SO YOU THINK YOU CAN

Day 2
2-Part Masterclass for

SOCAP International™
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SO YOU THINK YOU CAN
COMPETITION DAY 1

Content
New content: Method for controlling tone and coaching tone including 6 cues.

Groups
Form groups of 3. Identify who is in your group.

Coach
Coach each other so everyone can demonstrate tone control on 2 sentences (your choice).

Record
Record each team member demonstrating control of tone and email or text it to me.

Win
Win prizes.

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Winners

• Group 1 – Carol Robertson, Coca Cola; Michelle Redmond (Sure Payroll); Vicki Benoit (Air Canada); Debra LaLonde (GM)

• Group 2 – Kris Lomax (Crayola); Chris Zoloth (Intercontinental Hotels); Marissa Reyes ()
3 Challenges

1. Choose the best “role of coach” for the scenario
2. Show off your “observation” skills
3. Conduct a “feedback” conversation
Great Coaches Take on 7 Different Roles

• Colleague Role is where you “make deposits in the trust account”. But don’t get stuck there.

• Be the Role Model who “walks the talk” and masters all standards.

• Observe without bias. Focus on behavior as it compares to the standards. Not on capabilities or relationships. Just the facts.

• Advisers use corrective feedback and the Teacher Role to develop others.
Great Coaches Take on 7 Different Roles

- Disciplinarian/Rewarders hold folks accountable and provide warnings and consequences.
- They also provide positive feedback that reinforces accomplishments.
Great Coaches Take on 7 Different Roles

- In the Visionary role, coaches help folks catch a vision of success including being the best team in the department or achieving the promotion they want.
You walk into the lunch room and overhear a group of seasoned team members discussing the training they have been scheduled for.

“I’ve been here a long time. They can’t teach me anything,” one man says.

“I think I’ll be sick that day,” a woman chuckles.

“I wonder what else they want from us,” says the newest staffer. “Do you think the union knows they’re changing something?”
How to Change Behavior In 1 Day

DEFINITION

Find 1 behavior that is a pattern (or habit) worth spending time to correct.

Then, follow a process of observation, feedback+ rewards until that 1 behavior has changed.
How did we get into this situation?

• Trying to coach to multiple behaviors in a weekly or monthly conversation
• Seeing some change but not all of it
• Having the same conversation or a similar one again next time
• Creating frustration, resentment, or defensiveness
• Believing that coaching is not worth the time it takes
The Small Win Coaching Cycle

When might you move from step 1 directly to step 4?
Coach Challenge 2

Jasmine Requests Engineering Support from Justin

1. Please listen to the conversation and take notes with as much verbatim details as you can.
2. Describe a specific behavior you observed with concrete details so that even someone who did not hear the call can understand a tiny bit of what happened.
Positive & Corrective Feedback

• Positive Feedback reinforces skills that already meet your standards. It shows that “My Coach”:
  • Was paying attention and noticed that a team member demonstrated mastery
  • Is impressed or proud enough to take the time to acknowledge the work
  • Wants the team member to be aware and to keep using the technique or strategy or behavior in the future

• Positive Feedback must be:
  • Sincere
  • Concrete or specific
  • Delivered in-person or in-writing
  • Delivered so that the team member knows exactly what to continue

• Corrective Feedback creates change. It shows “My Coach”:
  • Was paying attention and identified a developmental opportunity
  • Cares enough to take the time to help
  • Wants rep to know what to do to get better result

• Corrective Feedback must be:
  • Concrete or specific
  • Delivered so that the team member knows exactly what to change, how to change it and what will happen next to ensure his/her success.
  • Delivered by a trusted coach
  • Diplomatic to preserve dignity
  • Delivered in a private conversation to preserve the team member’s privacy
  • Followed later in the day by a reward after the behavior has changed (such as Positive Feedback)
I just listened to your last 3 calls and noticed you said, “Thank you for being our customer. Your business means a lot to us,” at the end of all the calls with little personalizations. You elaborated to include a reference to 1 customer’s grandson, and 1 customer’s color choice, 1 customer’s plan to go out and buy our new kit.

You made the callers feel truly appreciated which is exactly what we are looking for. I know it was a challenge to break the habit of branding at the end of a call and start personalizing and you did it beautifully. I am so proud to have you on my team.

Please continue connecting to callers this way as you end your conversations. You are enhancing our brand image and helping our team get noticed. Thank you.
Corrective Feedback Best Practices

Interactive Conversation With Trusted Adviser

- Concrete observations
- How to improve in order to be more successful
- Commitment from Coach + Team Member
I just listened to your last 3 calls and noticed you said, “Thank you for calling Lindy’s,” at the end each time.

Can you help me understand what made you choose that phrase?

I know it’s tricky to stop saying what you’ve said 30 times a day for 10 years. What did we learn in training about the new standards for personalizing “thank you” at the end of calls?
Corrective Feedback Best Practices
5-Step Conversation Model

1-DESCRIBE

2-ASK FOR POINT OF VIEW

3-ASK ABOUT STANDARDS/TRAINING

4-DEMONSTRATE/DISCUSS

5-AGREE

Do not be surprised when Team Members come up with the demonstration as a response to your question.

Or, help create a demonstration through role-play or discussion.

“If I said thanks Joe, bye,” What would you say to end the call and meet our new standard?”

4 Tools That Can Help Your Team Break Old Habits

   “I’m so sorry you had to call us about this. Please let me help you.”

2. Reminder. Use code SH106 for complaints that involve itching. Ask, “Can you please clarify if the area was painful and itchy, or just painful?”

3. Template. The 5 parts of an email.

4. “Today’s Small Win Card”. My coach is listening for this disarming response to an upset caller, “I hear how upset you are. Can you please tell me more about what happened?”
Corrective Feedback Best Practices

5-Step Conversation Model

1-DESCRIBE

2-ASK FOR POINT OF VIEW

3-ASK ABOUT STANDARDS/TRAINING

4-DEMONSTRATE/DISCUSS

5-AGREE

Commitment without a deadline typically fails.

Great coaches follow through immediately and as promised.

I want to see you be successful. I’m going to observe more calls today. As soon as I hear you personalize the end of the call 3 time, I will tap you on the shoulder so we can celebrate.
Coach Challenge 3

1-DESCRIBE

2-ASK FOR POINT OF VIEW

3-ASK ABOUT STANDARDS/TRAINING

Jasmine Requests Engineering Support from Justin

• Prepare corrective feedback for Jasmine or Justin using 1 statement and 2 questions
Coaching Challenges

1. Motivating people to change
2. Fairness + consistency
3. Immediacy – using last week’s contacts to create today’s change
4. Breaking the tension with individuals who do not trust, and do not seem to want the coach’s feedback
5. Finding the right words to correct constructively (diplomacy + tact)
6. Receiving adequate training and support for the important coach role

New written standards. Clearly defined. Everyone must meet them 1 behavior at a time. Rewards + consequences. Skill vs will.

Observe for skills. Use observation form with definitions.

Use 3 contacts. Find 1 pattern of behavior in all of them. Coach on it.

3 coach sessions with genuine positive reinforcement only. Have lunch and do not talk about work. Assign task s/he can be great at. Time.

Here is your pattern: I heard you say... I heard you say... What did we learn in training/meeting about new standards for...?

Famous sports coach books. Ask for a discussion about what you read. Ask for training. Socap Online course.
Thank you for your participation
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