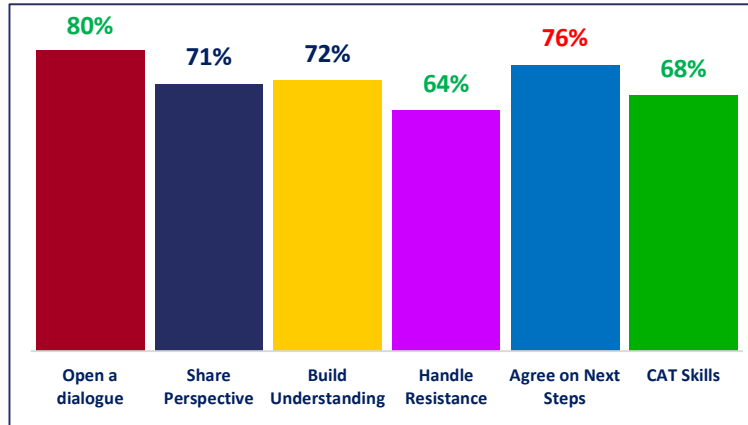


Practica Learning

1:1 Scenario-based Coaching – For Managers
Project Highlights Report – 2019

1:1 Scenario-based Coaching – For Managers – Session 1

Skill Group Summary



Percentage of participants that successfully demonstrated the skills

Net Promoter Score: 85%



Participant Feedback

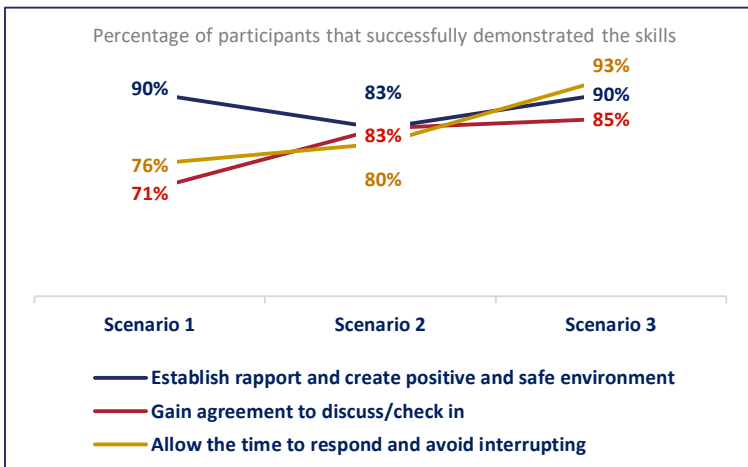
"I never give a 10 because nothing's perfect, but I have nothing to tell you to do to make the course better. The scenarios evoked real emotion from me, and the feedback was candid yet gentle. The feedback was always well framed."

"You really make people work. You're excellent listeners and instructors. You manage to extract the most important thing and give it back clearly. And there's an 'aha' moment."

"Because of the previous two scenarios, I put more effort into stating the reason up front and I created a safe environment by checking in and building rapport. I felt it allowed me to get to the point more effectively, and saved time."

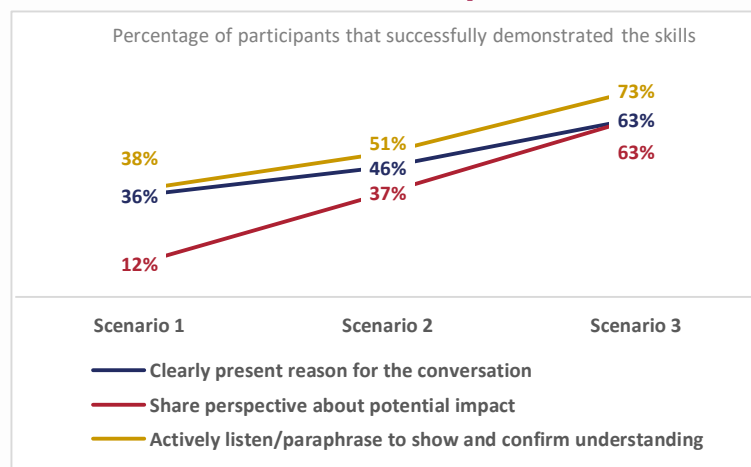
"I really appreciated the feedback. It helped me to feel more comfortable with coaching."

