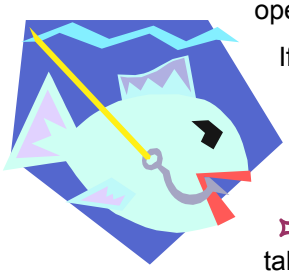
"Tie a lure onto your line - a belief, an opinion, a provocative question - then chuck it into the stream and see what bites!"
Susan Scott *Fierce Conversations* p.25

➡ Try these lures to draw people into your conversations…

Conversational Lures – Getting People to Bite!

Many managers and team leaders want to know how to get people to participate in conversations and meetings. It seems to be a common problem. *"I'm always the one who does most of the talking,"* they say. *"And when I ask others what they think, I just get a lot of blank looks, nods of half-hearted agreement or downright 'I don't know's'".*

Funnily enough, the focus is almost always on the other person – why *they* don't speak up and say what's on their mind. It's rare that people reflect on what they do themselves that opens up or shuts down the conversation.



If you're fishing and there are no bites, you change the bait or the lure. Why then, when it comes to conversations and people aren't biting, do most of us seem to keep using the same old bait regardless? Here are a few different lures you can use to draw people into your conversations...

⌑ **Don't take the floor first:** Team leaders who want people to talk up in conversations often start out on the wrong foot by talking first. They think: *"I'd better start the ball rolling by throwing in my ideas first. That'll lead the way for them to follow."* Wrong! It shuts people down. They think: *"S/he's got all the ideas, so what's the use of asking me..."*

Conversational Lures (continued)...

- **Ask questions – not statements:** Ask open questions and keep your ideas out of them. DON'T ask: *"So what do you think of my idea?"* Try: *"I wonder what we can do about this situation?"* NEVER ask: *"What do people think?"* Ask it this way and they'll probably say nothing. It's token and undirected. Choose someone and tell them why you're asking. Eg. "*What's your opinion, Jane? You've been working on this more closely than any of us!*
- **Invite conflicting views – and make it safe:** When Jenny says something, it's criticised, so she backs right off – keeping the peace is more important to her. Don't defend when someone takes up the invitation to challenge your ideas. They feel they've walked right into a trap! It's as good as saying: *"Obviously, you fail to see how brilliant my idea was."*
- **Acknowledge and build on what others say:** Say how you value their contribution. Instead of trying to strengthen your position by disagreeing, inquire further into what they've said: *"That's a fresh insight into this issue Carl – tell us more..."*. If you *'but'* them, they'll most likely shut-up. Why ask what they think, if you're going to disagree first up?
- **Play angel's advocate:** Many of us listen critically for what won't work and forget to appreciate what will. Playing devil's advocate kills off good ideas before they take root. Why not try the *'angel's advocate'* rule? Say only positive, encouraging things about any idea when it first emerges. No critical or negative comments are to be voiced first-up!
- **Say the unsayable:** Many conversations at work are drab, routine and bland. This lowers energy levels. Sometimes you need to stimulate and provoke to raise energy and interest. Say something controversial. Raise the issue everyone thinks but no-one's game to mention. Throw out a provocative, challenging question to rouse people's interest.
- **Give up being right:** You see someone's reluctant to give an opinion. You beg them to give it to you 'warts and all'. They do. And you immediately try to disprove every point. What do you really care about? Results – or being right? If you ask people to take a risk and disagree with you, don't then try to wrong-foot them. Listen. Appreciate. Say *"Thanks".*
- **Trading places:** Whether it's right or not, some of your people may think: *"Why ask me. You're the one that's paid the big bucks to come up with all the answers."* If you feel this attitude circulating, why not ask: *"What would you do if you were me, in my position?"*

Get your BUT out of the Conversation!

One of the most immediate and useful things you can do to increase participation in your meetings is to ban 'BUT's' from conversations. Substitute 'AND'. I know – you're thinking "Yes, BUT...." STOP IT!

Most people would be shocked if they cared to count up the number of times they use 'but' every day in conversations. Australians tend to use 'but' to enter into the conversation even when they agree with you!

BUT is a fighting word. It raises people's defensiveness. They rightly feel *rebutted* (excuse the pun – *but* the two words are related). BUT says things like: *"Your idea is faulty – mine is better." "You've overlooked the obvious – sharpen up your thinking!" "Your idea is good BUT mine is better." "Yes, but…"* is no better. People don't focus on the *YES* bit. They focus on your BUT! Any formula with BUT in it says you're competing, you've got the best way – sorry you lose!

