

SAY IT ONLY ONCE

Get Your Employees to Do What You
Want the First Time

Mary C. Schaefer

Outcomes

Outcomes

Learn to:

- Head off misunderstandings and delays by asking **one simple question.**
- **Check your assumptions** and theirs before jumping to unhelpful conclusions.
- Ask questions to ask to **reveal and overcome obstacles.**

Benefits

Benefits

- Get better results and better performance from your employees because you are both getting it **right the first time**.
- Save time and energy you would otherwise waste in repeated conversations.
- Inspire self-reliance in your employees and strengthen your confidence in your own leadership ability.

“The single biggest problem in communication is...

“The single biggest problem in communication is...

the illusion that it has taken place.”

- George Bernard Shaw

One Simple Question

Type of Questions

- 1. What did you hear him say?*
- 2. Do you understand?*

A Go-To Option

“What’s your reaction to that?”

What Jake COULD have said.

“Susan, we’ve had a couple of discussions over the past few months about your performance.

I realize I haven’t given you room to weigh in on the feedback I’ve given you.

Where are you on this?”

Pro Tip for Using One Simple Question

After your question,

STOP TALKING.

To Keep Yourself from Over-Talking



To Keep Yourself from Over-Talking

2 sentences and a question, then

STOP TALKING.

What Jake COULD have said.

“Susan, we’ve had a couple of discussions over the past few months about your performance.

I realize I haven’t given you room to weigh in on the feedback I’ve given you.

Where are you on this?”

What If They Don't Respond At All?

What If They Don't Respond at All?

Get comfortable with silence.

The Heart of the Matter



The Goal of Coaching

Increase awareness and responsibility

Managing Versus Coaching

You as a Manager

- Directive
- Telling
- Imparting knowledge
- Problem-solving

You as a Coach

- Guiding
- Asking
- Facilitating discovery
- Problem-clarifying

Resource

Coaching for Performance by John Whitmore

Chapters

- 2. The Manager as Coach
- 5. Effective Questions
- 6. The Sequence of Questioning
- 8. What is Reality?

Check Assumptions

The Value of Checking Assumptions

You can discover what's going on, and help them discover their own answers.

Keeping Your Assumptions in Check

Useful questions:

- What have you tried so far?
- What have you thought of trying but put it aside?

More on Checking Assumptions

To keep yourself out of trouble and learn something...
about yourself or them.

Confirming Understanding

“Based on what we’ve talked about, what do you understand that you’re going to do?”

Ask Versus Tell to Reveal and Overcome Obstacles

You can use questions to check their thought process and even teach...

increasing the likelihood the work gets done right the first time.

Ask Versus Tell... Useful Questions

“When you use the word _____, what do you mean?”

“What makes you say that?”

“What makes you conclude that?”

“What else?”

Wrapping Up

Wrapping Up

Today we covered:

- What's your reaction to that?
- Open-ended versus closed-ended questions.
- 2 sentences, a question, the stop talking.
- Getting comfortable with silence.
- A coaching approach - increasing awareness and responsibility.
- Checking assumptions.
- Confirming questions.
- Questions to teach and grow their thought process.
- Blinking word technique.
- What makes you say that?

Take-Away

What are you taking away that you intend to apply?

Keep In Mind

One question can change the conversation to create a breakthrough

so you can increase the likelihood your employees do what you ask, the first time.

SUPPLEMENTAL

You Are Creating Transformation

*Sometimes the situation is only a problem
because it is looked at in a certain way.*

*Looked at in another way, the right course of action may
be so obvious that the problem no longer exists.*

– Edward de Bono

Communication

A two-way interaction with the intention of mutual learning, cooperation, understanding and the advancement of goals.

- Mary Schaefer