

LEADING Through CONVERSATIONS



Mastering the Power of Constructive Conversation

A 2-day

Conversational Coaching

Clinic by
Bill Cropper

➔ Do you want to...

- ? Make your meetings more productive and meaningful and deal with the real issues
- ? Get your point across more persuasively without people misunderstanding you
- ? 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 channel differences of opinion constructively
- ? Confront game-playing, defensiveness and other evasive conversational tactics
- ? Say what you need to say about issues that matter and work through them?
- ? Have more connective conversations and really understand what people say?
- ? Create a conversational culture where people feel safe to raise hard issues?

➔ Leading through Conversations...

Conversations are every leader's business. They're at the core of what leaders do.

Whether you're 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.

In fact, leadership is really 'a string of conversations'. Think of all the leadership tasks you achieve through conversations. There's change conversations, goal-setting and problem-solving conversations, planning and coaching conversations, to name a few – not forgetting those ever-present and often troublesome difficult discussions.

Conversations are simply too important for leaders to ignore. Through conversations, we connect with others, inspire, influence, energise, motivate and set the emotional climate to build positive working relationships. 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 team. Ultimately, it's conversations that determine the performance culture of your workplace.

➔ What will I Learn?

When you dig down into what leaders do day-in and day-out, they spend a lot of time having conversations. They're the major forum where we build relationships, solve problems, make decisions, take action and learn together – but most of us never stop to think how we might become

A Must-Do Clinic!

"Very valuable - should be mandatory for all workplaces." Robyn Corbett – Alooomba State School, Brisbane

"Everyone should do this course. Keep doing what you are doing so well..." Werner Baumeister – Holiday Inn Cairns

"Tell everyone to do this course! The interaction was great and well-timed" Jennifer Cruddas – Dept of Communities Cairns

"Like all good things (chocolate, red wine) I wish everyone could go to a course like this)." Wendy Hiron – Qld Health Rockhampton

better at them. Knowing when and how to use different conversational tools is a vital but neglected element for personal mastery, inspirational leadership and business success.

Powerful, Positive & Practical!

“If you haven’t attended Conversational Coaching – do it! The course structure was tops with good practical examples!” Manfred Boldy – Whitsunday Shire Council

“Powerful, compelling, easy to participate and it influenced me in ways I never thought possible!” Dennis Wyatt – The Townsville Hospital

“A breath of fresh air! For once, there was more practical than theory!” Andrew Bauer – Dept of State Development & Trade, Gladstone

“Powerful, positive, enlightening! I’ve already put what I learned into practice.” Deborah Small – Maroochy Shire Council

“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, Hervey Bay

Leading through Conversations offers an exceptional opportunity to improve the quality of your conversational skills and widen the range of discussion tools you can deploy in all sorts of settings – one-on-one, group meetings and problem-solving sessions. It will help you to:

- ☑ Diagnose the discussions you have and what you can do to get more out of them
- ☑ Observe and interpret more accurately what’s going on in discussions and meetings
- ☑ Analyse your own conversational style and how well it’s working for you
- ☑ Move from debate and adversarialism to constructive conversation and dialogue
- ☑ Raise the level of frank, open interchange of views and perspectives between people

- ☑ Learn how to structure more constructive conversations and skillful discussions and lead other people through it
- ☑ Practise new conversation skills and tools like dialogue and skillful discussion

Who Comes to this Clinic?

This clinic can benefit anyone (eg. managers, team leaders, committee members, community groups, facilitators, trainers, project coordinators) who wants to increase their personal mastery of discussion tools and work on ways to foster more productive conversations in meetings and other interactions – either at work or in the broader community.

Thousands of people from all sorts of backgrounds – teachers, local government, social and community workers, psychologists, health professionals, regional development and public sector managers – have used our Conversational Coaching Clinics to hone their discussion skills. See “Who’s Participating and What They Say” at the back of this brochure...

Simply the Best?

“The most productive and informative course I’ve ever attended...” Veronica Schulte - Disability Services Queensland - Brisbane

“By far the most relevant and practical training exercise I’ve been on...” Ron Waters-Marsh Dept of Communities - Mackay

“One of the best and most relevant professional development courses I’ve done...” Jacqueline Jago - Brisbane City Council

A Profile of the Program...

