

1/2 day - 18th closing on

- 1) getting to know
- 2) Leadership
- 3) Strategizing (vision) 2020

SPIN

S=Situation

Seek hard facts, and soft information, to understand the background and the opportunity you are facing

Keep your questioning short but thorough

Sample Questions

- How did you hear of MLA?
- Why are we here?
- Who really owns the issue—eg a particular line manager, the CEO, the HR person?—see also Miller Heiman: who is the customer?
- What exactly does your company do? Is it currently profitable?
- What is its position in the market place: eg a leader, number two, a newcomer?
- How many people work for it and what is the turnover over staff—ie how are you managing your talent?
- Where are your people mainly based, geographically?
- What is the structure of the company—could I have an organisation chart?
- Does your company have any key business goals you can share?
- Who heads up HR or Learning and Development and who is their boss?
- Who are the key people with responsibilities for training and development?
- Would I be able to meet them at some time?
- Do you have a budget for tackling this issue, if so what is it?
- When do you finalise your training budget during the year?
- Who else in the company might be interested in what we offer?

Head of Committee
 Neurosciences - lower specialities
 more revenue → more visibility
 Best people; not the first choice
 Many want title and have got it. But no respect from people
 - How do communicate with team members I have

If we do — all of you
 num total of ^{will} ^{your} ^{sing}

SITUATION

i. Who are the target audience

(25) ^{It} Neurologists / Neuro ^{surgeons}
 Doctors
 fought by big shots

ii. Job Profile (understand how they contribute to Basic Human Need : try and take a simplified approach to how they serve this world)

Different units, heading some
 speciality / unit. 4-5-50 year

iii. Age , Qualification — (grade of collegesA or B or C), Experience in years

Big

iv. Span of control (do they lead people , or , are individual contributors)

Paradigm, 4-5 people.
 Nurses technicians

v. What is the current state VS desired state (expectations- knowledge, skills, attitude, habit)

| Current State | Desired state |
|--|--|
| <ul style="list-style-type: none"> → Need to connect & go out → Engage formally → Doctors who should be specialized → keeping to the specialists → Leader talking down to the group. 1 talks a lot & has needs to chair the meeting → No boxes out the team → Reluctant to induct a new doctor | <ul style="list-style-type: none"> → What is the new vision & strategy creating buy in & sign off. → Sharing of best practices → Succession planning → Drive them towards efficiency without being |

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→ Discussion on issues
 → Resources.
 → closer open to try out things

| | |
|--|---|
| <p>P=Problem</p> <p>Get the client talking about the issue and why it worries them, or why it matters right now as opposed to say last year.</p> <p>Ask probing questions in a spirit of enquiry, making it a conversation not an interrogation</p> | <p><u>Sample Questions</u></p> <p>Use what, when, how, why, who questions:</p> <ul style="list-style-type: none"> • What is the issue exactly you want to tackle? • How would you describe it using of actual behaviour happening or not happening? • Why is it important to resolve? • What would be the financial benefit from resolving this issue? • Who has the most to lose by not tackling it • Who has most to gain? • How many people are we talking about?--eg the target audience? • How long has this problem been happening? • How does it relate to or connect with the company's key business goals? <p>Offer feedback: Have I understood your problem</p> |
| <p>I=Implication</p> <p>Suggest the likely impact of what you have heard</p> <p>Check what you think this problem must mean for the company or the individual might it be costing, what insight can you offer at this stage about the ramifications of such a problem</p> | <p><u>Sample Questions</u></p> <ul style="list-style-type: none"> • If this is happening does it mean... (eg your team leaders have problems winning outstanding performance from their people?). • Would I be right that... (eg it's part of a wider issue of culture and change?) • From what you've told me so far you are probably... (eg really concerned about the future?) • Would I be right in concluding that one impact of this issue is.. (labour turnover is too high) • Does this mean therefore that.. (you have top management commitment to solve this?) • It would be worth spending some real resources to solve this issue then? • From what you've told me I would think that the |

Play & create strategy

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PROBLEM

- i. Gaps in performance, quality or relationships (repeated probe from previous question)
- No acceptance of vision
→ Alignment on strategy
- ii. How have you arrived at these gaps (one person said, you observed, multiple leaders said, is it from training need analysis, is it a problem diagnosed at company level, has it come from a customer / consumer / partner / senior leader)
- forum (Man News forum)
- iii. Validate the source of problem and try and rationalise it (percentage on customer score, talent engagement score, performance index, documented observations, result of a team hurdle). It will be good to record the name of the person who has articulated the problem statement. metrics
- documented-

Implication

- i. How has this problem impacted the business (ex increase in cost, decrease in revenue, opportunity lost, brand tarnished, attrition, low morale, reduced customer satisfaction, conflict, low internal service, wastage of time, money, bandwidth)
- Specialization - 15% round of
conversion, need push.
- strategy offsite

i. What according to you is the solution to bridge this gap

Offsite, being with each other in a playful debate.

ii. Have you tried this solution or any other solution in the past

iii. How will you measure the effectiveness of this solution (MOS – measures of success)

iv. What does the solution look like to you (modular , one day , two day , three months , bespoke , quickie)

3-4 hours.

v. What level of solution would you like to attend (at the level of knowledge , or practise internalised)