

Verbal Management System



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It's even more important today to take ownership of the impact you have on your team

How?

by the way you listen and talk to them

To develop our people

Because it's the "in thing" to do

My boss told me I must

To achieve the goals of
the business



To unlock
the
inherent
potential in
all our
employees

Why should we coach ?



Why Coach?

- ▶ 51% of organisations are using external coaches, 41% internal¹
- ▶ In a public sector study², the productivity of managers increased 22% after management training, but 88% after management training and coaching
- ▶ The top 3 reasons for engaging coaches³ are:
 - To develop high potential individuals or facilitate transition 48%
 - Act as a sounding board 26%
 - To address derailing behaviour 12%

1. Annette Fillery-Travis & David Lane (2006) "Does Coaching work or are we asking the wrong question" International Coaching Psychology Review, 1, 1

2. Olivero, Bane & Kopelman (1997) "Executive coaching as a transfer of training tool: Effects on productivity in a public agency" Public Personnel Management, 26, 461-469

3. Harvard Business Review 2009

Before we get started ?

How would you score
your coaching ability
today (0-10) ?

Coaching vs Mentoring



“a coach has some great questions for your answers;
a mentor has some great answers for your questions”

So - why is coaching so hard for many managers?



Core skills of a management coach

1. Listen



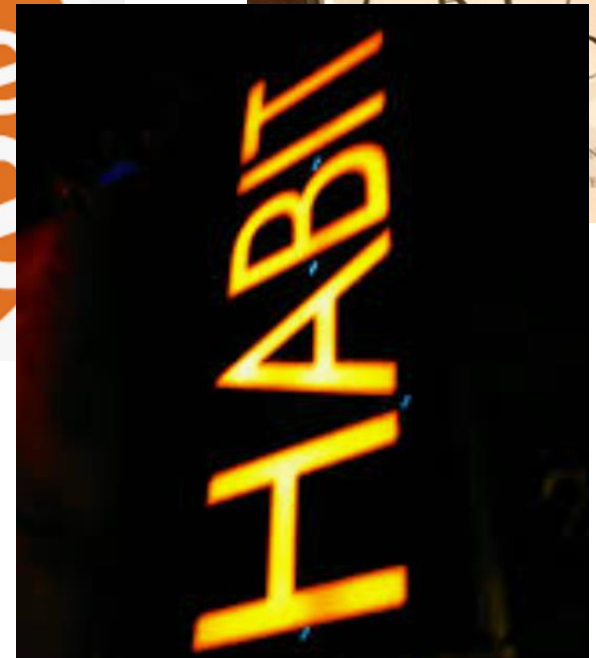
2. Ask



3. Interest



4. Prioritize



At the beginning you have to push & provide structure

Build coaching

CPDW coaching Model
KATA Coaching model
Genius Coaching Model

into LSW

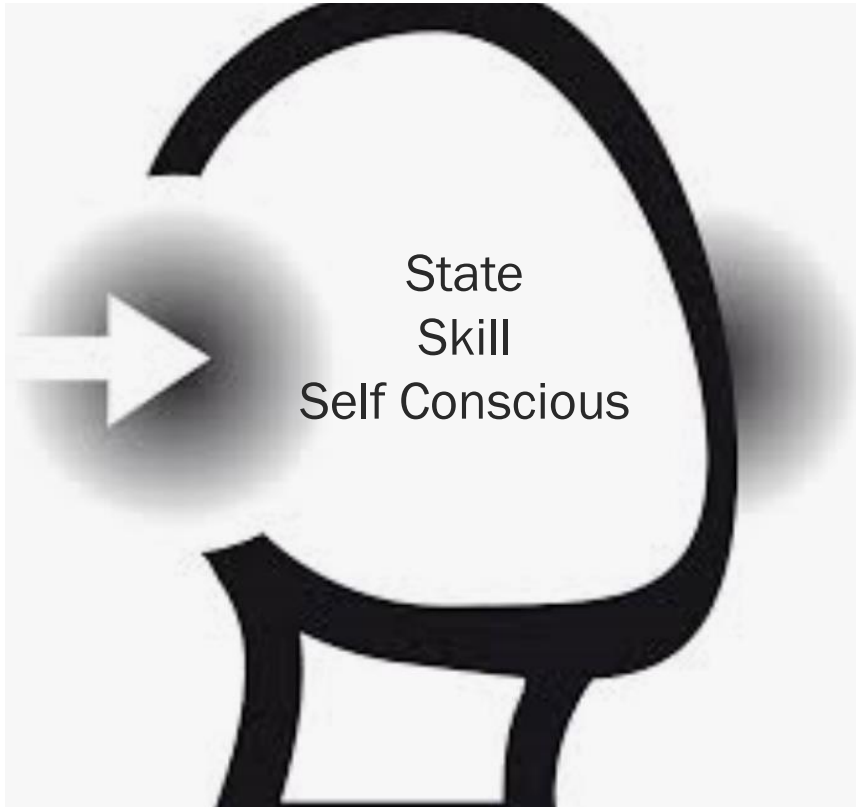
Contract
Listen
Ask great questions
Coachee comes up with a way forward
Follow up

Fuel
Oscar
Cigar
Clear

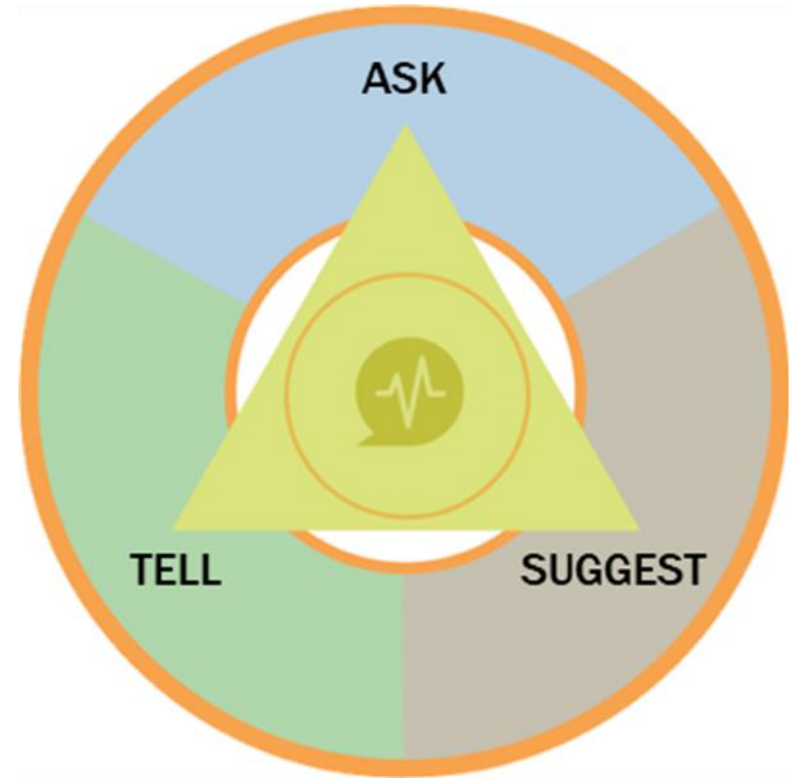
Understanding our current preferences

SoundWave model

Listening



Talking



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Bit of help...

Asking

Posing questions to others, from how are you ? to detailed business/process questions



Questions can be – OPEN, CLOSED, LEADING, or RHETORICAL

Telling

Providing instruction, correction – rules.



Tell someone what to do or how to do it.

Suggesting

Persuading, arguing your point or offering advise



Give someone the benefit of your experience

What is the dominant style in your business ?

? Ask

? Tell

? Suggest



What does it drive?



What does it drive?

