

Re-shaping & Revitalising your Workplace Culture



Designed and delivered by

Bill Cropper

1 or 2-day clinic for leaders at any level who are serious about creating constructive cultures

The Culture Change Imperative

Culture change is on every leader's lips nowadays. It's the secret 'X' factor in organisation change success or failure. Culture ultimately limits or enlarges what's possible in an organisation. Research repeatedly shows that culture profoundly effects every facet of organisational life - our attitudes, behaviour, what we feel, how we think, act, respond to pressures, problems and challenges and how receptive we are to change and innovation...

Most leaders are acutely aware how constructive cultures help people perform, collaborate, connect and thrive. They're equally aware how dislocated cultures breed bad behaviour, stress, toxicity and sub-performance. "We need to change the culture" is a much-repeated mantra heard in many management meetings, yet culture is notoriously difficult to change. While there are no magic bullets or quick-fixes, if you can understand a culture, and learn some lessons about what seems to work and what doesn't, then you have a chance of changing it for the better. And that's what Leading Culture Change is all about.

What does the Leading Culture Change Clinic cover?

This clinic complements our Learning to Lead Change program hundreds of leaders have attended over the past six years. Coming along can help equip you to handle a culture change effort better - whether you're leading a team, a division or a whole organisation. You'll take away tools and ideas to get started in earnest on your culture change challenge. Presented in key locations as a 2day clinic; 1-day in regions or on request. Here's some topics we touch on:

- Culture the 'blob' in the background
- ☑ What is culture components, characteristic and concepts
- Features of constructive and dislocated cultures
- The 7 Dimensions for cultural revitalisation
- ☑ Characterising current culture culture scan surveys
- **M** Recognising phases in cultural growth and decline
- ☑ Applying Systems Thinking to Culture Change
- **Working out where to start with culture change**
- ✓ Leading a culture change effort tips and traps
- Lessons about leveraging the culture
- ✓ Creating a safe space for culture change conversations
- Encountering and countering cultural resistance
- ☑ Culture Change replacing habits of behaviour
- Creating a culture change plan

In-House Culture Change Clinics and Culture Scan Surveys

Leading Culture Change can be conducted in-house as an adjunct to support your culture change efforts or as part of your leadership development strategy. The Change Forum also creates and conducts customised Culture Scans based on our 7 Dimension Model, tailored to your organisation context, to give you a snapshot of your culture and help get you started on the right path to cultural revitalisation. Scans can be administered externally by us or you can choose to purchase a self-directed version that can be conducted internally by you. We also run team-building and cultural development clinics on a range of topics that can strengthen and support your current culture change programs. Contact Bill Cropper to talk over the state of your culture, find out how we may be able to help or ask us for a quote ...

Other Clinics to Support Culture Change...

Culture change is top-listed on organisation agendas today. Yet we often overlook that it starts with how people think, feel and talk together. Our Emotional Intelligence (EI), Working Better Together, Conversational Coaching and Difficult Discussions clinics equip leaders and staff with the emotional, conversational and relational skills they need to be better leaders and teamplayers and build vibrant, healthy and connective work cultures.

Do you want to:

- **Come to grips with what all this** culture change stuff is about?
- **Take positive steps to create a** constructive more team/ workplace culture?
- **Diagnose what your current** culture is like and identify ways to revitalise it?
- **Re-energise your culture, get** people reconnected to and reduce toxicity?
- Make your workplace a more warm, welcoming and happier place to be?
- Develop strategies and processes to revitalise and transform your culture?

Is this clinic for you? Try this. Are your people, lately, more ...

- Despondent and de-motivated?
- Defensive, scratchy, irritable, cynical?
- Stressed, frustrated, distrusting?
- Blaming, back-biting, sniping, snitchy?
- Disconnected, distanced, withdrawn?
- Competitive & less co-operative?
- ☐ Erratic in behaviour/emotions?
- Guarded and less communicative?
- ➡ If you ticked 3 or more of these why not consider coming along?

Reading about Culture Change...

