



*The Ultimate Pocket Guide To
Successful Communication For
Business Leaders, Their Teams,
and Individuals*

28 FRAMES TO IMPROVE COMMUNICATION BETWEEN
INDIVIDUALS, TEAMS AND THEIR MANAGERS



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Foreword

Over my career covering several decades, I have experienced many situations requiring communication skills I did not have. I grew up as a natural introvert, preferring my own company to socialising. This combined with a liking for numbers and maths, I exemplified the awkward engineer. It did not seem to get any better as my career progressed, moving from solo contributor, to technical expert, to manager, to business owner and, finally, business coach.

Each new stage threw challenges for which I was not prepared. Fortunately I have had many mentors and teachers over the years, some in the form of my team leaders, some as teachers and some in the form of authors whose books have given me tips and tricks which I have applied and adapted to circumstances, often failing and going back to the drawing board to improve my approach.

This guide has been written to help people simplify the lengthy learning process I went through. They are set out as short frames describing an approach that has worked well for me and others. However, knowledge without application is worthless.

The guide itself covers the areas of

1. Communicating as an individual,
2. Participating in group situations,
3. Negotiating,
4. Managing upwards, and finally
5. Managing people.

Take these frames and tips, try them, and modify to best suit your situation. Most importantly, don't forget to have some fun as you go.

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GENERAL FRAMES FOR COMMUNICATION AS AN INDIVIDUAL

In today's fast-paced and interconnected world, effective communication has become an essential skill for navigating both personal and professional relationships. To help individuals excel in various scenarios, we present a comprehensive set of communication frameworks that encompass general interactions, rapport building, active listening, individual participation in group settings, brainstorming, conducting fierce conversations, managing complaining customers, introducing change, and addressing unacceptable behavior from colleagues.

These frameworks are designed to empower individuals with practical tools and strategies to foster meaningful connections, manage conflicts, and work collaboratively in diverse environments. By mastering these techniques, one can enhance their interpersonal skills, improve problem-solving abilities, and create a harmonious atmosphere, both in their personal lives and at work.

Throughout this guide, we will delve into each topic, offering insights, tips, and techniques to facilitate effective communication in different situations. From understanding the nuances of non-verbal cues in general interactions to engaging productively in group discussions and brainstorming sessions, these frameworks will provide a strong foundation for anyone looking to enhance their communication capabilities. So, let's embark on this journey towards building a more confident, assertive, and empathetic communicator within each of us.

GENERAL FRAME FOR EFFECTIVE INTERACTIONS

- **VALIDATE** the individual: Acknowledge the speaker's feelings or concerns demonstrating empathy and understanding
- **Target SPECIFIC BEHAVIOURS AND OUTCOMES**: Ask the other person to provide specific examples of the issue or behavior in question and discuss possible outcomes.
- Use **REINFORCEMENT** to encourage behaviour: Reinforce positive behaviors or actions the other person has taken, or suggest new actions to address the issue.
- Support others to **GIVE OPINIONS** and **MAKE SUGGESTIONS**: invite the other person to share their thoughts, ideas, or suggestions on the topic.
- Actively **LISTEN** to show understanding: Maintain eye contact, nod, and occasionally paraphrase what the other person has said to show that they are actively listening and understanding
- Set **GOALS** and **FOLLOW-UP DATES** and keep in touch: Where relevant, help the other person set realistic goals to address any issues and establish a follow-up date to review progress.

BUILDING RAPPORT

- Be PRESENT in the conversation and keep your FOCUS on the person. Make sure you maintain EYE CONTACT.
- Look for COMMON GROUND and SHARED EXPERIENCES.
- Be EMPATHIC; look at the situation from their position, recognise the EMOTIONS and FEELINGS they express.
- MIRROR and MATCH mannerisms and gestures. Mirror speech TEMPO and use of LANGUAGE appropriately. Be SUBTLE so as to not cause offense.

ACTIVE LISTENING

- Be PRESENT in the conversation and keep your FOCUS on the person. Make sure you maintain EYE CONTACT.
- Build RAPPORT: Be attuned to and reflect the SPEAKERS feelings.
- Listen with your BODY. Use HAND GESTURES and HEAD NODDING to support and encourage the speaker.
- Clarify the CONTEXT and the SPEAKER's intention behind the conversation.
- PAUSE, then PARAPHRASE the speaker to ensure you understand their point of view before responding.
- DO NOT RELOAD while the other person is speaking.
- CLARIFY your understanding by asking OPEN-ENDED questions.
- Use the AWE question "And What Else?" to probe more deeply.
- Summarize the discussion and next steps, if appropriate.