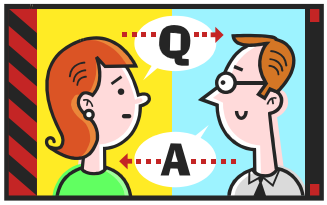
The effect of using 'AND' instead of BUT is subtle. Its general impact is to lessen defensiveness. After all, you're not saying they're wrong. You're not judging and you're not contradicting what they want or believe. You're simply adding to their comments or perspectives some of your own.

'BUT' is a conversation killer plain and simple - and most of us are addicted to its use.

***"Yes, but"* is no better! Any formula with 'BUT' in it says you're competing, you've got the best way - sorry, you lose!**

For more on this, see our featured Tool in this issue...

Questioning - *with Attitude...*



We all know asking questions is a way to bring people into the conversation. It's a simple, yet underused strategy for inclusive conversations.

But how do you do it? Is getting answers to your questions like pulling teeth or do they create a more free-flowing give-and-take conversation?

Do you ask questions with attitude like *"So how could that possibly work...?"; "Yes, but what I want to know is how...."* or *"How can you think that's relevant?"* Questions like these are loaded with attitude – conveying a negative emotional message you might sum up as: *"My thinking's right – but your's is a bit wobbly!"*

And it's not just the way the question is worded. Doubt or derision is in your tone of voice. You're throwing out a challenge, a judgement or a criticism – and the other person is likely to react defensively to this kind of interrogation and do a stand-up or shut-down routine!

- What's your questioning technique like? Do you ask loaded or open questions?
- Do they come from a critical blame-frame of mind or are they motivated by curiosity and a genuine interest in understanding someone else's thinking?
- How do your questions come across to others? Do they see you as inquisitive or as the inquisitor?
- Do you find people shut up or want to argue when you ask questions or do you find they get more talkative and give you more information enthusiastically and freely?

Is getting answers to your questions like pulling teeth?

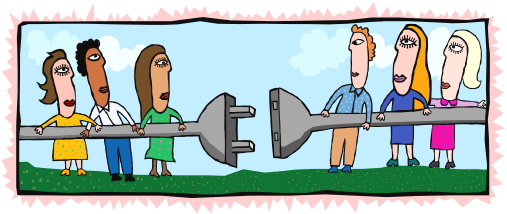
Do you ask questions with attitude?

What's your questioning technique like?

How do your questions come across to others?

Psychological Safety Violations....

Ever thought that one reason people don't speak their mind in your meetings is that they don't feel psychologically *'safe'*? *Psychological safety* has a lot to do with how much participation, creativity, risk-taking or rapport there is in any group. It's deeply connected to opinions we form about the intentions and motives of each other, which affect the emotional quality of our conversational relationships and our ability to communicate openly, to learn and to work together effectively.



During conversations, we 'bump up against' each other. We encounter 'difference'. Differences, for example, in the way people express their point of view, signal dissent, show enthusiasm, take on a task or even share humour. These *'encounters with difference'* can be intriguing, insightful, invigorating or, equally – annoying, anxiety-ridden or intimidating.

The climate of any group is influenced by what we each make out of the conversational interactions that take place in it – whether we see these as promoting trust, mutual respect support, care and risk-taking – all important components of psychological safety.

Attending to psychological safety helps people engage in conversations more effectively. While everyone has a different sense of safety (or lack of it) stemming from their past experience of 'being in this group', the lurking concerns for most of us are pretty much the same. What psychological safety violations is your group guilty of? For example:

- Is the group inviting, encouraging and supporting? Do I feel included or excluded?
- Who tries to connect with me? Who do I feel safe connecting with?
- Do I feel comfortable to be myself? How 'safe' is it to be genuine, honest and open?
- Do people respect and acknowledge my contributions as worthwhile or ignore me?
- Can I raise touchy or difficult issues? Admit mistakes or ask for help?
- Is it safe for me to express my view even when it differs from the majority?
- When I take a risk and bring up tough issues does the group support or savage me?
- Do I see people pulling back or feeling the need to attack or compete?