? Ask

OWNERSHIP

? Tell

WAITING

? Suggest

DEPENDENCY

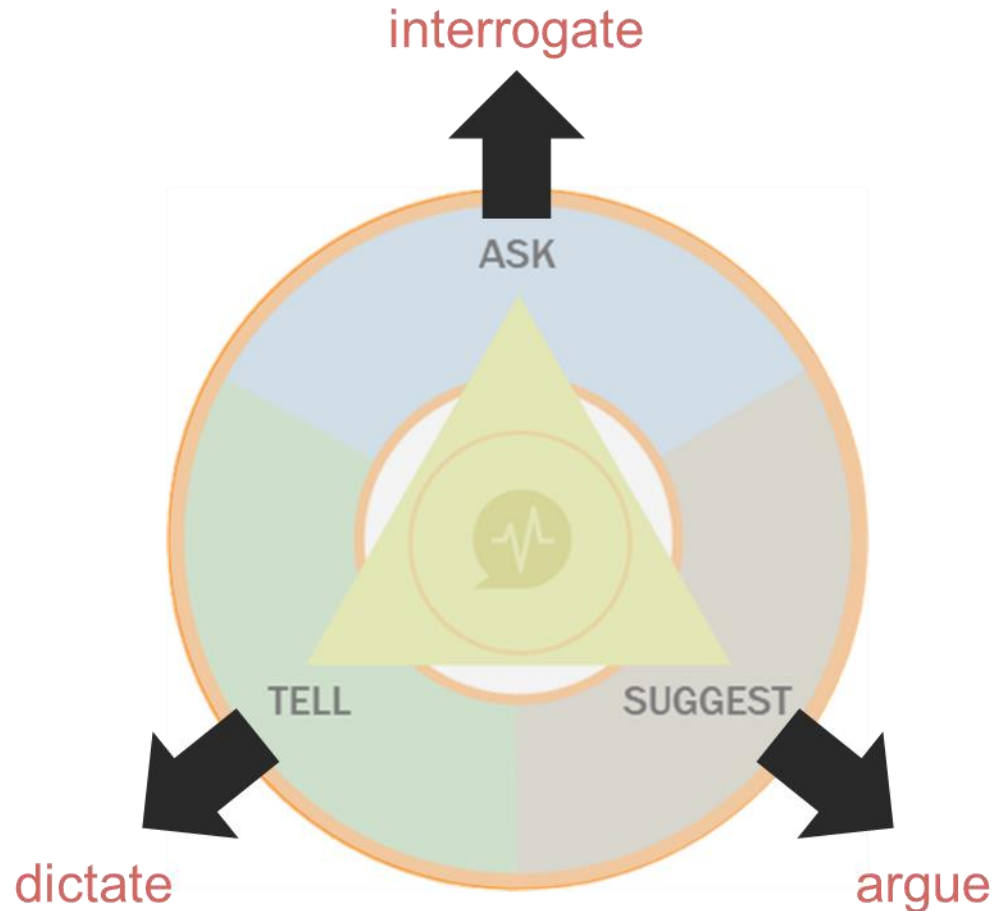
When I ask tell or suggest in a balanced & skillful way & when I don't

What voice	How	Impact on OTHERS
Ask	With curiosity	Feel engaged and respected
Tell	Directly and calmly	Feel clear and informed
Suggest	By allowing space for the other views	Feel involved and valued



What voice	How	Impact on OTHERS
Ask	With <i>interrogation</i>	Feel cornered and disrespected
Tell	By <i>dictating</i> – raising voice	Feel pressured, intimidated, defensive
Suggest	By <i>arguing</i> & not listening	Feel unimportant, threatened

