

1. **The Structured Call Menu™** is a framework for organising your thinking and approach in any individual or group interaction. It's designed to help you get properly prepared and be behaviourally effective throughout. It's also a tool to enable you to have the level of control & efficiency you want.

What are the 10 steps?



2. **State of Play™** is the key tool to use before properly getting **Down To Business**. There are lots of benefits in consciously doing it:

- Getting them to talk first, so can spot their values, mindsets, behaviours & language, as well as the actual content they're communicating
- Building good rapport with them by listening properly to what they're saying, and communicating that you're primarily interested in where they're at & their 'agenda', rather than your own
- Knowing how to build further rapport with them, based on what you've heard & noticed (ie to enable you to be able to adjust your approach as required)
- Getting your own state sorted – giving you time to settle in (maybe even your nerves) - so you can have the personal impact you want
- Crucially, quickly getting the big picture as they see it – the key headlines & context – that helps you define & refine your objectives and approach with them

*What are the four steps of **State of Play™** and key phrases to use at each step?*

	Step	Word Pattern/Phrase
1.	Get them talking	How's it going?
2.	Probe for top line detail	Tell me more
3.	Get the priorities	So what are your top 3 priorities?
4.	Get the goals	What do you want? And if you get that what will that do for you?

3. How does listening to the **actual words and phrases** being used by the person or group you're with, help you when you come to summarise, or seek more clarification of the points you've heard?

You can repeat back precisely what they've said - your use of their words will build further rapport between you

They're confident you've heard them properly

They can check and verify their own thinking - rather than argue with you about your paraphrase

They know you're 'with them'

It keeps you focused on what the other person is saying, shuts down your own internal dialogue so that you can listen fully, helps you remember better what they're saying, and can allow you to interrupt in a way designed to maintain rapport

All of this builds their level of trust & confidence in you

4. We believe that managers *at all levels* are personally responsible for raising the capabilities of their direct reports through constant on-job development. *John Costello, talking about his mentors at Procter & Gamble describes the prevailing philosophy at that company... "The personal interest they showed in me really set an example of how important it was to take an interest in other people. Both were very demanding business people, but I always felt they trusted me & wanted to do the right thing... They led by example, and I looked at the impact their interest in my development had, and it showed me the impact I could have on others when helping them."* Rick Tocquigny with Andy Butcher, *When Core Values Are Strategic*, FT Press, 2012, p112

Coaching is one of the primary ways of doing this. What acronym do we use to describe the structure of coaching?

GROW

- Goal
- Reality
- Options
- Wrap Up (sometimes called 'Will')

5. What are the 5 core questions to ask in the **Coach** word pattern?

1. What do you want?
 - *And if you get that, what will that do for you?*
2. "Where are you up to?" OR "What have you tried so far?"
3. What *could* you do?
4. What *will* you do?

6. We like to work with four different preferred ways of behaving - *Influencing Styles* - to guide our noticing skills and increase our ability to notice the specific behaviours which someone likes to use. This is intended to help us to increase our own flexibility, so that we can make small adjustments to our behaviours in order to achieve a better 'match' with another person's style - building and maintaining a productive 'connection' or rapport.

Edward de Bono describes a style as "a coming together of elements and actions which form a distinct pattern, consistent with itself." He continues, "there are philosophers who have declared that man is no more than his style... Is there a particular style of behaviour that leads to success? There does not seem to be." Edward de Bono, *Tactics, The Art & Science of Success*, 2007, p32.

Think about people who like to use what we call a **'Supporter'** style (what some people refer to as a 'Green' style); would you expect them to be generally good or bad at Time Management, and why?

Bad - they're always available to people (they want to help), and therefore don't draw enough boundaries around themselves and their work
They never say 'no', so they usually have too much to do
They over-run on conversations and meetings (because they don't want to upset who they're with)
They fail to push back on deadlines they're given, so they have to get too much done in too little time
They prioritise whoever they're with 'right now' (so they accidentally let others down - who aren't with them at that point)

7. If someone is known for great time management, *which **Influencing Style** (or 'Colour')* would you expect they are likely to demonstrate most, and why?

Controlling (what some people refer to as Red behaviours).
They say 'no' - to pieces of work, or to people who want to talk right now (if they haven't made an appointment)
They start and finish conversations and meetings on time - they're not concerned to hurt other people's feelings in the name of efficiency
They're good at reading e-mails and memos and filing or discarding the information as necessary – they have the mindset & ability to be administratively ruthless

8. Assuming you want to be able to get rapport with someone who demonstrates a preference for the **'Promoter' style** ('Yellow') - and therefore improve your chances of influencing them - *what energy do you need with them & what vocal qualities might be appropriate?*

Expressive, passionate, upbeat, positive, exciteable energy
Fuller, louder, more expressive vocal qualities & facial expressions, reflecting the other person's passion and enthusiasm for what they're saying

9. *Which words could you use to get more **Control** of a situation instantly?*

Let me just stop you for a second
Ok, I've got it. What else?
Let me be clear
Yes to that
No to that
I want/I don't want
So what needs to be done?
Ok, so what's your proposal?