Issue-12 of our CC E-News focuses on culture change. And from our series of information FactFiles, review FactFile-4: Teambuilding the Art of Working Better Together and FactFile-26: Changing Cultures Download at www.thechangeforum.com

Contact Us...

For information, brochures and inhouse quotes, contact Bill Cropper: 07-4068 7591 TEL: 07-4068 7555 FAX: Мов: 0429-687513 EMAIL: consult@thechangeforum.com WEB: www.thechangeforum.com





A 2-day forum on the art of connective leadership

Designed and delivered by

Bill Cropper

El isn't just a fringe activity for managers – it's a critical competency for any capable leader!

Emotions are Management Business...

Leaders have an immense impact as energizers, amplifiers and emotional caretakers, on the performance, culture and emotional climate of people they lead. Personal Mastery and Emotional Intelligence are critical competencies for all capable leaders. More leaders now see how successful outcomes have a lot to do with their ability to 'tune into themselves' and become more mindful of the way their thinking, feeling and behaviour patterns influence the people around them. Research repeatedly shows these to be key factors that set successful leaders apart from the rest of the pack. High-impact leadership starts with YOU.

Feeling you have to deal with emotions at work may seem 'touchy-feely' from a rational business viewpoint but when you boil it down, they're the background to everything else that happens at work and every interaction leaders have. The basic business case for EI is simple: good moods equal good work, bad moods are bad for business. When managers dwell in negative emotions, they create dissonance, dissatisfaction and decimate group morale. When leaders use emotions positively, they resonate, connect and inspire extra effort.

What is Leading with EI all about?

This highly interactive, leadership coaching clinic provides down-to-earth insights into how to apply the critical leadership practices of Personal Mastery and Emotional Intelligence, explores tools to make them work for you and clarifies common, core dimensions they share: self-awareness, self-control, and relational leadership. It has loads of useful insights into how to apply 7 key El practices to energise your leadership, create connective team relationships and bring out the best in yourself and others. Topics we touch on include:

- ☑ Leading with EI the part it plays in great leadership
- Leaders as emotional amplifiers workplace cost of toxic emotions
- ☑ Connective leaders & the brain basis of EI why EI is a brainy idea
- M Emotional Intelligence links to Personal Mastery and Self-Awareness
- **M** Emotional qualities of great leaders overview 7 Practices of El Leadership
- \checkmark Handling emotional hijacks - when feelings run away with you
- **M** Emotions mapping with the El triangle thoughts, feelings, actions
- ☑ The "F" word: finding feelings and expressing them more effectively
- $\mathbf{\nabla}$ Empathy - reading your emotional radar - connecting with other's emotions
- $\mathbf{\nabla}$ Dealing with disruptive emotions - anger, anxiety & apathy
- $\mathbf{\Lambda}$ Mood control - how feelings impact on how well we manage
- $\mathbf{\nabla}$ El in play – the conversational connection – talking from the heart
- $\mathbf{\nabla}$ Stock-take your EI skills and identify some self-coaching action steps

In-House El clinics to strengthen Team relationships...

Remarkable team-building advantages can result from conducting Emotional Intelligence programs in-house for leadership groups or intact work teams. As well as strengthening relationships, in-house learning enhances shared understanding and increases the likelihood of people applying new ideas productively in 'real-time' back in your workgroup or leadership team.

➡Other El Clinics from The Change Forum...

For non-managerial staff, El at Work is an interactive 1-day seminar to show staff what El is, why it matters and how to start applying basic El tools and behaviours at work. Teaching with El explores strategies for integrating social and emotional intelligence practices into the daily school environment. And for those who've already done some leadership learning around El and want to extend their capacity for connective leadership, Compassionate Leadership shows how to mindfully cultivate connectivity, compassion, resonance and empathy to combat toxic emotions, relieve leadership stress and create vibrant work relationships.