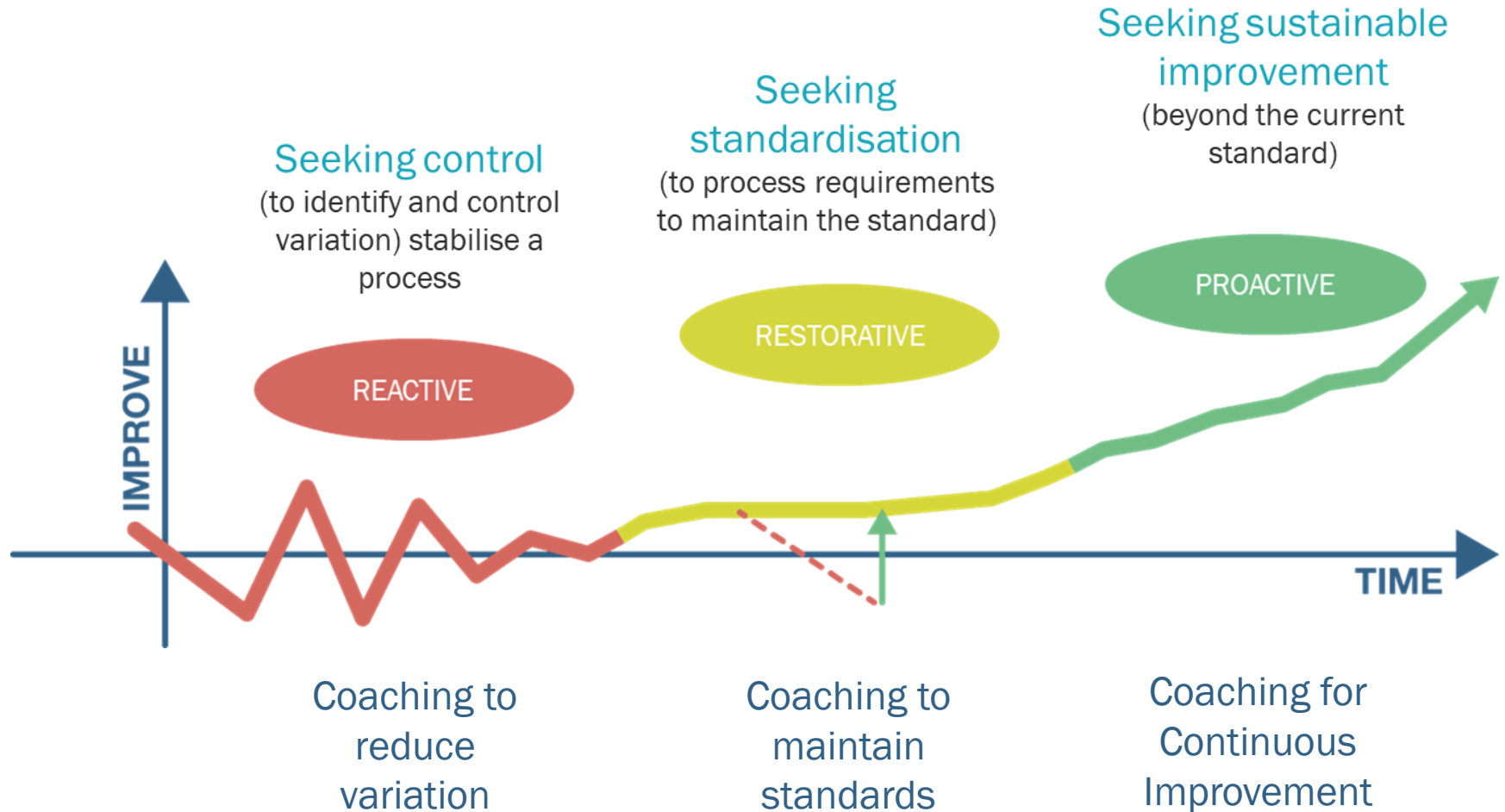
How we talk under pressure....