10. If you're managing or selling to an **Analyst** ('Blue'), *what do they particularly need from you, in order to be convinced by your argument?*

Detail, reasoning, evidence, time to think and ask questions (consider sending a pre-read before the meeting to allow them to do this)

COLOURED SQUARE - Core Material Test

Name:

11. Assuming you want to be able to get rapport with this **'Analyst'** ('Blue'), *what sort of physiology do you need to use with them & what vocal qualities might be appropriate?*

'Thinking' physiology - hand near you mouth or on your chin, wrinkled brow, eyes
Looking away (up or down) to indicate thinking things through
Possibly leaning in 'to study' the material you're both considering
'Thinking' vocal qualities - slower, hesitant, "ums" and "hmm"s

12. *What vocal & physiological 'tricks' (e.g. tonality, facial expression, sitting position etc.) could you make to increase your chances of connecting well with a **Supporter** ('Green')?*

'Listening' physiology - head tilted to one side, a smile or 'concerned frown' to show empathy with what they're saying
Gentle vocal qualities - quieter, slower, fluid, with key non-committal signals such as "oh", "ah"
Seated or standing to the side
Relaxed physiology – consciously lose any muscle tension

13. *Match these shoes up with the right **Influencing Style**...*

Shoes	Influencing Style ('Colour')
Designer – quite possibly Italian	Yellow
Classic, immaculate, well polished & shiny	Red
Sensible, practical & keep out the wet	Blue
Nice and comfortable	Green

14. *"A leader is the kind of person... who has the appropriate knowledge and skill to lead a group to achieve its ends willingly... Personality and character cannot be left out of leadership. There are certain generic leadership traits and seven important ones are..."*
The John Adair Handbook of Management and Leadership, Thorogood, 1998, p120-1

Irrespective of the job you do, or social situation you are in, these seven qualities are key to being able to flex your approach to different situations. We think of this as being like a **Graphic Equaliser - constantly adjusting the settings & moving your emphasis on particular qualities up and down** - so you can get the result you want. Our acronym to help you remember and call on these 7 qualities is CHEFWIT.

What do the letters stand for?

1. Confidence
2. Humility
3. Enthusiasm
4. Fairness
5. Warmth
6. Integrity
7. Toughness

15. If you've been using **Time Out™** - either on your own to stop and think, or to give someone you're working with 'in the moment' development - you'll know it's a powerful tool.

Specifically, how has it benefited you? (If you've not used it yet, skip this question...)

16. What are the 3 elements of **The Reviewing Structure** (what you're focused on within the Background of your BOMM - Background, Objectives, Methods, Measurement - during reviewing?) Please list in the correct sequence

- Facts First
- Judgement
- Forward Direction

17. What are the benefits in following **The Reviewing Structure** in this sequence?

It's easy to jump straight to inaccurate or incomplete judgements about your own or someone else's performance. Getting the facts first gives you an accurate & complete picture of what's really happened (rather than how you feel about it); so you're more likely to end up with a useful and realistic picture from which to work out what the forward direction needs to be. Also, the facts (rather than your feelings) will give you the essential material which needs to be worked on at the 'Methods' stage of your BOMM, if you choose to use one

18. Developing **Mindsets** about objects, situations & other people, is the way we humans help our brains to filter out unwanted or apparently unnecessary information which hit our retinas at any one time. Latest research suggests that this, usually involuntary process, is so effective that it enables us to ignore around 10 million pieces of data every second, thus keeping most of us reasonably sane! This is, of course, good news... The bad news though, is that depending on how we set our minds to look at things, we are going to miss a great deal of potentially useful information - material to work with - and we may limit our chances of success.

Which steps of the Structured Call Menu™ provide you with key moments to notice your prevailing mindsets about the situation or person you're with, and therefore, the opportunity to choose a different, more powerful one – one which may give you a different result...?

All of them - of course - but specifically 'Planning', 'Pre-Call Check', 'Time Out' & 'Post Call Check' are designed to help you notice your mindsets, and whether you need to consciously change them, in order to drive a change in your approach to get a different result.

19. If you're a manager, coach, trainer, salesperson or business partner, *what is the fundamental 'Goal Question'... and what's the supplementary question, which is designed to clarify what their goal is really about for them?*

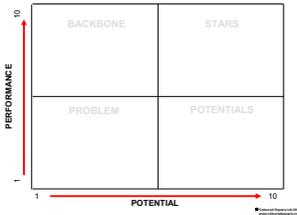
- What do you want?
⇒ And if you get that, what will that do for you?

20. When they give you an answer to that supplementary question, *how does this help you manage, coach or sell to them?*

This is the higher level motivator, which you can refer them back to when needed, to give you more leverage to get them to commit to doing things, making things happen (and making changes that they don't immediately feel like they want to - i.e. "this is what you wanted isn't it - so if you did this new thing that could get you that!")