When people don't speak their minds in meetings - is there an issue of *'psychological safety'*?

The main idea behind psychological safety, according to Carl Rogers is feeling we're treated with *'unconditional positive regard'*.

Chris Argyris sees it in terms of what's *'discussable'* and what's not...

While Warren Bennis says it's *'a sense of support and strength borrowed from the group that frees members for creative and courageous tasks'*.

What psychological safety violations is your group guilty of?

What do you say when they say they've got nothing to say?

➡ Here's a few things to try...

Don't take 'Nothing' for an Answer...

It's a great conversation deflator. The leader tries to rev up the conversation by asking one of the team what they think about an issue and they get the answer: *"I've got nothing to say."*

It leaves you high, dry, and feeling slightly foolish to have tried to ask this person their opinion in the first place. OK. Maybe they *really* haven't got anything to say. But in most cases you know they have. They're just not saying it. *Have you ever wondered what's going on for them?*

- Sometimes it's a way of being defiant, resisting change or saying they don't agree with your leadership style or the way you run your meetings.
- Other times, it's a knee-jerk reaction to being 'put on the spot' – they fear you'll hold them up to ridicule or show up their thinking as wrong-headed.
- Many mistrust your motives. They see your question as a token piece of participation – that you won't take their suggestions seriously and certainly won't act on them.
- Some are seriously shy – it frightens the hell out of them. But for others, it's a squirm-out of taking responsibility or getting involved – a chronic case of being non-committal.

What do you say when they say they've got nothing to say? Here's 5 things to try:

1. Don't use general, 'over-the-head' questions like "What does everyone think?" It's not directed at anyone in particular. People see it as one of your throw-away lines. They think you don't really care what they think when you use it and they certainly don't feel compelled to answer it because the question wasn't intended for anyone in particular.

2. Try a more direct questioning approach like: *"You've done some really worthwhile work on this Maureen, what's your take on what we should be doing?"* Longer – yes. And of course, some people will feel 'singled-out'. But It's also less easy for Maureen to slip out of the conversation and if it prompts her to say something, so what?

3. Link contributions from different people. For example: *"Maureen says we need to review work procedures and John's said we should survey customers. I know you've got a different idea of where to start Tanya. Can you tell us about that?"* Longer again, but if it helps John and Tanya to get into the conversation and start thinking together, it's worth it.

4. Use 'I wonder' questions: Some people are waiting for you to come out with your answer and wish you'd just get on with it. Make it clear you don't have an answer. Say you need their input to solve this problem then follow up with*: "I wonder how we can...?'*

5. Don't take 'nothing' for an answer: When someone says: *"I don't know",* follow it up with: *"Well If you did know, what would you say?"* Yes – there's a risk this rephrasing will sound smart-assed. Ask the question in a genuinely curious tone without sarcasm. It also signals to others you won't take 'nothing' as an answer – they're paid to think, not just do.

Conversational Tool Feature...

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

No 'Buts' and 3 'Ands...'

This tool is a way to put forward your position without *'butting'* the other person's. You can use it when you want to add your own point of view in a way that doesn't close down the discussion by contradicting, debating or disputing the other person's viewpoint.

- Replace BUT with 3 ANDs. It's essential the first 2 'ands' connect with what the other person's been saying or feeling. For example: *"**And** you believe we need to broaden our market base… **And** you're frustrated I haven't acted more promptly on this – that we're losing opportunities fast."*
- The last **'And'** belongs to you. It's where you connect the other person's thoughts with your own thoughts, feelings or viewpoints: *"**And** I'm concerned that without a sound capital base we won't be able to move into new markets – so I've been holding off until we can sort that out..."*

The general impact is lessened defensiveness. After all, you're not saying they're wrong, or judging or contradicting – you're simply adding to their comments, some of your own.

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

Leading Change - a learning experience...

"I've participated in a number of other workshops around change - what set this apart was that it was very relevant and practical - providing necessary knowledge and tools required for managers implementing and managing the results of change. I'd recommend all managers be given the opportunity to be involved in this program..." Deb Ison Disability Services Qld

Learning to Lead Change forums have now been run in Hervey Bay, Cairns, Townsville and Brisbane, with most programs fully subscribed. Participants have come from a wide range of organisations including Health, Education, Public Works, Disability Services, Employment & Training, Communities, Local Government and a number of TAFE institutions.