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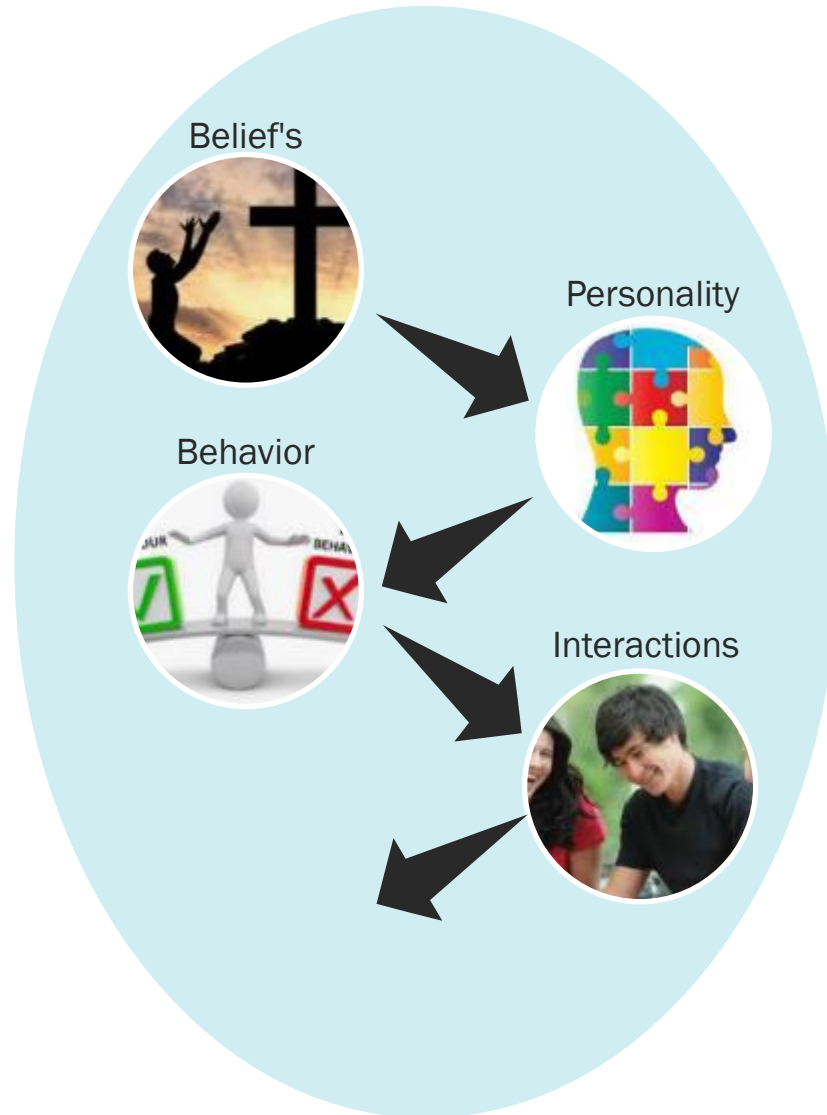
Think of a moment when you were under pressure - If you had to admit to occasionally overshooting the mark – what might other people hear ?

When coaching really helps – driving Operational Excellence



How do we switch ?

Individuals





The way we
Interact



Which increase
or decreases our
Performance



Effects our
Feelings



People

What ever you are trying to do as a business you need people...
...so how do we engage them & keep them motivated to drive
the business forward?



The cool thing is...

It`s easy to change the way we talk and listen

It`s also easy to predict the effect we may have

So why not take control of your interactios

If you do its – A GAME CHANGER



How do we build sustainability ?

System of Acoustic Management

“The Sound Of the Site”

Plan

Do

Check



Ownership

Engagement

Ideal behaviours
delivering ideal results

SoundWave

Coaching via LSW

Diagnostic “Observations”

score card KPI`s



Act

"You get the best effort from others not by lighting a fire beneath them, but by building a fire within."

Dr. Bob Nelson



How would you score
your coaching ability
now (0-10) ?



The SoundWave Model



We have a limited number of free self-perceptions with feedback

Please mark any interest on our final poll



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