Do you want to:

- **Energise people you lead and create** constructive emotional climates?
- Connect with your people better and get in tune with them?
- Diagnose the impact your emotional style has on others?
- Manage your moods and handle conflict, anger and hostility better?
- □ Boost your leadership performance and bring out the best in others?
- □ Work more diligently on your level of self-awareness and self-mastery?
- Develop personal strategies to be a more emotionally intelligent leader?
 - [1-Day fast-track clinic: The El Leader available at selected locations]

What others say about this clinic

Inspired by the workshop! I learned a lot about myself. Britt Armstrong, Qld Health Excellent. Very personally challenging. Great material. Michael Byrne, Qld Transport Extremely practical. An excellent mix of *content, tools, practises* Jenny Flynn, Disability Services Qld

Very thought provoking and insightful with lots of good tips Rob Hedlefs, DPI

Very impressive. Keith Twyford, QPWS

I really enjoyed the way the course was presented ... and found lots of useful activities for myself and my students." Jay Jordon, St Teresa Abergowrie College This course challenged me in positive,

enjoyable ways and I really have found the guidebook useful for ideas to help me operate more effectively." Inger Altermatt, Caboolture State Special School

Want to read more about EI?

Factfile-20: Leading with EI and FactFile-10: 10 Dimensions for El Teams offer insights into the kinds of materials included in the Leadership Learning Guides we provide with all our programs. A variety of other FactFiles featuring topical tips on Connective Leadership, El at School, Constructive Conversations and Skillful Discussion for example, are available for free download from The Change Forum website http://www.thechangeforum.com

Contact Us...

For information, brochures and inhouse quotes, contact Bill Cropper:

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A 2-day practical clinic on tools to apply 7 key Principles for more Constructive Conversation Designed and delivered by

Bill Cropper

Conversational mastery is a powerful tool and critical competency for any capable leader!

Why Conversations Matter...

The calibre of conversations you have is a telling indicator of team culture, leadership climate and change success and a key element for the effective functioning of any group or team. Through conversations, we connect with others, inspire, influence, energise, motivate and set the emotional climate to build positive working relationships. Ultimately, it's conversations that determine the performance culture of your workplace.

Conversations are at the core of everything we do and they're simply too important for leaders to ignore. Whether building a business, leading change, dealing with difficult discussions, revitalising a team, energising classrooms, coping constructively with complaints or creating an exceptional customer service climate - the essential actions leaders take happen almost entirely through conversations. Knowing when and how to use different conversational approaches and tools is a vital but neglected element for personal mastery, inspirational leadership and business success.

What is Leading through Conversations about?

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ONVERSATIONS

As a leader, you're the role model for the way conversations happen in your place. Your ability to conduct more skillful conversations is an indispensable leadership tool! This 2-day practice-intensive clinic takes you through 7 essential principles for more constructive conversation that can help to strengthen your leadership approach. Supported by a substantial self-directed Toolkit, it provides you with a useful set of foundation tools to get your conversations out of unproductive debate/argument mode and steer them toward more constructive dialogues. Topics we touch on include:

- ✓ The conversational nature of leadership
- $\mathbf{\nabla}$ Diagnostic - what are you like in conversations?
- 7 Principles for Constructive Conversations
- ☑ Debate to Dialogue: Discussion continuum
- $\mathbf{\Lambda}$ **Conversational assumption-making**
- Perceptual Positions & precision questions
- How to connect with others in 2nd position
- What conversational roles do you play?
- Prac session: Conducting a dialogue circle
- $\mathbf{\Lambda}$ Balancing your say with hearing their say
- $\mathbf{\nabla}$ Being persuasive: assert yourself positively
- $\mathbf{\nabla}$ Say what you need to say - cleanly & clearly
- $\mathbf{\nabla}$ Skillful Discussion - prac session on protocols
- The 5-P Model of more Skillful Discussion
- $\mathbf{\Lambda}$ The Conversational Coaching Scorecard
- Set conversational coaching improvement goals

In the thick of things at work, it often seems too risky to try out a new approach and you rarely get feedback about your conversational behaviour. Our coaching clinics deal with real-life conversational challenges and actual tools practise in a safe, small group environment to help build your confidence to use the tools to manage your future conversations in a more mindful and effective manner.

