

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 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
 - Building good rapport with them by listening properly to what they're saying
 - Knowing how to build further rapport with them, based on what you've heard & noticed
 - Getting your own state sorted so you can have the personal impact you want
 - Also, crucially, getting the big picture as they see it – the key headlines & context
- All of this 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.		
2.		
3.		
4.		

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?*

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?

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

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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?

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

- 10. If you're managing or selling to an **Analyst** (aka 'Blue'), *what do they particularly need from you, in order to be convinced by your argument?*
- 11. Assuming you want to be able to get rapport with this '**Analyst**' (or 'Blue'), *what sort of physiology do you need to use with them & what vocal qualities might be appropriate?*
- 12. *What vocal & physiological 'tricks' (e.g. tonality, muscular tension, sitting position etc.) could you make to increase your chances of connecting well with a **Supporter** (aka 'Green')?*
- 13. *Match these shoes up with the right **Influencing Style**...*

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

- 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. Here's our acronym to help you remember and call on these 7 qualities.

What do the letters stand for?

- C
- H
- E
- F
- W
- I
- T

- 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**? (Please list in the correct sequence)*
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- 17. *What are the benefits for following **The Reviewing Structure** in this sequence?*

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...?

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?*

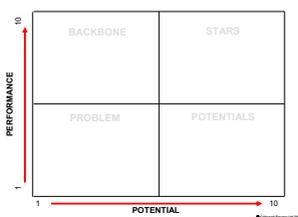
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20. When they give you an answer to that question, *how does this help you manage, coach or sell to them?*

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?*

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?

- G
- A
- M
- B
- I
- T
- T
- S

23. **NEWCI™** is a questioning tool for helping an individual or group stretch their thinking about their goals. And, done well – not as a ‘pressurising tick-box’ exercise – it opens up new possibilities for actions needed to achieve them, it increases levels of confidence & motivation.

What does each letter mean? What’s the language to listen for, indicating each goal type?

- N The language of "**Need**" (meaning: Budget or Plan)
- E
- W
- C
- I

24. Irrespective of your job - *salesperson, manager, trainer, business partner* – you need at times, 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?

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25. 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?

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26. 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?*

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27. 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?*

<i>Tell Them</i>	<i>Ask Them</i>