CONDUCTING FIERCE CONVERSATIONS

- Determine the MOST PRESSING issue.
- CLARIFY the concern. If necessary do RESEARCH in order to be SPECIFIC about times, dates and behaviour.
- Review the CURRENT IMPACT on people and the organisation.
- DECIDE what will happen if NOTHING CHANGES. Determine what will happen if there are no personnel, behaviour or skill changes.
- Reflect on one's PERSONAL CONTRIBUTION. Identify how you personally may have contributed to the situation, either unintentionally or otherwise.
- DESCRIBE the IDEAL OUTCOME. If it cannot be detailed, it cannot be reached.
- COMMIT to action.
- Agree on FOLLOW-UP dates.

DEALING WITH A COMPLAINING CUSTOMER

- LISTEN CAREFULLY to the customer's complaint and check that you UNDERSTAND it FULLY.
- SHOW that you understand their FEELINGS and THANK them for raising the matter.
- STATE Your own position undefensively and without hostility.
- FIND OUT how the customer would like the complaint to be resolved and DISCUSS their suggestions.
- If applicable specify what you will do the CORRECT the situation.

INTRODUCING CHANGE

- Explain the CONDITIONS which have resulted in a need for change.
- Explain the DETAILS of change and how it will AFFECT the customer.
- Invite the customer to REACT to the situation.
- If applicable, include a PRACTICAL DEMONSTRATION.
- ASK the customer for SUGGESTIONS on overcoming difficulties and making the change work.
- Set SPECIFIC FOLLOW-UP DATE/S.

DEALING WITH UNACCEPTABLE BEHAVIOUR FROM A COLLEAGUE

- Explain to your colleague WHAT you have observed and WHY that is a problem.
- Ask for and LISTEN openly for reasons which the colleague offers for their behaviour.
- State your POSITION and guide the colleague towards meeting your requirements.
- Offer your HELP to the colleague and THANK them for their willingness to engage in a difficult conversation.
- AGREE on the steps to be taken by each of you.

FRAME FOR ADDRESSING COMMUNICATION BREAKDOWNS WITH TEAM MEMBERS OR CUSTOMERS

- **Identify the Problem:** RECOGNIZE that an issue exists. Pay attention to nonverbal cues, such as body language or tone of voice, listen carefully to feedback or concerns raised by team members or customers.
- **Address the Issue Promptly:** ADDRESS THE PROBLEM as soon as you become aware of it. CREATE an open and safe ENVIRONMENT for discussing concerns.
- **Actively Listen:** Give your full attention to the speaker, avoid interruptions, ask open-ended questions to gain a deeper understanding of their perspective. Demonstrate your commitment to resolving the issue, encourage open dialogue.
- **Seek Clarification:** Ask questions and seek clarification to ensure you fully understand the concerns or issues raised and avoid misunderstandings.

- **Stay Calm and Objective:** Focus on the issue at hand. Do not blame or allow emotions to escalate the conflict.
- **Use Empathy and Validation:** Acknowledge the feelings or concerns of the other party. Validate their perspective, even if you don't necessarily agree. Build rapport. Facilitate open and constructive discussions.
- **Find Common Ground:** Identify areas of agreement or shared goals to build collaboration and promote a sense of unity in working towards a resolution.
- **Implement Solutions:** Collaboratively develop and implement solutions. Ensure that all parties are involved in the decision-making process and are committed to taking the necessary steps to resolve the issue.
- **Follow-up:** Monitor the situation and follow up to ensure that the implemented solutions are effective and that communication has improved. Demonstrate your commitment to continuous improvement and maintaining healthy communication.
- **Reflect and Learn:** Reflect on the factors that contributed to the issue and identify strategies to prevent similar breakdowns in the future.

FRAME FOR EFFECTIVE PARTICIPATION IN GROUPS.

Individual participation in the Group

- Concentrate on PROBLEMS and not on the PEOPLE discussing them.
- JOIN IN and GIVE your ideas but DON'T CUT OFF others.
- TALK WITH and LISTEN carefully to others.
- THINK ABOUT and BUILD on other's ideas.
- Be prepared to be FLEXIBLE and OPEN to compromising over small issues.

PARTICIPATING IN BRAINSTORMING AND GROUP PROBLEM SOLVING

ENCOURAGE PARTICIPATION by avoiding premature evaluation of contributions

- DESCRIBE the situation, separating facts from opinion.
- Find the REAL PROBLEM.
- AGREE on the OBJECTIVE/S to be achieved.
- List ALL POSSIBLE SOLUTIONS which would satisfy the objectives.
- CHOOSE the MOST SUITABLE SOLUTION, in terms of practicality and the previously agreed objective/s.