"Learning to Lead Change was a very energising and rewarding experience", said Lara Denman from the Transcultural Mental Health Centre, who liked the way the frameworks, concepts and tools could *"be applied across many different settings at different levels." "Great to go back to work and start putting lessons learnt into practice!"* she added.

Sharon Rowe from Q-Health in Hervey Bay also *"found Learning to Lead Change a very positive experience. The learning process flowed well"* for her, and she also *"liked the case studies, the flexibility in the structure and the methods"* which she said *"encouraged a lot of participation...I left wishing the course was longer"* We wish it was longer too Sharon!

Finally, Anne Barradeen from The Bremer Institute of TAFE said: *"Thanks for a great workshop - one of the best I've attended over the years. It was right on the mark. Course structure and content was excellent and the various discussions, activities and real life experiences made it all relevant and easy to relate back to the workplace environment. The program helped me identify a change plan and I'm applying the tools right here and now. My workplace and my own development will gain from the time and money spent attending this program. Keep up the great effective work!"* Thanks Anne. Feedback like that is emotionally uplifting and helps us keep on providing great learning experiences!

Learning to Lead Change - Contact us for 2006 dates in your region

A Case of Imaginary Questions...

In their own minds, people obviously *had* questions and had mentally convinced themselves they'd actually asked them when they hadn't at all!

Recently, I was invited to observe a senior management team meeting in action as a prelude to doing some conversational coaching work with them. I watch things like: who talks most, who doesn't, how much people build on or acknowledge what others say before having their say – and naturally, who asks questions and how.

After an hour or so, the team turned to me and asked what their conversational style looked like? Amongst other things, I'd been keeping a careful stock-take of questions asked during this time. When I inquired: *"How many questions did you notice people ask in this group?"* the answer was: *"Quite a lot. We always question each other openly."*

Imagine their surprise when I said no-one had asked any questions at all. They'd been too busy making sure they got *their* point across to do that! It was what I call a typical *"I" dump* conversation. Everyone tossed their "I" comments into the ring – things like *"What **I** think we should do is...."*, *"**I**'m concerned about..."* and *"**I** question whether...."* – competing for air-space, without recognising or building on what previous speakers had said.

➡ Why not keep a tally of how many people really ask questions in your next meeting?

What was equally surprising was that almost everyone *thought* they'd asked at least one question! *How could this be?* In their own minds, people obviously *had* questions and had mentally convinced themselves they'd actually asked them when they hadn't at all!

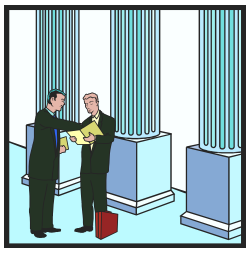
Curious – I prompted them to write down the questions they thought they'd asked. Then I asked them to asterisk those they still thought might be useful to ask. We then replayed the conversation inserting the questions people didn't ask but still wanted to. At the end of the meeting, people were amazed how much more connective and understanding it was.

Changing One Conversation at a Time!

Our relationships and our success or failure at work is built on one conversation at a time

Managers who come along to our *Conversational Coaching Clinics* often complain they haven't got time for all the 'trivial' talks staff want to engage them in. In response, we often say that the conversation you're having right now *is* the most important conversation you're having. So why not treat it like that? Listen. Give it your full attention! ...Continued>>>

Changing One Conversation at a Time (continued)...



It may not be an important conversation to you. But it might be to the other person – and it may affect your relationship with them – your ability to get along with and influence that person positively later. So treat the conversation like it matters – it probably will further down the track!

When you think about it, our relationships and our success or failure at work (and in other parts of our lives) is built on *one conversation at a time*. While no single conversation may sink your ship or turn it onto a new course, it's useful to keep in mind that it can!

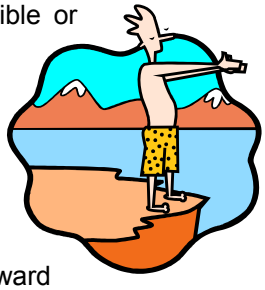
When Conversations Create Anxiety....

For some people, being asked to speak up in public is a major dread! You think you're on the verge of a panic attack!

Conversational anxiety is often linked to the way you think.... so changing the way you think can lessen it.