*Select Areas of Strength



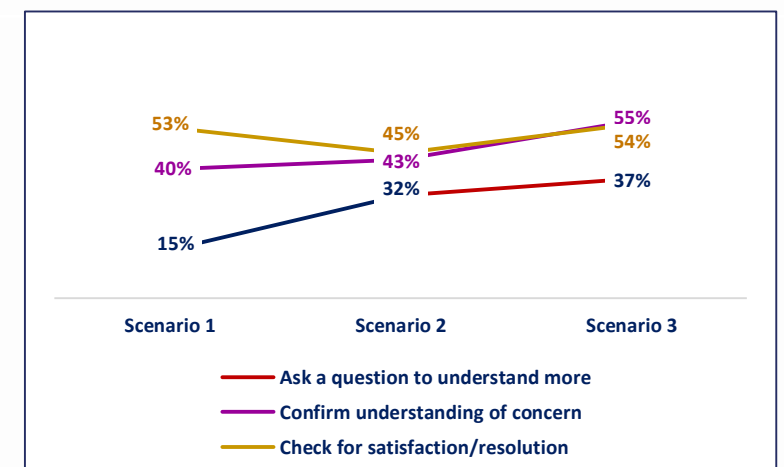
*See additional areas of strength on following pages

*Select Areas of Improvement



*See additional areas of strength on following pages

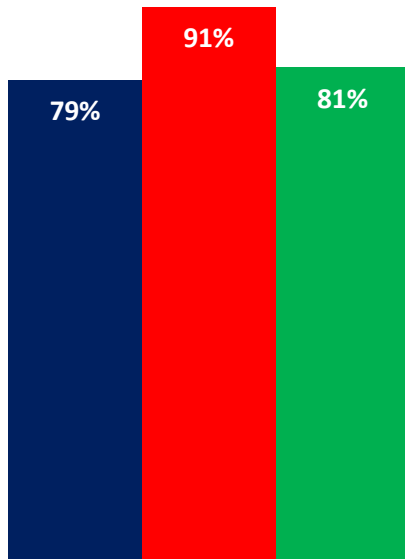
Areas of Opportunity



Percentage of participants that successfully demonstrated the skills

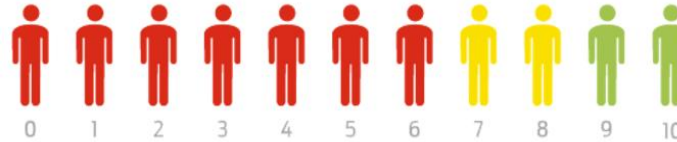
1:1 Scenario-based Coaching – For Managers – Session 2

Skill Group Summary



- Have you had a chance to use your crucial conversation skills since Session One?
- (If so) Did you see any improvement in your crucial conversation skills?
- Since doing Session One, do you feel more confident with crucial conversations?

Net Promoter Score: 93%



Participant Feedback

"I really liked how you stopped me for frequently and recalibrated where I was so I could truly master the skill. I think it is so effective to narrow in on one or two skills because I feel like I finally understand this skill!!"

"[The practice] is intense. It always is. It was very good. I'm very thankful that we're doing this with Practica. We did in-class training, but the difference between practicing with each other and with an actor like you is night and day."

"You did a really good job of clarifying how the skills work. It was very eye opening. I realized the way I'm communicating isn't what I thought. You picked up on that - and now I see how I wasn't communicating that effectively."

"I like working with Practica. Working with you and the skills list and getting to do re-do and refine my skills feels more comfortable and effective."

Example of Targeted Practice: Before & After

Skill: Share perspective about potential impact

Stating the potential impact in a neutral, objective manner further clarifies your perspective, and why the conversation is meaningful.