As a leader, you’re the role model for the way conversations happen in your place. Your ability to conduct more skillful conversations is really an indispensable leadership tool!

This 2-day intensive clinic introduces you to 7 essential principles for more constructive conversations and the art of skillful discussion. It gives you a useful set of foundation tools to get your conversations out of unproductive debate/argument mode and steer them toward more constructive dialogues. Topics and tools we touch on include:

➤ **DAY 1:** Introduces a framework for moving from debate to dialogue, 7 principles of constructive conversations and starts practise on conversational tools...

➤ **DAY 2:** Continues to explore the 7 principles with more tools and practice sessions...

DAY 1 in detail...	DAY 2 in detail...
<ul style="list-style-type: none"> <input type="checkbox"/> The conversational nature of leadership <input type="checkbox"/> Diagnostic: Your conversational challenges <input type="checkbox"/> Coaching Framework: The 5 Conversational Capabilities and how they impact your talk <input type="checkbox"/> Pay attention to the parrot: Getting in touch with your inner voice <input type="checkbox"/> Prac session: Story-telling & story-listening <input type="checkbox"/> Levels of Listening & tips for listening 'up' <input type="checkbox"/> What are you like in conversations? Setting conversational coaching improvement goals <input type="checkbox"/> 7 Principles for Constructive Conversations <input type="checkbox"/> From Debate to Dialogue: Distinguishing the different kinds of discussions you can have <input type="checkbox"/> Model 1 & Model 2 conversations: What's your group's conversational style? <input type="checkbox"/> Conversational assumption-making: Ladder of Inference and your Left-hand Column <input type="checkbox"/> Perceptual Positions & precision questions 	<ul style="list-style-type: none"> <input type="checkbox"/> What's your conversational gear? How to connect with others in 2nd Position <input type="checkbox"/> What conversational Roles do you play? <input type="checkbox"/> Prac session: Conducting a Dialogue Circle <input type="checkbox"/> Advocacy or Inquiry: Balancing your say with hearing what they have to say <input type="checkbox"/> Being persuasive: Assert yourself positively <input type="checkbox"/> Say what you need to say – cleanly & clearly <input type="checkbox"/> Raising hard issues without defensiveness <input type="checkbox"/> Undiscussables: Raising levels of Openness and Disclosure in discussions <input type="checkbox"/> Staying in Dialogue: Dealing with difficult moments and defensive routines <input type="checkbox"/> Skillful Discussion fishbowls and card-games: Prac sessions on the protocols <input type="checkbox"/> The 5-P Model of more Skillful Discussion <input type="checkbox"/> The Conversational Coaching Scorecard <input type="checkbox"/> Creating a conversational work culture

➔ What to Expect at a Coaching Clinic...

When you're back at work, you seldom get a safe environment to practise in. In work conversations, you're under pressure 'playing the game' – there's no time to reflect, it's too risky to try out a new tool or approach and you rarely get feedback about your conversational behaviour. All of our coaching clinics:

- Take a tool-kit based approach:** Equip you with a set of simple, effective and easy-to-learn tools.
- Accent practising in a safe environment:** Part of the appeal of our clinics is you get to practise in a safe, small group environment to develop new strategies for managing your conversations in a more mindful and effective manner.
- Come with a substantial self-directed guide** to support your ingoing learning after the clinic.
- Focus on practising actual tools:** We think people learn best through doing – so the focus of our clinics is on giving you practice and building your confidence to use the tools back at work.
- Deal with real-life conversational challenges:** We address the real conversational challenges you face, adapting the content of each clinic to cover major areas of need or interest.

Learn Skills that Count!

"Conversation is important to every office supervisor and manager. I learned skills that count in day to day issues!" Michael Dore – Qld Transport Rockhampton

"Great workshop! Well developed with good combination of theory, practical sessions and take-away practical tools!" Mark Walker – Hervey Bay City Council

"All the material is first class! I have used the (tools) at two critical meetings since then with amazing results..." Allan Young – Mackay Whitsunday Regional Development Corp

➔ Interested to find out more before the next Clinic begins?

Browse through back issues of our [Conversational Coaching E-News](#) or information [FactFiles](#) on 'The Business of Conversation', 'Skillful Discussion' and other related topics – available for free download at www.thechangeforum.com.

