



# Case Study

## Meaningful Conversations

### Client Drivers

Our client a large insurance broker wanted to strengthen across the business the quality of everyday conversations taking place between managers and their direct reports, not only as part of the performance management process but on a more informal basis as well. They wanted to inspire managers to think of ways to motivate employees through conversation, as well as develop individuals through skilfully delivered feedback.

Our client wanted to provide a blend of face to face development with e-learning to ensure a holistic learning journey was delivered efficiently and effectively, and use this as a test of utilising e-learning outside of a product knowledge or compliance requirement.

There was limited time to take managers off line so the face to face element had to be short, sharp and impactful.

### Strategis' Solution

Our solution was a holistic blended approach with up front mandatory e-learning modules, pre-work in the form of identifying case studies delegates wanted to work on, and bite-sized ½ day experiential workshops, with optional further e-learning modules to embed learning.

Mandatory e-learning introduced delegates to:

- ▶ The concept of meaningful conversations
- ▶ How to lead with different styles via the use of interactive videos
- ▶ The AID feedback model

The ½ day workshop contained:

- ▶ A refresher of the e-learning topics
- ▶ An actor demonstration of the AID model
- ▶ Cohorts of 5 working together practising conversations with actors and observing each other using the AID model

Post workshop further support was available via the e-learning platform providing advanced techniques for successful conversations; such as perceptual positioning, listening with the intent to understand, GROW model of coaching, avoiding filters and judgements.

### Value To Our Clients

A total of **24** workshops were delivered for **387** delegates within a 2 month period, creating a real momentum for change.

Major learning outcomes as described by delegates were:

- ▶ The necessity to prepare properly in advance of conversations
- ▶ The importance of how you phrase questions
- ▶ Awareness of trigger words and phrases
- ▶ The impact of asking a powerful question and then remaining silent
- ▶ How being factual and specific can reduce the emotional impact
- ▶ How changing your physical state can give you increased power in a situation
- ▶ Ensuring you have a conversation rather than delivering a monologue.

**100%** of delegates rated the e-learning modules as easy to use and **99%** of delegates felt the e-learning supported the workshops really well.

1 month post workshops, **91%** of delegates report they have applied techniques with at least one member of their team, **84%** have actively attempted to adapt their style, and **91%** more regularly consider their direct reports' perspective.

### Delegate Quotes & Content

"Actors were excellent at highlighting the true conversations that were needed and pin pointing the personal impact."

"Good balance between constructive trainer/actor feedback and colleague feedback."

"I have gained more confidence as I have learnt new techniques and styles."

"The main thing was to consider the member of staff's perspective before 'diving in', looking to choose the right approach and the use of open questioning."

"The workshop illustrated how easy it is to give mixed messages - particularly when observing others."

AID FEEDBACK  
 GROW BESPOKE ELEMENTS  
 SHARING CASE STUDIES  
 EVERY DAY LISTENING  
 DEMONSTRATIONS  
 E-LEARNING COACHING  
 PERCEPTIONS ROLE PLAYS  
 SILENCE CATALYST REAL  
 FACTS FILTERS & JUDGEMENTS  
 OBSERVATIONS PRACTISE  
 ADAPTING STYLES  
 POWERFUL QUESTIONS  
 IMPACT