



ICBE 2018

The real challenge for managers

Our proposition

‘The demands on managers and leaders (from crises management to being an effective coach) are ever greater requiring the to play a multitude of roles.

In this session we will illustrate how a focus on the development of ‘skilful dialogue’ - on the range and repertoire of talk-in social interaction, equips managers to better meet these ever increasing challenges’

I come to work to do my job...

Verbal Orientation	TELL			SUGGEST					ASK		
The problem Situation	<i>Organisational Crises</i>	<i>Standards Non-adherence</i>	<i>Stasis</i>	<i>Disagreement</i>	<i>Skill or capability limitations</i>	<i>Conflict</i>	<i>Many Problems</i>	<i>Dis-Engagement</i>	<i>Poor career development</i>	<i>Poor Ownership</i>	<i>Personal crises</i>
The role	Commander	Instructor	Agent Provocateur	Negotiator	Trainer	Mediator	Consultant	Facilitator	Mentor	Coach	Counsel
Outcomes to look and listen for	<i>Obedience</i>	<i>Compliance</i>	<i>Agility</i>	<i>Compromise</i>	<i>Capability Development</i>	<i>Resolution</i>	<i>Solutions</i>	<i>Engagement</i>	<i>Personal growth</i>	<i>Growth and accountability</i>	<i>Recovery</i>

...and end up doing many!

...and that's only half the story 'cos I'm also expected to *not just respond*, but to create these things as well!

- A Growth Mindset
- Collaboration
- Excellence
- Innovation
- Engagement

**'The Big
Five'**

...so is it any wonder that my manager, when she hears me, she hears me 'sounding off'?!



...and is it any wonder also, that while I'm expected to do all of this...

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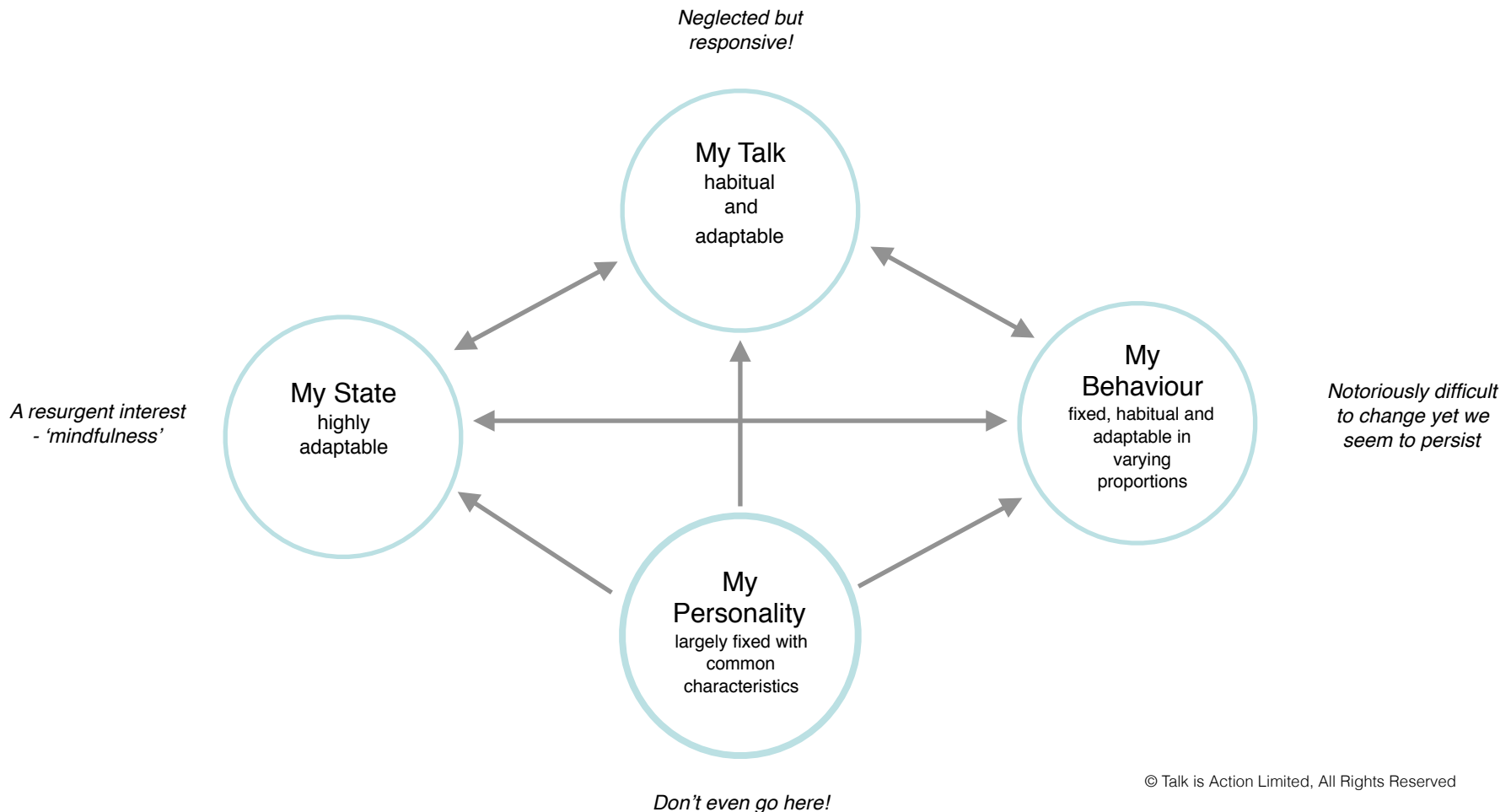
...I manage to do only some of it really well...