Before Coaching

- **Participant:** *"So last Thursday I sent you an email because I wasn't certain where you were on the project and what challenges you are facing.."*
- **Roleplayer/Coach:** *This allows your coachee to give excuses*

After Coaching

- **Participant:** *"When I didn't get a clear response about where we are on the project, I don't know how I can speak about it. We are depending on you in this timeframe and this has an impact on more of us as well."*
- **Roleplayer/Coach:** *This now gets your coachee feeling accountable and aware of impact*

1:1 Scenario-based Coaching – For Managers – Session 3

Skill Group Summary



- Have you had a chance to use your crucial conversation skills since Session One?
- (If so) Did you see any improvement in your crucial conversation skills?
- Since doing Session One, do you feel more confident with crucial conversations?

Net Promoter Score: 95%



Participant Feedback

"It was a great experience, I'll admit it was a bit uncomfortable for me, these situations are very uncomfortable and you presented them in a very realistic way but this something that going to help me grow. I've taken a lot of different trainings but after a few weeks nothing sticks, this has been more helpful than any of those trainings."

"I love Practica Learning - I give you guys and 11 or 12 out of 10! I particularly like the scenarios which are realistic, and being able to rewind and re-practice again. Being able to see the different response when I put the skill into practice makes me feel more confident and better prepared."

"You and all the Roleplayers I worked with were spectacular. You all did a wonderful job. You got me to focus on specific skills and helped me improve within the time limits of the course. I am really impressed."

"I find invaluable, if I had this for the rest of my life I'd be happy. It is already helped me with better working relations with my peers and had given me confidence to have crucial conversations."

Example of Targeted Practice: Before & After

Skill: Create accountability by inviting suggestions and perspective

Inviting suggestions and perspective builds ownership and accountability.

Before Coaching

- **Participant:** *"The most important thing is to make sure the stakeholder understand what you're doing so it makes him less fraught..."*
- **Roleplayer/Coach:** *By providing the answer, you leave the coachee off the hook.*

