Conversational Management

PROGRAM DESCRIPTION, OBJECTIVES, AND BENEFITS

Conversational Management™ is a comprehensive management system developed by Real Retention, Inc. that equips people-leaders with a new operating system to develop and lead high performance teams, thereby increasing engagement and retention. It does that by integrating four core processes that move managers from directing to connecting. Our highly interactive, instructor-led learning experience focuses on discovery and application of skills to the workplace.

What follows is a program walkthrough of the 3 components of our program:

- Measure
- Equip
- Sustain

PHASE 1 MEASURE– We have two assessments to help organizations create a baseline to evaluate progress.

1. Our *Cost of Voluntary Turnover and Lost Productivity* is a proprietary tool to help organizations measure the true cost of turnover and the resulting cost of lost productivity. To calculate a "truer" cost of voluntary turnover we believe it's necessary to factor in 3 realities:
    a. The direct costs of recruiting a new employee
    b. The interim reduction in labor costs of the exiting employee
    c. The hidden costs of lost productivity

    The slide below shows how we helped a West Michigan company save $3.2M dollars over a 12-month period.
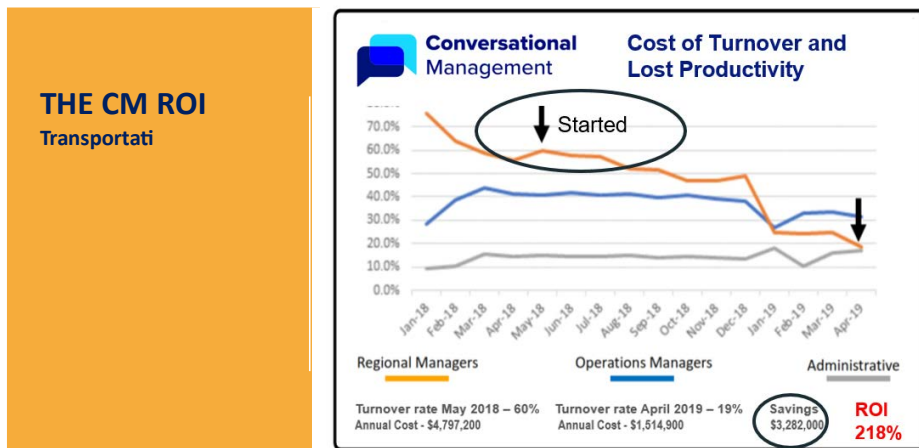
2. Our second Assessment is the ***Culture Impact Assessment*** which enables organizations to measure 15 Management Practices that lead to higher engagement, and our 12 Characteristics of an Empowered Culture. The slide below is a sample response to 1 question that shows the Perception Gap between Sr. Management and Managers, and the Performance Gap between Managers and Employees.

   Organizations can get a baseline measurement at the beginning of the program and administer the assessment again in 9-12 months to monitor their progress.

   SAMPLE:

1) E: When I go to work each day, I know exactly **what my supervisor expects of me...**
1) M: Each day, those I supervise know exactly **what I expect of them...**
1) SM: When employees go to work each day, they know exactly **what their supervisor expects of them...**
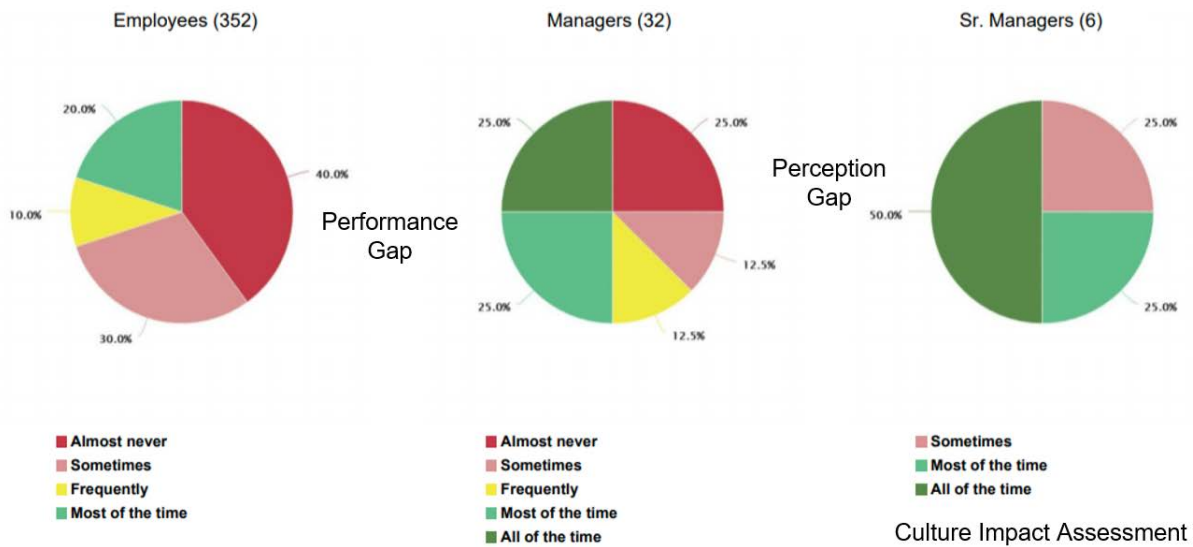
PHASE 2 EQUIP