➡ Here's a 4-step plan to help with this...

Not everyone dives fearlessly into conversations! For some, being asked to speak up in public (aka - *more than 3 other people in the room*) is a major dread!



You sit through the meeting, dry-mouthed, trying to look as invisible or inconspicuous as possible, hoping no-one will ask you what you think. When the inevitable happens and you *do* have to speak – your brain freezes over, you're lost for words, or they tumble out of your mouth all wrong (if they can get out at all) and you think you're on the verge of a panic attack!

Conversational anxiety is often linked to the way you think. You imagine all the eloquent wordsmiths round the table are glaring at you disapprovingly. You feel foolish, worthless, shy and more awkward than ever. By now your thinking is so automatic, you're probably not even aware of these thoughts.

Think about a recent anxiety-provoking conversation. What sorts of concerns went through your mind?

- ? Did you feel you lack knowledge about what's being discussed? Are you over-awed by those powerful and persuasive advocates at the meeting?
- ? Did you shoot yourself in the foot (or should that be – tongue?) with negative self-talk? (Eg. *"I'll sound stupid … incompetent …wrong-headed …[or add you own word]!"*)
- ? Did you tell yourself you can't find the right words to express what you have to say?
- ? Did you *personalise* – think someone's reaction is a direct attack on you (*"He looks irritated by what I said"*) – *mind-read* or just plain *misinterpret* comments or facial expressions that convince you the other person thinks negatively about you *("She can see I'm unsure. She thinks what I'm saying is rubbish"*)?

Changing the way you *think* can lessen your anxiety. **Here's a 4-step plan of what to do**:

- **1**. List your main concerns about speaking up. Then ask yourself...
- **2**. What is the impact of this thought on me? How does it make me feel? Then ask...
- **3**. Do I misinterpret others looks or motives? What real evidence is there that others notice my anxiety or think I'm stupid or boring? How am I mind-reading or taking things too personally? Finally, you say to yourself...
- **4**. Can I replace this thought with a more helpful one? (Eg. *"People are interested in my views on this and people want to know what they are..."*)

6 Tips for Talking Up...

Here are some tips for those of us who have trouble speaking up or can't think of what to say next...

Here are some tips for those who have trouble talking up or can't think what to say next:

1. Prepare your ideas in advance: Instead of hoping you won't be asked to speak, assume you will. At least this stops you relying on needing to speak spontaneously, which only adds more anxiety. Write down key thoughts before you come to the meeting.

6 Tips for Talking Up (continued)...

2. Stop worrying and start listening: When you're nervous about being asked to speak up, you spend more time worrying and less time listening carefully to what's being said. This reduces your ability to respond if someone asks you something. So LISTEN UP! Concentrate on what people are saying, rather than on how you're feeling....

3. Listen to your listening: See where your mind goes when you're supposedly listening. How often do you worry about what to say next rather than focusing on what's being said. Once you see how your mind skips away, practise bringing it back into focus. This will increase your ability to concentrate and connect with what's going on in the conversation.

4. Be interested rather than trying to be interesting: You don't have to come up with the best solution or deepest insight. Feeling you do only makes you more nervous. Work on asking questions instead. Most people appreciate being asked a question. When you do – in their mind, you've participated in the conversation and the pressure eases.

5. Don't listen passively: Ever thought that even the high-talkers may be anxious. Their anxiety is: *"Am I understood?"* They don't know when you sit there passively. They may interpret your anxiety as lack of interest. So ask a safe question or two that paraphrases what you've heard (eg. *"Let me see if I heard you correctly. You were saying…?").*

6. Name your fear – then say it simply: So, finally you're asked what you think. Try this. First, name your fear (eg. *"This may come out all wrong…" or "I'm not sure whether people will think this is relevant…").* Good, that's named your fear. Now say what you have to say – simply, just as you've no doubt been saying it to yourself in your head already. Don't edit or try to dress it up in pretty language. Just say: *"The main thing I think is...".*

Having the Right Conversations...

People clam up when they know you won't talk about things that really matter to them

Why not put aside the fixed agenda at your next meeting and have the courage to ask people what they really want to talk about?

Another reason many people clam up in conversations and meetings you hold is that they know you won't talk about the things that really matter to them.