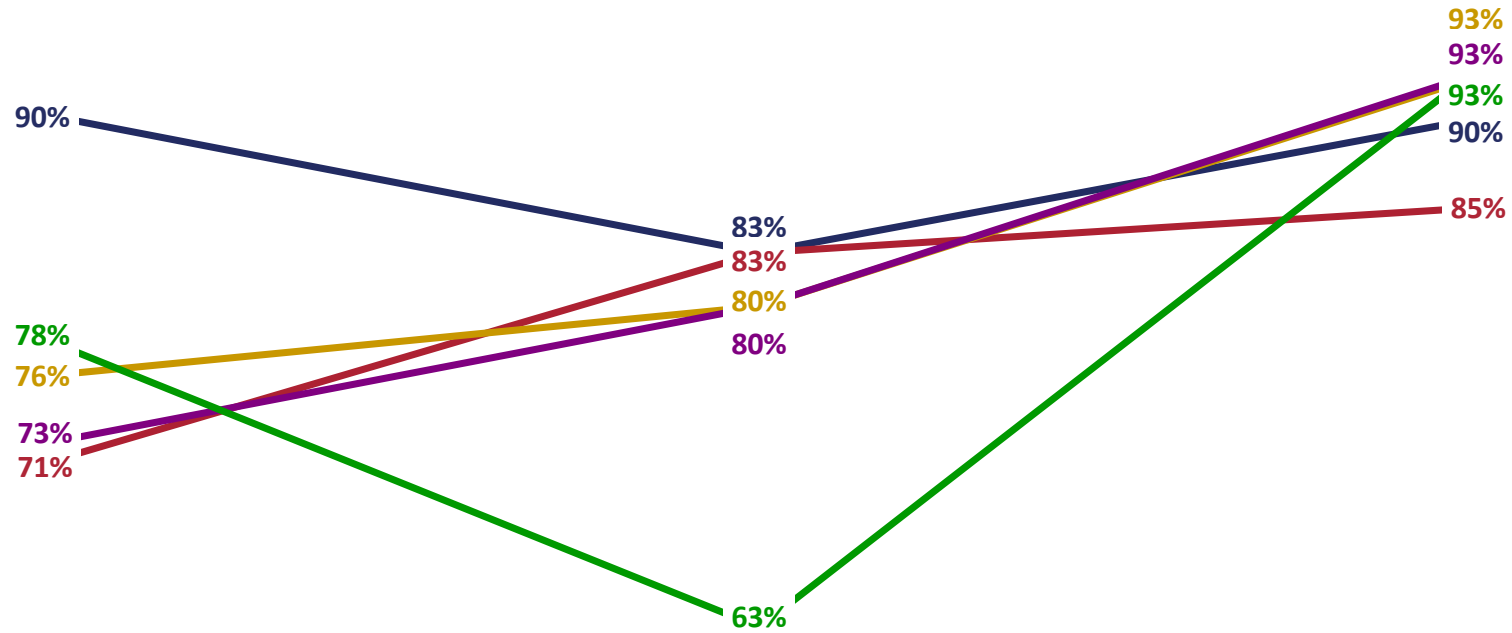
After Coaching

- **Participant:** *"If you think about the position John was in, how do you think this situation made him feel?...«What do you think you could have done differently?...So, what are you going to do to remedy the situation?"*
- **Roleplayer/Coach:** *This now gets your coachee feeling accountable and supported.*

1:1 Scenario-based Coaching – Areas of Strength

AREAS OF STRENGTH – MANAGERS

Percentage of participants that successfully demonstrated the skills



Scenario 1

Scenario 2

Scenario 3

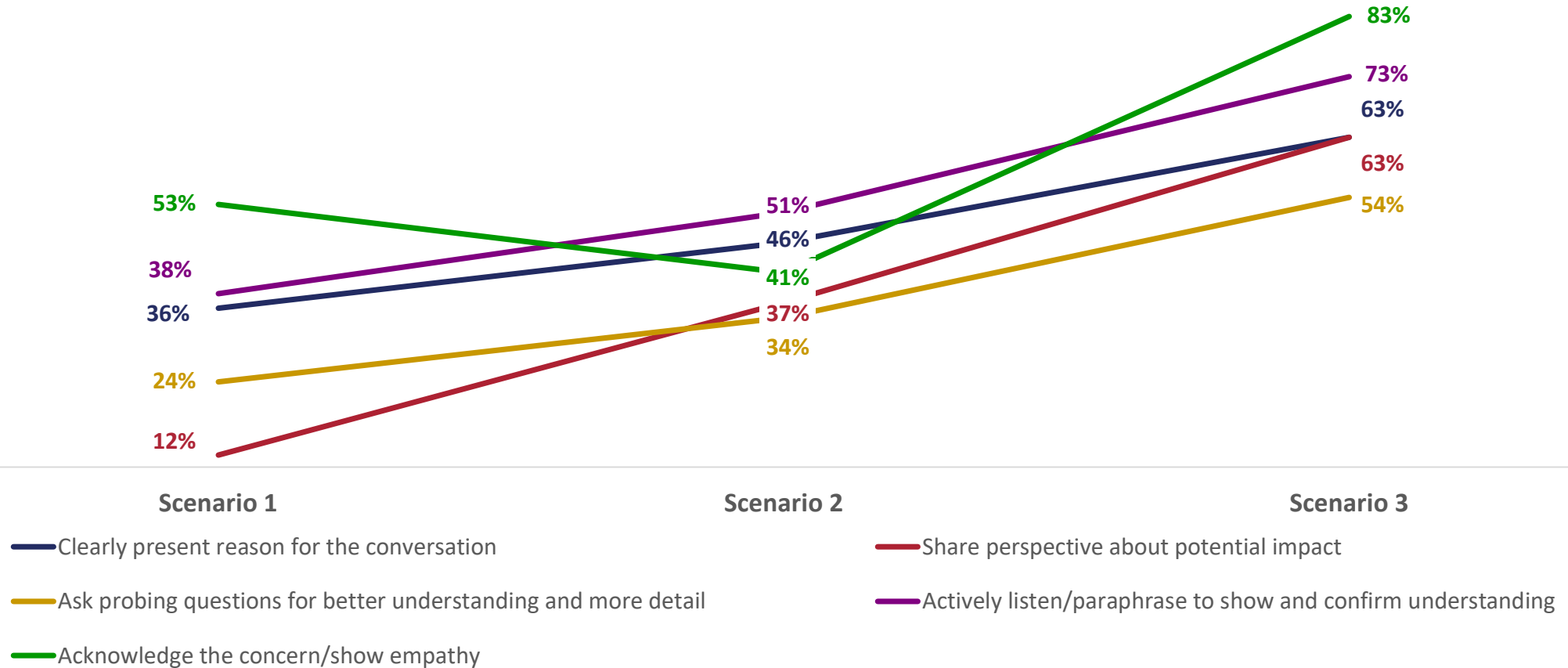
- Establish rapport and create positive and safe environment
- Allow the time to respond and avoid interrupting
- Thank the person for being part of discussion