The 4E Model consists of the following 4 modules:

Measure:

EQUIP: 4E Model

CM1 Explore

CM2 Empower

CM3 Encourage

CM4 Engage

CM MODULE 1: EXPLORE - How to Move from Directing to Connecting

At the core of Conversational Management is the mindset and skill set to develop people in every conversation...which includes three components:

- Skills to Enhance the Discovery Process

- Skills that Result in Employees Feeling Heard

- Skills that Lead Employees to Design and Achieve Goals

Learning Objectives	Delivery	Benefits
• What is the 'coaching approach?' • How the coaching approach differs from mentoring and consulting • How to ask better Open-Ended Questions • Skills to gain clarity and consensus • How to help employees move from "thinking" to "doing."	• Online, live, instructor-led • 3 x 90-min. Zoom modules in CM 1 • Highly interactive, practice-focused learning • Focus on application of skills to the workplace • Use of Breakout rooms for practicing skills	• Collaborate more effectively • Delegate more effectively • Build better relationships • Greater collective ownership for team and organizational goals • Team members capitalize on their strengths • Higher productivity • More harmonious team dynamics

Typical Schedule:

- Tuesday – 10:00 a.m. – 11:30 a.m. - Open Ended Questioning
- Thursday – 10:00 – 11:30 – Reflective Listening
- Friday – 10:00 – 11:30 – Creating Closure

CM MODULE 2: EMPOWER – How to Increase Employee Collaboration for Growth and Empowerment

CM2 is about collaboratively establishing outcomes and action plans that lead to higher employee ownership, creating actionable and measurable steps forward, and unlocking empowerment through employee driven innovation.

Managers learn and practice a structured process which turns employees' newfound insights into action plans...for both their contribution to the organization and their professional development.

Learning Objectives

- Using the IMR Goal Setting Process to help team members understand:
  - why a goal is important
  - how to measure progress
  - realistic steps to completion
- The toolset managers can use to help their team members define their Development Plan
- Structure and sequence of OE Questions combined with Reflective listening to produce a clear and intentional outcome

Delivery

- 2 x 90-min. Zoom Meetings
- Highly interactive "practice-focused" learning
- Schedule:
  - Tuesday
  - Thursday
- Completed In 1 Calendar Week

Benefits

- Increased team / employee ownership and accountability
- Team members have defined and trackable Development Plans
- Move from managing work to developing capacity
- Unlock employee driven innovation
- More focused and functional teams

Typical Schedule

- Tuesday - 10:00 – 11:30 – IMR Goal Setting Skill
- Thursday - 10:00 – 11:30 – IMR Goal Setting Skill Practice and Application
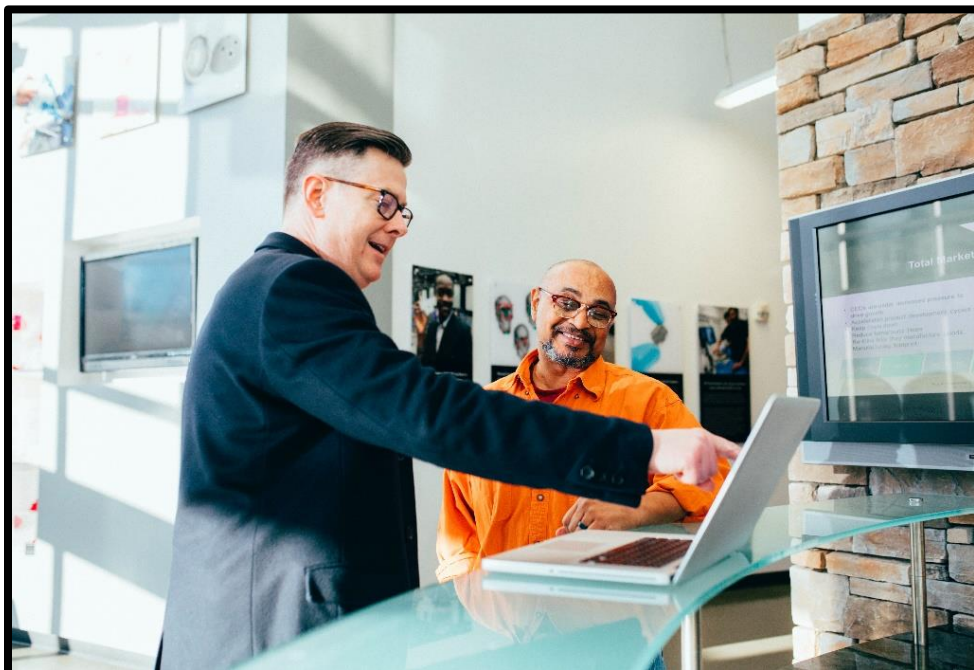
CM MODULE 3: Skills to Prevent and Respond to Underperformance

Now that goals and actions plans have been established managers need a structured process to prevent and respond to underperformance while recognizing and rewarding optimum performance. Managers learn and practice a 6-step process to clearly communicate not only what needs to be corrected, but a structure for collaborating on how plans will be implemented.