Polite discussion agendas are often jam-packed full of everyday items that are routine, boring, that no-one really cares about. Or, totally insufficient time is allocated to explore really important issues at a deeper conversational level – and get somewhere with them.

One participant at a *Conversational Coaching Clinic* recently characterised his meeting agenda as 'a Chinese laundry list' – a mess of jumbled, dirty clothing that all gets tumbled around in the meeting together, but never ever really gets cleaned up or aired... (No insult to the Chinese or the laundry industry intended by the way!)

Why not put aside the fixed agenda at your next meeting and have the courage to ask people what they really want to talk about? Simply ask them: *"What's the most important thing we should be talking about?"* or *"What would really make a difference around here if we decided to tackle it in our conversation?"*

Feedback from the Field... *Conversational Schooling*

Conversations are one of the chief ways we learn and it's good to see school principals, department heads and teachers come along consistently to our various coaching clinics.

Staffroom or classroom, educationists see our ***Conversational Coaching Clinic*** as a way to help school management teams function more effectively and enhance their ability to sustain substantive conversations, more interactive discussions and learningful dialogue.

"The active learning in this clinic was tremendous!" said Kathleen MacDonald, Head of English at Tully State High. *"I gained some useful insights into my own conversational behaviour and the back-up materials are very valuable!"*

Conversations at school aren't always easy and principals have their fair share of difficult ones. A steady stream of school professionals attend ***Dealing with Difficult Discussions*** – one of our Conversational Coaching Master Classes. *"Go and do Difficult Discussions,"* says Lyal Giles, Principal of St Helens State School. *"I found it very beneficial."*

Upcoming dates for Conversational Coaching Clinics:

- Hervey Bay Dec 1-2
- Brisbane Dec 5-6

Contact us for 2006 dates in your region

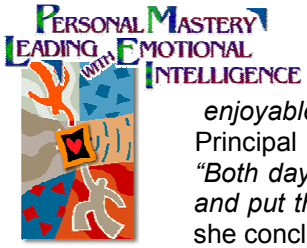
Dealing with Difficult Discussions next on:

Contact us for 2006 dates in your region

Feedback from the Field (continued)...

Dealing with Difficult Discussions focuses exclusively on those tricky moments – with a handy step-by-step guide to successfully convert confrontations into constructive conversations. *"It provided me with a toolkit of strategies to use in this significant aspect of my role in the school community and the guide is an excellent resource…"* said Anne Greiner, Deputy Principal from Yarrilee State School.

Conversations of course are also the playing field where we most visibly exercise our level of emotional intelligence – an essential practice for school leaders who want to create positive and connective emotional climates for building better learning relationships.



Our new clinic on ***Leading with Emotional Intelligence*** has been far and away the most popular with teachers this year. *"Thanks for facilitating two beautiful days – very informative, enjoyable and presented in a fun learning manner,"* said Jill Naidoo, Principal of Balaclava State School, highly appreciative of the program. *"Both days were well organised and it was great to explore the concepts and put them into practice. This is a course every educator needs to do!"* she concluded.

Teachers realise that EI in schools has a lot to do with raising levels of achievement, motivation, optimism, joy, focus and purpose, and decreasing dysfunctional behaviour, depression, fear, anxiety and learning drawback. *"Leading with EI was the best $400 I've spent on PD for years,"* according to Di Grech, Principal of Bentley Park College. *"Excellent integration of theory and practice with skilful presentation adapted to suit our needs – and a very useful suite of tools. I left feeling motivated and eager to put what I'd learnt into practice!"*

Our ***Working Better Together*** programs helped various school teams this year address some teamworking priorities. Collinsville State High School Principal, Leigh Robinson told us: *"Thanks very much for your facilitation here on the student free day. I've been pleasantly surprised by the outcomes. It's amazing the number of staff who have referred to different learnings from your presentation… and it's good we're now speaking the same language."*

Next Issue...

In Issue #7 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…**

Next Dates for Leading with EI:

- Mackay Oct 27-28
- Mt Isa Nov 15-16
- Brisbane Nov 29-30
- Cairns Dec 8-9
- Townsville 2006
- Rockhampton 2006
- Wide Bay 2006
- Roma 2006

Contact us for 2006 dates in your region

Contact us to discuss your teambuilding needs and how we can tailor **Working Better Together** programs for your school or organisation

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**

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…

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