NOTES



GENERAL FRAMES FOR CONDUCTING NEGOTIATIONS

Effective communication is the driving force behind reaching mutually beneficial agreements, building lasting relationships, and fostering trust between parties. Employing a well-structured communication framework is crucial for streamlining the negotiation process, ensuring clear articulation of needs and interests, and navigating potential barriers. Having a robust communication framework not only enables negotiators to maintain focus on the core objectives but also equips them with the necessary tools to adapt to various situations, handle conflicts, and comprehend the underlying emotions and intentions of the counterpart. By embracing a systematic approach to communication, negotiators can enhance their skills, improve their decision-making abilities, and ultimately achieve more favourable outcomes in both personal and professional negotiations.

PREPARING FOR NEGOTIATION

Accept that you do not need to win all the arguments, all the time

- List all the **FACTS** to do with your case.
- Find your **COMMON GROUND** and **STRONG POINTS** and make these the basis of your case.
- Find your **WEAK POINTS** and decide how you will react if they are raised.
- Think about how the other side will **REACT** and decide **WHAT YOU CAN GIVE** to reach agreement.
- Determine the **BEST POSITION** you could **REASONABLY** expect to **ACHIEVE**.

GENERAL NEGOTIATION FRAME

Prepare your case before you negotiate

- Start on **COMMON GROUND** and always build what is good for both parties.
- Negotiate on the basis of **TALKING WITH** the other side and **DON'T BE APOLOGETIC OR THREATENING** towards them.
- Be prepared to **MEET OTHERS HALFWAY**, make and listen to **ALTERNATIVE** proposals and **TAKE A BREAK** when deadlocks seem about to happen.
- When others give something, **DON'T SHOW TRIUMPH**, and make sure they don't go away **EMPTY HANDED** every time.
- Make sure that both sides **ACCEPT AND UNDERSTAND** the detail of any agreement.

MEDIATION FRAME (Alexandra Carter)

Prepare beforehand and “Negotiate in Good Faith”

- Start with the MIRROR : Prepare your own viewpoint.
- Identify Your definition of the problem / Issue: What is the problem you want to solve.
- What are your needs and what do they look like?
- What are feelings and concerns: What specifically do you feel?
- How have you handled this type of situation successfully in the past?
- What is your first step forward?
- Now create the WINDOW: Answer the previous questions, but from the other person’s point of view.
- Look for common points of view for each question.
- Identify mutually beneficial ways forward.

NEGOTIATING FRAME BASED ON NEVER SPLIT THE DIFFERENCE – CHRIS VOSS

- **Tactical Empathy:** Understanding the feelings and mindset of the other party is crucial for successful negotiation. Show genuine empathy and aim to build rapport with the person you are negotiating with.
- **Mirroring:** Reflect the last few words or phrases the other person has said. This technique helps in establishing rapport, gaining trust, and encouraging the other person to reveal more information.
- **Accusation Audit:** Address any potential objections or negative perceptions of the other party before they have a chance to raise them. This can disarm their defenses and create a more collaborative atmosphere.
- **The Power of "No":** Encourage the other party to say "no" in a negotiation, as it provides them with a sense of control and can reveal important information about their priorities and concerns.
- **"That's Right" Moment:** Aim for the other party to respond with "that's right" by demonstrating that you truly understand their perspective. This can lead to breakthroughs in the negotiation process.
- **The Calibrated "How" Question:** Use open-ended, calibrated questions that start with "how" or "what" to gather information and make the other party feel more involved in problem-solving.
- **The Ackerman Model:** This bargaining method involves making an initial offer lower than your target price, then increasing incrementally while using calibrated questions, tactical empathy, and other techniques to reach a mutually acceptable agreement.
- **Establish a Range:** Offer a range of options that includes your desired outcome, making it more likely for the other party to accept your proposal.
- **Be Willing to Walk Away:** Understand your own limits and be prepared to walk away from a negotiation if it doesn't meet your needs or objectives.

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FRAMES FOR ASSISTING COMMUNICATION WHEN MANAGING UPWARDS

A well-defined communication framework is essential for navigating the unique challenges associated with managing upwards, as it helps to clarify expectations, align priorities, and facilitate mutual understanding between employees and their leaders or managers. By employing a systematic approach to communication, individuals can better articulate their ideas, concerns, and accomplishments, fostering stronger professional relationships and enabling more informed decision-making. Ultimately, having a framework for managing upwards empowers employees to confidently navigate upward management situations, contributing to their personal growth and the overall success of the organization.