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  - how to measure progress
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Typical Schedule

- Tuesday - 10:00 – 11:30 – The Role of the Manager in Giving Feedback
- Thursday - 10:00 – 11:30 – Practice sessions using the Feedback Model.

CM MODULE 4: Management Practices that Increase Engagement

CM 4 is all about the daily practices and behaviors that lead to and support long term employee engagement. Managers are equipped with 15 Management Practices in 4 main categories:

- **Foundational Practices for Engagement** – Employee understands how and why their job is important; knows each day what their manager expects; receives the training, materials, and equipment they need.

- **Performance Practices for Engagement** – Employee has a reasonable workload; they work on what they do best; use their own ideas; manager expresses high expectations; employees receive positive and corrective feedback

- **Collaboration Practices for Engagement** – Employees know their opinions and ideas matter; can talk openly about doing and improving work; are able to fix problems rather than place blame; can resolve conflict effectively.

- **Growth Practices for Engagement** – Manager coaches rather than gives advice; Manager provides opportunities for growth and development

In addition, CM 4 includes a unique '*Work Behavioral Style Assessment'* that gives the manager a clear picture of how they "show up" and how to adapt their workstyle behaviors to others' workstyles. These Practices have been shown to increase engagement and discretionary effort, create better relationships, and develop a culture of mutual respect and trust.

Learning Objectives

- Each Managers' Primary and Secondary Work Behavioral Styles (how they naturally operate)
- How their WBS affects interactions w/ differing WBS(s)
- The 15 Key Management Practices (Behaviors) that lead to increased employee engagement
- Why engagement increases when Key Management Practices are utilized in their day-to-day
- How to integrate the CM skill set into Key Management Practices

Delivery

- 2 x 90-min. Zoom Meetings
- Highly interactive "practice-focused" learning
- Schedule:
  - Tuesday
  - Thursday
- Completed In 1 Calendar Week

Benefits

- Increase employee engagement
- More productive interactions (through WBS)
- Better relationships with their teams, colleagues, and customers
- Develop and strengthen a culture of mutual respect and trust
- Increase individual contribution (discretionary effort)

Typical Schedule:

- Tuesday - 10:00 – 11:30 – 15 Management Practices that Lead to Employee Engagement
- Thursday - 10:00 – 11:30 – Work Behavioral Style Assessment and Application Exercise

PHASE 3 - SUSTAIN:

Six, online Coaching Practicums provide growth opportunities and ongoing support to ensure the application and implementation of CM Skills to the workplace. As managers continue to use their Conversational Management skills under the supervision of professional CM mentor-coaches, they will move from unconsciously incompetent to consciously competent. Following the Practicums, managers will receive regular email reminders to ensure the continuing application of skills.

Additional programs and services are available:

- **CM Level 2 Advanced Certification for Managers**- After completing the CM Program successfully, the company can identify managers who would like to receive an Advanced Certification. Managers participate in 6, one-on-one, online sessions with a CM Professional Mentor Coach every other week for 12 weeks for continued practice and support, after which time they will receive an Advanced Certification. The company will be notified when they have successfully completed the program and the manager will receive a certificate of completion.

- **Customized Consulting Services** from CM professional consultants to help your organization design ongoing activities and strategies to ensure your maximum return on investment.

- **The Coaching Office Program.** We train internal coaches who you select, through our *Empowerment Impact Coach* program, and equip them to coach any of your employees, anytime, about anything. Though your managers may know how to coach, they may not have the time to coach individual employees over an extended period. The 30-hour EIC coaching certification program enables your organization to develop a centralized coaching office (or whatever title the organization would like to use) where any employee can request coaching from one of your Internal Coaches. This program may be completed by any internal leader whom the organization selects, and the only requirement is to have completed the CM Level 1 Program.

- **Conversational Management *Champion Program*.** - Every organization needs a Champion in order to see a successful Return on Investment in Conversational Leadership. Leadership skills won't magically appear without the reinforcement and continuing attention from a Champion. Long term transformation only occurs with a plan to sustain your efforts. We will help you train and develop a Champion. This person will then oversee and provide support for the Internal Coaches in your Coaching Office. The *Certified Professional Empowerment Coach Program* is our highest level of coaching certification. Though this certification program is available to anyone in your organization, it is especially useful for whomever is chosen to oversee the operation of the Coaching Office.

For more information please contact Dave Valero: 915-820-5151   dave@humanjolt.com