Working on Conversations has a positive Team-building effect

Many of us work together for years and never take the time to reflect on the way we talk to or come across to each other, the impact our actions/behaviours have or what's behind the responses we get. All teams can benefit from taking time out now and again to work on their team-talk, to find ways to discuss difficult issues that get in the way and clarify how they can work better and more constructively together. As well as strengthening relationships, Conversational Coaching Clinics conducted in-house enhance shared understanding of conversational tools and increase the likelihood of people applying these productively in 'real-time' in your work group or leadership team.



Do you want to:

- Make your meetings more productive and deal with the real issues?
- Get your point across more persuasively and not misunderstood?
- Get people to talk up in meetings, think together and share ideas more openly?
- Challenge other's views respectfully in ways that don't deteriorate into argument?
- Replace dead-end debate and argument with more skillful discussion and dialogue?
- Keep discussions on track and differences of opinion channel constructively?
- Confront game-playing, defensiveness and other evasive tactics?
- Say what you need to say about issues and work through them?
- Have more connective conversations and really understand what others sav?
- Create a conversational culture where people feel safe to raise hard issues?

This clinic can benefit anyone who wants to increase their personal mastery of discussion tools and work on ways to foster more productive conversations in all manner of meetings and interactions.

What others say about this clinic

Very valuable - should be mandatory for all workplaces. Robyn Corbett, Aloomba State School

Powerful, compelling, easy to participate - influenced me in ways I never thought possible! Dennis Wyatt, Qld Health

The next conversation I have with someone will be more than just words! **Rod Morton, Centrelink**

Absolutely brilliant! Gave me the confidence and conversational tools I needed, Amanda Bush, Mount Isa TAFE

Most productive and informative course I've ever attended Veronica Schulte, DSQ

Absolutely changes the way you relate to people ... it has really brought our work unit together! Joelene Goodsell, CRC Reef

Conversational Coaching gave me more practical applications in a common sense way than any other training I've ever done. Penny Putney, Churches of Christ Care

By far the most relevant and practical training exercise I've been on. Ron Waters-Marsh, Queensland Police

Readings on Conversation...

Our information FactFiles offer insights into the kinds of materials included in the Learning Guides we provide with all our programs. FactFiles on the subject of conversation include: FF-1: Constructive Conversations FF-5: The Business of Conversations FF-6: Skillful Discussion All FactFiles are available for free download from The Change Forum website: http://www.thechangeforum.com





A concentrated 2-day clinic Chan on how to handle contentious conversations... Designed and delivered by

Bill Cropper

A step-by-step approach to convert destructive confrontation into constructive conversation

Difficult Discussions – managing the unavoidable...

Difficult discussions are a part of life... No matter how conversationally competent we are, we all have difficult moments when things just don't go 'right' no matter what efforts we make or conversational strategies we try.

Challenging, confronting or contentious conversations are something everyone has to learn how to handle. Often, it's the conversations we dread most that we handle the most clumsily. How do you shape up in managing those difficult conversational moments? Do you resort to blame, accusation, domination - or retreat into silence and hope it will all slide past?

Avoiding difficult discussions causes so much conflict and stress at work, it's a wonder we don't work harder on getting better at having them? Poorly handled or avoided, they detract from performance and erode relationships - trust goes, misunderstandings multiply, productivity plummets and teams turn toxic.

Sure, there's no set formulas or quick-fixes that work every-time, but there are tools that can help you conduct difficult conversations more confidently and constructively. You can do something about handling confrontation better, overcoming anxiety and managing your own responses to challenging situations more effectively... and that's what our clinic is all about.

What does our Difficult Discussions clinic do?

This 2-day coaching clinic equips you with a robust set of easy-to-use tools to navigate your way through those troublesome conversations more confidently. Practise a more methodical, controlled and step-by-step approach to convert destructive confrontation into constructive conversations. Discover new and different ways to handle a difficult discussion, learn how to approach them with more care, calm and confidence and get new insights into ways to deal with difficult people and tricky conversational moments. Topics we touch on include:

- Deciphering the dynamics of difficult discussions
- 3 E-conversations behind difficult discussions
- Blockers: Intentions, Blame and Assumptions
- Facing feelings core of difficult discussions
- Tips for defusing difficult moments
- **5**-stages in dealing with difficult discussions
- Replace blame/fault-finding with contribution
- 3ANTIX starting a difficult discussion
- **Dissecting differences and comparing stories**
- Disentangling intent from impact
- Deal with defensive routines/strong emotions
- Re-scripting your difficult discussion

Who is this clinic for?