➔ Where? When? And How Much?

Dates for public events are advised on our website and through periodical email circulars and News updates. Contact us direct any time to check current event dates in your region. Course Fee (GST inc) covers program participation, lunch and refreshments each day plus a comprehensive self-coaching Toolkit to assist your ongoing learning back at work. Accommodation and travel are your own responsibility.

Fee discounts are offered for early registration, groups, schools and not-for-profit community organisations subject to advance payment completed no less than 10 days prior to the event. (Enquiries welcome for last minute registration.) Discount periods may be extended from time to time. A Tax Invoice will be provided and venue confirmed on registration. Register on-line at www.thechangeforum.com/Registration.htm or complete the Registration Form at the end of this Brochure and return by Fax or Email.

➔ In-House Clinics – Conversational Team-Building...

Working on having better conversations also has a positive team-building effect. Many of us work together for years and never take the time to reflect on how we come across or talk to each other. For example, think about:

- Assumptions we make about each other (eg. ‘Cheryl’s only interested in the paperwork, not customer service.’)
- Our impact on others (eg. ‘When Sue screws up her mouth like that, I always think she’s critical of my ideas.’)
- What responses we get (eg. ‘John always acts defensive when I say I’m not feeling listened to or valued around here.’)

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.

Brings Teams Together!

“Absolutely brilliant! Conversational Coaching certainly gave me the confidence and conversational tools I needed. Several staff also noticed the improvement in communication in our department...” Amanda Bush – Mount Isa TAFE

“CC is the most beneficial course I have ever been to. It absolutely changes the way you relate to people... it has really brought our work unit together!” Joelene Goodsell, Admin Officer CRC Reef

For groups of 12 or more, you can benefit from the remarkable team-building aspects (and make significant savings) that come with conducting a Conversational Coaching Clinic in-house. As well as strengthening relationships, in-house clinics enhance shared understanding of conversational tools and increases the likelihood of people applying these productively in ‘real-time’ back in your workgroup or management team.

➔ Conversational Coaching Master Classes

Building on the appreciation of our Conversational Coaching Clinics, we’ve extended your coaching opportunities with some Conversational Coaching **Master Classes**.



- Dealing with Difficult Discussions** will profoundly enrich your ability to defuse difficult discussions and convert confrontations into constructive conversations... [View full brochure](#)
- Persuasive Conversations: The Art of Advocacy** – offers practical, no-nonsense techniques to be more persuasive, open and assertive in your conversational interactions. (In-house clinic only)
- Connective Conversations:** The ability to connect with others through conversations is critical for good relationships at work, at home, in all corners of our lives. This clinic looks at emotional intelligence and the role feelings play in constructive conversations. (Available In-house only)

For an in-house Clinic or to obtain a quote...



Call **BILL CROPPER** on **07-4068 7591** or Email: CoachingClinics@thechangeforum.com

➔ Considering Personalised Coaching?

High-impact managers realise that the essential actions they take depend on the quality of their conversations. *Conversational capability* is becoming a core competency for agile and effective leadership.



For individual managers or teams who want to fast-track their conversational capabilities, you can take advantage of our personalised, by-the-hour coaching services. A typical coaching program consists of 5x3-hour coaching sessions every 4 weeks or so, with a blend (if you want) of individual/small-group face-to-face with on-line email and phone coaching.

Want to find out what *“all this coaching stuff is about”*? Download a copy of our new Coaching Prospectus. It gives you some simple, straightforward answers to help you make up your mind whether our coaching approach might suit you. ☎ Call **BILL CROPPER** on **07-4068 7591**

➔ About your Coach...

Bill Cropper, Director of The Change Forum, is keenly interested in the benefits of conversational coaching to promote more productive, open interchanges, facilitate personal growth and create more connective and constructive conversational cultures amongst leaders and teams at work. For the past five years, he’s been delivering extensive rounds of Conversational Coaching, Emotional Intelligence and Dealing with Difficult Discussions Clinics throughout Queensland.

Bill has a wealth of practical experience in strategic change management, leadership learning, coaching, group facilitation, organisation renewal and strategic planning in a wide range of federal, state and local government organisations throughout Australia. Thousands of managers, team leaders and other professionals from wide-ranging organisation backgrounds, including disabilities/family/community services, education, tourism and state development, health, housing, transport, public works, primary industry and local government have benefited from attending his interactive learning clinics.