21. Here's Field Marshal Viscount Montgomery's view of the importance of **Planning**: *"What advice can be offered to a leader? He must discipline himself and lead a carefully regulated and ordered life. He must allow a certain amount of time for quiet thought and reflection; the best times are in the early morning and in the evening. The quality, good or bad, of any action which is to be taken will vary directly with the time spent in thinking. Against this, he must not be rigid; his decisions & plans must be adaptable to changing situations."*

The John Adair Handbook of Management and Leadership, Thorogood, 1998, p206



If you were to use the Performance-Potential Grid as a tool to organise your coming week to make sure you maximised the RoI (Return on Investment) on your own time - i.e. maximum impact with the most efficient use of time - *what might your strategy be?*

There isn't a correct answer to this; however, your answer should include thoughts about how to minimise time with 'Problems', how to spend the amount of time with each 'Backbone' which they individually will value (e.g. if they're Green, they'll want more); and how to maximise your time with 'Stars' and 'Potentials'. Your answer should also reflect when is the best time of the week for you to do this activity to maximise your energy and resourcefulness (e.g. avoid 'Problems' on a Friday afternoon). In a nutshell, this is about 'where am I going to get the biggest bang for my buck this week – or month, or quarter?')

22. If you want to be in the most productive state for an imminent meeting or interaction, we recommend you take a few minutes to do a **Pre-Call Check**. We use **GAMBITTS™** as the tool for doing a really thorough one. Same thing for a **Post Call Check** – that time when we reflect on how it went & what needs to be different next time.

What do the letters stand for?

1. Goal: what do I want in this situation?
2. Audience: who am I dealing with, what do I know about them - good and bad?
3. Mindsets: how do I need to change my mindset about them to get my goal?
4. Behaviours: how should I behave (e.g. CHEFWIT qualities I turn up and down to get my goal)?
5. Identity: what roles should I be ready to play OR which me will get the result I'm after?
6. Topics: what actually needs to be discussed?
7. Time: how much shall I give myself (e.g. in order to put pressure on myself to behave in the manner I've considered with CHEFWIT)?
8. Stuff: what documents, information, tools, reference materials do I need with me to achieve my goal? And what else might I need, just in case?

23. Irrespective of your job - *salesperson, manager, trainer, business partner* – you absolutely need to be able to '**Sell**' to the person or audience you're working with. If you do it well and with integrity, they'll benefit just as much as you. We teach a simple 5-step process, enabling you to move from tailored overview of the current situation to a clear 'close' & call to action.

What is the 5-step sequence of the 'Sell' word pattern?

1. Summarise the situation
2. State the idea
3. Describe how it works
4. Describe the Benefits
5. Close

24. We're happy to repeat our fundamental belief that managers *at all levels* are personally responsible for raising the capabilities of their direct reports through constant on-job development. Finding opportunities to **Teach** them different ways of working or specific procedures is an essential part of this.

What are the 4 steps of the 'Teach' word pattern?

1. Explain
2. Demonstrate
3. Implement (or imitate) – *immediately get them to do what you've just shown them*
4. Consolidate (talk through how that went & re-explain all or part of it again as needed)

25. In **Pinning Down** an individual or group to a set of clearly agreed actions, *what headings might you use on a simple one-page form with three columns?*

1. What will you do?
2. Who will do it?
3. When will it begin/be completed?

26. When we **Contract** with an individual or group with whom we've just agreed clear actions, it means we both walk away from the interaction, crystal clear about what each of us is going to do to help the other deliver on those actions. Levels of confidence – both ways – inevitably increase.

*In establishing the 'contract', what do you **tell** them and what do you **ask** for?*

<p><i>Tell Them:</i> <i>"This is what I need from you" (in order for me to be able to make this happen, or help you make this happen)</i></p>	<p><i>Ask Them:</i> <i>"What is it you need from me?" (in order for you to be able to make this happen)</i></p>
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27. Describe 2 different options for what you might do in a Time Out for yourself.

There are lots, but here are a few:

1. Stop, hold the silence and think
2. Go for a walk and a breath of fresh air
3. Pause and take a drink/blow my nose/read something/reach for something in my bag/ stop and visibly think about what's being discussed
4. Ask for more information (which you don't really need or to listen to)
5. Say you want a Time Out to consider your thoughts & say you'll reconvene in 10 mins
6. Disengage eye contact & look out the window
7. Ask myself a few questions from GAMBITTS™ again, in order to refocus me or change my performance
8. Ask myself "Is what I'm currently doing working?" and if not, "what should I change in order to get what I want?"

28. Describe at least 3 methods (or signals to use) for calling a Time Out with somebody else (i.e. when you want to interrupt what they're doing and give them some development in the moment")

1. Agree a visual signal e.g. a nod of the head
2. Agree something you'll say e.g. "let's have a Time Out a moment"
3. Write instructions to them on a pad or page which they alone can see

29. Describe at least four different options for how you might conduct a Time Out with somebody else (& how each one might work) i.e. 4 methods of providing them with some development.

1. Coach
2. Sell
3. Teach
4. Tell