Difficult discussions come in all shapes and sizes. What's a difficult conversation 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 this could be a 'must-do' clinic for you! Dealing with Difficult Discussions will benefit anyone who wants to increase their conversational mastery and learn specific tools and techniques for handling different kinds of difficult discussions more confidently and constructively - either at work, home or in the broader community... Managers, team leaders, committee members, project leaders, customer relations officers, community groups, teachers, facilitators, trainers...

"An excellent course of enormous benefit to anyone who supervises/ manages staff." Sandy Walsh, CQ TAFE "Very worthwhile. Everyone could find something to improve on in this clinic." Leanne Searle, Dept of Child Safety



Do you need to:

Grasp the dynamics behind difficult discussions and how to use this?

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- □ Identify common handling mistakes we make and how to avoid them?
- Find out ways to start a difficult discussion and raise hard topics?
- Deal more confidently with difficult conversations?
- Reduce tension and take the heat out of difficult discussions?
- Practise ways to defuse difficult discussions or control the damage?
- Practise tools to defuse difficult situations and resolve differences?

What others say about this clinic

• Well worth it. Very good value. Training was of a very high standard. Ken Day, DLGP

• Great structure and content, presented in everyday language with an easy-to-follow guidebook. Bill Ohl, DET

• "Excellent... Tips on how to start a difficult discussion most beneficial... Fantastic presenting...easy to learn ... " Stephen Dendle, Sport & Recreation Qld

• Brilliant! Really feel much more of handling capable difficult discussions now. Dana Farrell, BlueCare

Read up on Difficult Discussions?

Our free FactFiles feature topical tips on aspects of conversations, leadership teams and emotional intelligence. Issue-11 of our CCE-News offers insights and tips on coping with caustic conversations. A step-by step approach can help take the heat out of those more challenging conversational encounters... Read more

In-House programs...

Integrate our learning programs into your leadership or organisational capacity-building strategies: conduct them in-house - in standard format or customised to suit the particular needs of your workplace or team. Inhouse clinics enhance shared understanding, strengthen relationships and increase the likelihood of people applying new ideas productively in 'real-time' back in your workgroup or management team.

Tel: 07-4068 7591 Mob: 0429-687 513 Email: billc@thechangeforum.com

What about Cost – and how do I Register?

Course Fee (GST inc) covers lunch and refreshments and a comprehensive self-coaching Toolkit designed to assist your ongoing learning back at work. Fee discounts offered for early registration, schools and not-for-profit community organisations subject to payment in advance of attendance. Fees are not refundable but are transferable up to 14 days prior to an event. Substitute welcome. Max 20 places per event. Timing: 8.30am Arrival – 4.30pm Close (unless otherwise advised). Registration: Form included below for return by Fax or Email or register On-line at www.thechangeforum.com/ Registration.htm. Contacts below.

Conversations Master Classes & El Clinics...

In additional to the foundational program Leading through Conversations, we offer a number of conversational coaching master classes publicly and inhouse on particular conversation themes including: Dealing with Difficult Discussions in both 2 and 1-day formats; Positive Performance Conversations a 1-day clinic to help leaders handle performance review situations more productively and Handling Toxic Emotions on caustic conversations at work. An essential complement to conversational coaching is our series of emotional intelligence programs for leaders and teams: Leading with Emotional Intelligence; El at Work for general staff and Teaching with El for classroom applications in schools.

Teambuilding – the Art of Working Better Together...