- Gain agreement to discuss/check in
- Provide advice or respond

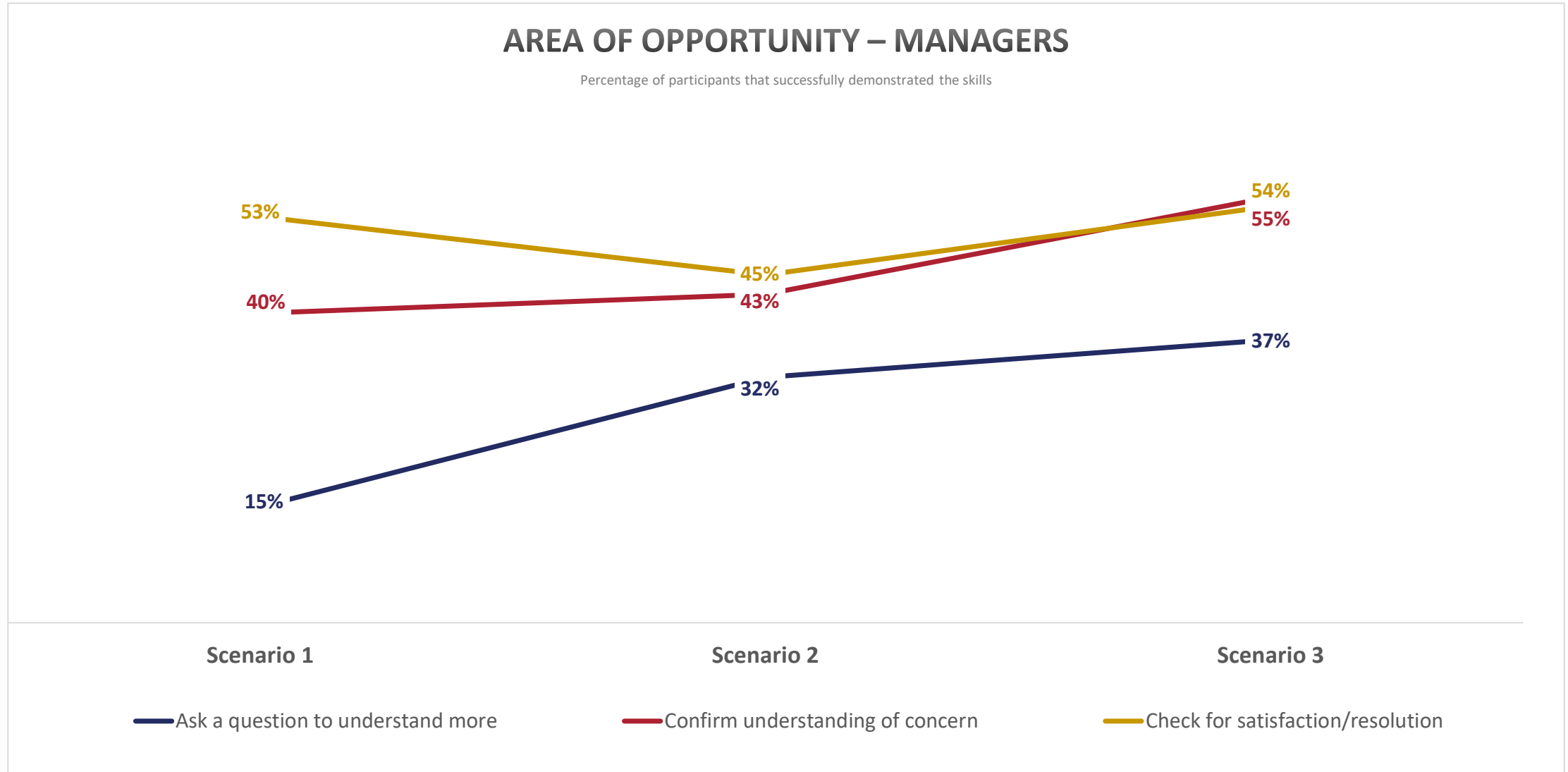
1:1 Scenario-based Coaching – Areas of Improvement