A Skilled Facilitator...

“Bill, you are passionate about what you present and an excellent facilitator” Stefanie Bishell, Wide Bay Water Corp.

“You are a very experienced facilitator, which made the workshop successful. I can now see the benefit of structured conversations.” Ingrid Kalnins, Whitsunday Shire Council

As a preferred learning consultant and leadership coach for a number of public sector agencies, he provides conversational coaching and team development services to senior executives, managers, team leaders, coordinators and community groups. Bill has a down-to-earth, relaxed and outgoing style; personal mastery of a wide range of conversational coaching tools, facilitation techniques and personal change processes and customarily works comfortably with people from all sorts of occupations, backgrounds and organisations. Here’s what people say about his facilitation and coaching approach:

“The interaction with all participants both days was safe, open and enjoyable. Your expert knowledge on this subject was shared in a skillful and relaxed manner. The ease with which the course flowed was a result of your ease, comfort and experience. Thanks Bill”. Diane Atkinson – Q Health

“Bill is skilful in placing the group at ease and bringing them together and especially skilled in utilizing the ‘emergent moment’.” Vicki Bonanno – Great Barrier Reef Marine Park Authority

“Your probing analysis of conversations and your presentation of the different models of conversation were very enlightening. You obviously know your subject well and you enjoy imparting your knowledge to others. You made people feel at ease while they exposed their thinking processes.” Greg Welsby – Qld Health

“Bill provided useful opportunities to not only learn new skills and practise them, but also to receive sound feedback from those attempts. He offers suggestions and seems to be spot on target. A very meaningful experience – a pleasant way to learn! Well worth the dollars invested.” Dell Grant – Disability Services Queensland

“You were a great facilitator, who seemed to know when to be serious and when a laugh was in order. You never made one feel as though they were the only one on centre stage which can be a problem for many. Fun filled time and a worthwhile course for anyone – whether they deal with the general public on a day to day basis or not.” Patricia Nilsen – Dept of State Development and Innovation

➔ Who's Participating and What They Say...

Thousands of managers, leaders and other professionals have attended our **Conversational Coaching Clinics** over the past few years with overwhelmingly favourable feedback. Here's a selection of comments from just some of those who've attended...

"The clinic was great. The power and influence in conversation was highlighted, much was discussed over the two days and everyone went away thinking: 'The next conversation I have with someone will be more than just words'" **Rod Morton, Centrelink**

"The course was the topic of conversation at dinners all weekend! Constant practising was a good way to learn and my recall is higher than normal. Good method. Finding out my weak-points in meetings and how to counter this is something I'll take away and use. Very smooth delivery, I liked it." **Liam Dee, Australian Institute of Marine Science**

"Very good and interactive. No chance to get bored! It has made me more aware of my conversations and hopefully I now have the tools to act appropriately in situations without causing conflict or misunderstanding." **Chris Brogden, Australian Quarantine Inspection Service**

"A valuable clinic – easily understood and adapted to the audience. The guidebook is set out really well too and will become a permanent resource manual on my office bookshelf. I believe I can only improve from my developments made at the workshop." **Belinda Faulkner, Ipswich Regional Area Consultative Committee**

"I'd recommend Conversational Coaching to others as an excellent course. I found it challenging and exciting to rethink the way I communicate. You involved us from the start in a non-threatening way and allowed us to gradually become trusting of each other. Role plays were relevant and easy as we used our own work situations. Tools were excellent too. I've made use of the ladder of inference, skillful discussion and dialogue – and I went home wanting more!" **Nicole Bellet, Queensland Health**

"Stimulating, intellectually challenging and the practical elements provided hands-on experience...The art of conversation requires high levels of skills, insights into the human factor and certain risk-taking - this clinic provides the solid basis for making all of these elements work together effectively. Excellent coverage, excellent facilitator, excellent tools. Current, up-to-date and extremely useful." **Lyn Mackay, James Cook University**