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“Im only human, after all!”

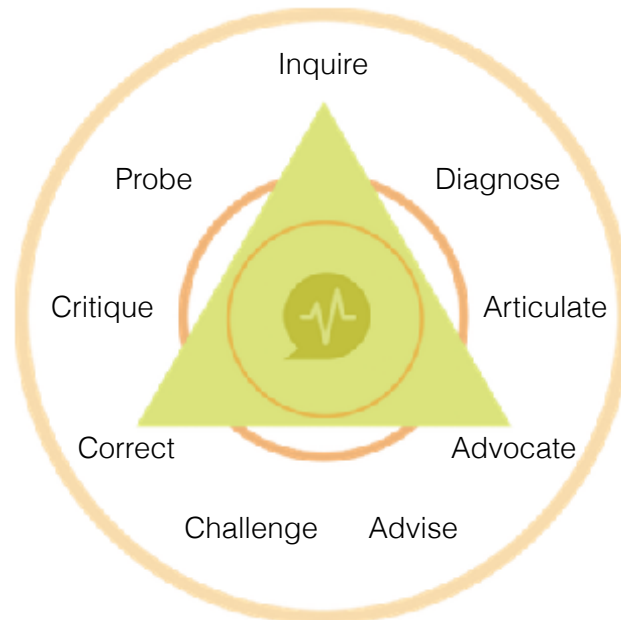
These roles require a mix of inputs

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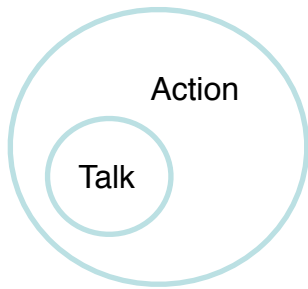


We learn to play them by noticing what they are...and by delivering the right *verbal strategy* in response