AREAS OF IMPROVEMENT - MANAGERS

Percentage of participants that successfully demonstrated the skills



1:1 Scenario-based Coaching – Area of Opportunity





Aggregate Data: 1:1 Scenario-based Coaching – For Managers

Figures represent the percentage of participants who successfully demonstrated the skill

1:1 Scenario-based Coaching – For Managers

Open a dialogue

- Establish rapport and create positive and safe environment
- Clearly present reason for the conversation
- Gain agreement to discuss/check in

	Scenario 1	Scenario 2	Scenario 3
Establish rapport and create positive and safe environment	90%	83%	90%
Clearly present reason for the conversation	36%	46%	63%
Gain agreement to discuss/check in	71%	83%	85%
Skill Group Total	66%	71%	80%

Share Perspective

- Share your facts, story or observations
- Share perspective about potential impact

	Scenario 1	Scenario 2	Scenario 3
Share your facts, story or observations	64%	68%	78%
Share perspective about potential impact	12%	37%	63%
Skill Group Total	38%	52%	71%

Build Understanding

- Ask open-ended questions to encourage dialogue and collaboration
- Ask probing questions for better understanding and more detail
- Allow the time to respond and avoid interrupting
- Actively listen/paraphrase to show and confirm understanding

	Scenario 1	Scenario 2	Scenario 3
Ask open-ended questions to encourage dialogue and collaboration	64%	63%	68%
Ask probing questions for better understanding and more detail	24%	34%	54%
Allow the time to respond and avoid interrupting	76%	80%	93%
Actively listen/paraphrase to show and confirm understanding	38%	51%	73%
Skill Group Total	51%	57%	72%

Handle Resistance or Concerns (used throughout)

- Acknowledge the concern/show empathy
- Ask a question to understand more
- Confirm understanding of concern
- Provide advice or respond
- Check for satisfaction/resolution

	Scenario 1	Scenario 2	Scenario 3
Acknowledge the concern/show empathy	53%	41%	83%
Ask a question to understand more	15%	32%	37%
Confirm understanding of concern	40%	43%	55%
Provide advice or respond	73%	80%	93%
Check for satisfaction/resolution	53%	45%	54%
Skill Group Total	47%	48%	64%

Agree on Next Steps

- Create accountability by inviting suggestions and perspective
- Define time and resources needed
- Thank the person for being part of discussion

	Scenario 1	Scenario 2	Scenario 3
Create accountability by inviting suggestions and perspective	43%	57%	65%
Define time and resources needed	45%	47%	70%
Thank the person for being part of discussion	78%	63%	93%
Skill Group Total	56%	56%	76%

CAT Skills

- Collaboration – the ability to work together effectively
- Accountability – the ability to accept responsibility
- Trust – the ability to build a climate of reliability and truth

	Scenario 1	Scenario 2	Scenario 3
Collaboration – the ability to work together effectively	48%	51%	71%
Accountability – the ability to accept responsibility	43%	32%	59%
Trust – the ability to build a climate of reliability and truth	64%	59%	80%
Skill Group Total	52%	47%	70%

Percentage of participants that successfully demonstrated the skills