Working Better Together is the generic label we use for our team-building approach. Many of us work together for years and never take the time to reflect on how we come across or talk to each other. All teams need to take time-out now and again to work on their team-talk, renew relationships, find ways to discuss difficult issues that get in the way and clarify how they can work better and more constructively together. We regularly design and run tailored teambuilding interventions for workteams that want to build a more positive team culture, harness commitment to a shared vision and create opportunities for growth and challenge. Download our Working Better Together Prospectus for lots of useful pointers to help plan your next team-building session at www.thechangeforum.com. Or contact us by email or phone or on-line enquiry form to request an outline of our approach or find out how a Working Better *Together* clinic can help you and your team.

Our Change Services – Helping you with Change

Need a helping hand to handle change? Organisations often want help designing their own change processes but choices and options around change and working out where to start can sometimes overwhelm and confuse. We've been helping organisations and leaders with change projects large and small for many years and we've a fair idea how daunting it can sometimes seem. So we've put together a Profile of our Change Services which provides a snapshot of the sorts of things organisations typically ask us around workplace change and some of the critical change management areas you are likely to want to address. Download on-line or contact us direct to discuss ways we might be able to help.

Thinking about – personalised Coaching?

As an adjunct to our leadership programs, we provide personalised coaching services for individuals and small groups at all levels. A typical coaching program consists of 5 x 2-3-hour coaching sessions every 4 weeks or so, with a blend of face-to-face and telephone coaching and email support. Download our Coaching Prospectus for some simple, straightforward answers to what "all this coaching stuff is about" to help you make up your mind whether our coaching approach might suit you.

Facilitation & Presentation Services...

As an adjunct to our leadership learning programs we provide personalised leadership coaching services for individuals and small groups, forum facilitation, key-note presentations and fast-track learning sessions at conferences, planning forums, team meetings or other relevant events. Bill delivers informative, interactive, thought-provoking sessions on topical themes designed to address or complement particular issues, concerns, challenges and context. Bill's style is relaxed, down-to-earth, amusing, affirming and engaging. He connects with people and puts them at ease, at the same time as raising their curiosity and gently confronting current thinking. More information on-line or contact Bill direct to discuss ways he can help.



Registration Discounts 2011...

-	2-day event	1-day event
21+ days:	\$726 pp	\$473 pp
Then:	\$770 pp	\$528 pp
Schools/NFP:	\$594 pp	\$429 pp

Note: All Fees GST inc. Fees current at time of printing but subject to review at the discretion of The Change Forum. EFT or credit card payments preferred. Purchase Orders not accepted as payment. Places limited

About your Presenter:

the Bill Cropper is Director of Change Bill Gropper in the has a wealth of practical leadership learning, coaching and change experience. His work centres on helping leaders to build the conversational, emotional, relational and team-working capabilities they need to create vibrant, supportive work

cultures and high-performing teams.

Bill's keenly interested in the benefits of conversational coaching and emotional intelligence to create connective and compassionate workplaces, promote productive, open interchanges and facilitate personal growth and change mastery. For the past 7 years, he's run hundreds of coaching clinics and forums that have benefited numerous managers, team leaders and other professionals from many wide-ranging backgrounds. Bill's a preferred learning consultant and leadership coach for many public sector agencies, providing facilitation, training and coaching services to senior executives. managers, work teams and community groups around leadership capacitybuilding, He has a down-to-earth, relaxed and outgoing style and works comfortably with people from all levels, occupations and backgrounds.

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"I appreciated your laid-back/informal approach to delivery. I left feeling motivated and eager to put what I'd learnt into practice" Di Grech Bentley Park College "Your friendly, laid back manner put us at ease right from the start." Robyn Yared, Greater Brisbane Gifted Education Network "I really enjoy your facilitation style Bill - a well balanced mix of theory, practical and humour in a relaxed, fun atmosphere that makes learning easier". M. Polkinghorne, Disability Services Qld

Other Services... Contact Us

We offer a wide range of change consultancy, learning, coaching, team development and facilitation services and invite you to contact us (any time) to discuss your needs or issues, how we can help and arrange a quote. For individual program brochures or more information on how we might be able to assist you or your team, contact Bill Cropper at The Change Forum on:

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