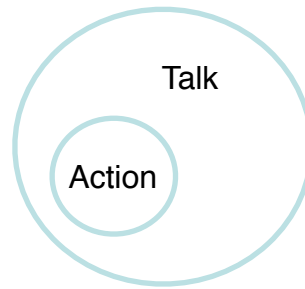
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Primary verbal strategies	<i>Challenge</i>	<i>Correct</i>	<i>Challenge</i>	<i>Probe</i>	<i>Diagnose</i>	<i>Inquire</i>	<i>Critique</i>	<i>Articulate</i>	<i>Inquire</i>	<i>Inquire</i>	<i>Inquire</i>
	<i>Advocate</i>	<i>Critique</i>	<i>Critique</i>	<i>Inquire</i>	<i>Correct</i>	<i>Articulate</i>	<i>Diagnose</i>	<i>Inquire</i>	<i>Advise</i>	<i>Probe</i>	<i>Probe</i>
	<i>Correct</i>	<i>Advocate</i>	<i>Advocate</i>	<i>Advocate</i>	<i>Advise</i>	<i>Advise</i>	<i>Articulate</i>	<i>Challenge</i>	<i>Articulate</i>	<i>Challenge</i>	<i>Articulate</i>
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Because for managers, leaders and professionals...



Sometimes talk is a part of our action



Most often, action is a part of our talk



Sometimes, our Talk is Action










So, when I play the role of 'coach', for example...

- I need to know what combination of verbal strategies will enable me to coach
- I need to be able to execute those strategies well

ASK		
<i>Poor career development</i>	<i>Poor Ownership</i>	<i>Personal crises</i>
Mentor	Coach	Counsel
<i>Inquire</i>	<i>Inquire</i>	<i>Inquire</i>
<i>Advise</i>	<i>Probe</i>	<i>Probe</i>
<i>Articulate</i>	<i>Challenge</i>	<i>Articulate</i>
<i>Personal growth</i>	<i>Growth and accountability</i>	<i>Recovery</i>

And because we're highly sensitive to changes in the way we talk and act

Verbal Orientation

Ask			
Suggest			
Tell			
	Tell	Suggest	Ask

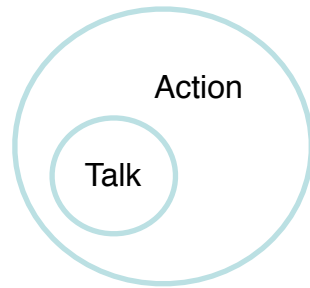
Social Expectations

I need also to
able to 'talk
about the talk'

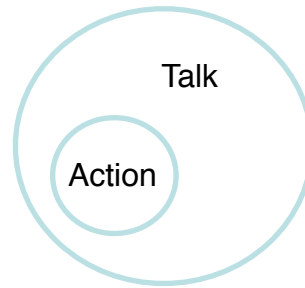
...which means 'Sound-posting'

What	Why	How
Articulate	Explanations get lost to in amongst general chit-chat	I'd just like to take a minute or two and outline a few points. Bear with me...
Advocate	Advocacy can polarise or even intimidate when delivered from a position of power	I've strong views on this and I'm going to tell you what they are. But you must come back at me!
Advise	To make clear that choice remains with the listener	I'm gonna give you my opinion but let me be clear; it's up to you what you do with it...
Critique	Without sound-posting, critique is easily heard as criticism	Look, in the interests of getting to the best judgement on this I want to point out the limitations and well as the benefits, as I see it
Correct	We avoid doing it because we fear the conflict that may arise from it	Look, in the interests of having this done in the best way possible/ according to our expectations/role, I'm gonna to tell you/show you how to do it.
Challenge	We can easily respond defensively to challenge. It seems to be a hard-wired reaction	I want to challenge that because I think it can be done better/differently. Challenge back.
Probe	Probing can sometimes feel particularly personal	You've got me wondering...can I pursue that a bit more/can I go a bit deeper for a moment?
Inquire	To label it as a valuable activity encouraging others to use it more	That's a really fascinating point you make. Let me ask you more...
Diagnose	Because others can feel 'led by the nose'	Okay, you've got me hooked. I'd like to understand what's caused this. Can I explore it with you?

So, the real challenge for managers..



Sometimes talk is a part of our action



Most often, action is a part of our talk



Sometimes, our Talk is Action

...is to develop and deploy, sensitive, skilful and timely dialogue

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