"I thoroughly enjoyed the clinic. Thanks for providing a non-threatening environment. The practical demonstrations kept everyone engaged and motivated. The methods used were uncomplicated and your scenarios realistic. I've gained the tools and more importantly the confidence to initiate and handle conversations in complicated situations." **Anne-Marie Chapman, Wide Bay Institute of TAFE**

"Very enjoyable and thought provoking. It made me realise that quality conversation is an art to be practised and learned over time. Structure and exercises were good and the most important thing is that I felt comfortable." **Linda Brown, Dept of Local Government, Sport & Recreation**

"Thoroughly enjoyable – a very wonderful learning experience. Flowed smoothly and easy to keep up with. I got some great insights into my own communication styles, ideas on how to improve and some very useful tools I found I could utilize immediately..." **Suzanne Doherty, Dept of Communities**

"Excellent! Course structure was great and the guidebook is comprehensive. You are an excellent facilitator and the clinic was a great personal development experience." **Jeff Wright, Queensland Fire & Rescue Services**

➔ To Contact Us...

For a detailed Prospectus on the **Learning-Centred Leadership Series** or more information on our leadership learning, coaching, facilitation and change consultancy services, contact **BILL CROPPER**:

TEL: **07-4068 7591** MOB: **0429-687513** FAX: **07-4068 7555**

EMAIL: consult@thechangeforum.com WEB: [http:// www.thechangeforum.com](http://www.thechangeforum.com)



Use THIS FORM OR Register ON-LINE at <http://www.thechangeforum.com/Registration.htm>

	Qld	Other States
FEE DISCOUNTS: 21 Days +	\$594 single... \$1695 for 3*	\$660 single... \$1815 for 3*
FULL Fee	...Then \$660 single... \$1815 for 3*	\$770 single... \$1980 for 3*
\$770 pp	Schools/NFP: \$550 single... \$1584 for 3*	\$550 each... \$1584 for 3*

All Fees GST inc.; NFP = non-Govt Community-based organisations; Places limited; Priority given to paid reservations
 Fees due on registration, payable 14 days from Invoice & no less than 10 days prior to event; Discounts for advance-payment only;
 EFT & Credit Card payment preferred; *Groups to be from same organisation division/unit cost centre - must register and attend together
 Fee transferable up to 10 days prior but not refundable; Substitute welcome; See website for full terms& conditions
 Fee covers course attendance, guidebook, lunch and refreshments only – travel, accommodation and sundries not included.

Learning Solutions
for Leadership & Change

▶▶ **YES! Please Register me for [] places to attend**

Conversation Coaching: Leading through Conversations at...

- Brisbane Gold Coast Toowoomba Fraser Coast
 Rockhampton Mackay Townsville Cairns
 Other: _____

on Dates: _____ **Month:** _____

All participants receive a comprehensive self-coaching toolkit 'Leading through Conversations: Mastering the Power of Constructive Conversation' at no extra charge

Venue details provided on confirmation of booking; Dates and venues subject to change or cancellation at discretion of The Change Forum.
Confirmation of arrangements prior to attendance is the participant's responsibility.

Please come along by 8.30 am to meet others and be ready for a 9.00am session start
(Timing may vary occasionally please confirm this with us prior to attendance)

Personal Coaching Option: As part of program follow-up, we offer an optional 1-hour on-line/phone coaching session to help you consolidate goals, first try-out actions or work through any conversational leadership challenge you have. You can take up this option at registration or any time during the 2-day program at a discounted rate of \$110. If you choose this option after the course finishes, our full follow-up rate of \$220 per hour applies.

▶▶ **Here are my Details...** (Please duplicate for multiple registrations)

First Name: _____ **Last Name:** _____

Organisation: _____

Position: _____ **Email:** _____

Address: _____

Ph: _____ **Fax:** _____ **Mob:** _____

Special Catering or Other Needs: _____

Please send Invoice to: **Name:** _____
Position: _____
Email: _____ **Ph:** _____

Please COPY or PRINT off this form and EMAIL or FAX back to secure your booking.

▶▶ **More Information?** Call **Bill Cropper** on **07- 4068 7591** **Mob: 0429 – 687 513**

Email: your interest to register@thechangeforum.com or **FAX: 07-4068 7555**

▶▶ **Payment to:** TEAM Technologies Forum Pty Ltd ABN 52074816470 PO Box 136, Mission Beach Qld 4852