HOW TO ASK FOR INFORMATION

- Tell your manager **WHAT** information/ help you require and **WHY** you need it.
- Tell them what efforts **YOU** have made prior to disturbing them.
- **ASK** them to give you this information/ help or to help you obtain it elsewhere.
- **LISTEN** attentively to the information/ suggestion they give and **NOTE DOWN** the important points.
- If they are able to help you, **THANK** them for assisting you. If, for valid reasons, they cannot assist, still **THANK** them for their time.

HOW TO DEAL WITH NEGATIVE FEEDBACK

- **LISTEN** without interruption and ensure that you fully understand the feedback
- **BE AWARE** of your feelings of anger or defensiveness, but keep them regulated.
- Clarify the feedback by referring to **SPECIFIC** behaviours or actions.
- **STATE** your own opinions, identifying points of **AGREEMENT** and **DISAGREEMENT**.
- Discuss possible **SOLUTIONS** for overcoming the other person's negative feedback.
- **AGREE** on what action will be taken by each of you.

HOW TO GET HELP IN RESOLVING A PROBLEM

- In **PRIVATE** tell your manager you have a problem and would appreciate their **ADVICE AND ASSISTANCE**.
- **DESCRIBE** the problem and **WHY** it concerns you.
- **LISTEN** carefully to their reply and **DISCUSS** the points raised undefensively and without hostility.
- Make **CONSTRUCTIVE** suggestions for overcoming the problem.
- **THANK** your manager for attending to the matter.
- If applicable ask for a **FEEDBACK DATE**.

HOW TO RESPOND TO A PERFORMANCE APPRAISAL

- SUMMARISE the projects / targets which you have undertaken since the last review and tell your manager how far you have PROGRESSED.
- If applicable EXPLAIN to them why targets have not been met.
- Suggest to them HOW these targets can be met, and ASK them for their reaction.
- ASK them what they need to have done, and TELL them of additional projects you would like to undertake.
- AGREE on a mutually acceptable programme and AGREE on a follow-up date.

NOTES



FRAMES TO ASSIST COMMUNICATION WHEN MANAGING PEOPLE

By employing a methodical approach to communication, leaders and managers can skilfully articulate their expectations, objectives, and vision, while simultaneously demonstrating empathy and promoting inclusivity. Furthermore, a robust communication framework empowers leaders to navigate challenging situations, resolve conflicts, and adapt to the diverse needs of their teams. Ultimately, the implementation of a comprehensive communication framework cultivates an atmosphere of trust and respect, fostering the growth of both individuals and the organisation as a whole.

This section is aimed at providing leaders some useful guides in managing a variety of situations with their teams.

RECOGNISING PERFORMANCE

- Describe specifically what the employee did and why it deserves recognition.
- Express your personal appreciation to the employee.
- Explain why it is important to continue and do more of these actions.
- Ask the employee if they need any help from you in other areas of their role.

DEALING WITH UNACCEPTABLE BEHAVIOUR

Improving Inadequate Performance / Correcting Unacceptable Personal Habits

- Explain to the employee **WHAT** you have observed and **WHY** it is unacceptable.
- Ask for and openly **LISTEN** to the reasons the employee may offer for their behaviour.
- State your **REQUIREMENTS** and guide the employee towards meeting these requirements.
- **OFFER** your **HELP** to the employee.
- If applicable indicate what **DISCIPLINARY ACTION** will be taken and why.
- **AGREE** on the steps to be taken by each of you.
- Set **SPECIFIC FOLLOW-UP DATE/S**.

MANAGING A COMPLAINING EMPLOYEE

- **LISTEN** carefully to the employee's complaint and check that you understand it fully.
- **SHOW** that you understand their feelings and **THANK** them for raising the matter.
- **STATE** your position undefensively and without hostility.
- **FIND OUT** what the employee wants to see happen to redress their complaint.
- If applicable, specify what you will do to **CORRECT** the situation.
- **AGREE** on the steps to be taken by each of you.
- Set **SPECIFIC FOLLOW-UP DATE/S**.

HOW TO CONDUCT A PERFORMANCE ASSESSMENT

- RECAP on the objectives set at your previous meeting
- ASK the employee about the progress on their projects and praise their achievements.
- ASK for and LISTEN OPENLY to reasons why targets were not met.
- ASK for SUGGESTIONS for the best ways to complete the unfinished projects
- TELL them where you feel confident where they can improve on their strengths.
- Recap TOGETHER and set new objectives and ASK if there is anything else they would like to achieve.
- Check employee's ACCEPTANCE of their objectives and standards of performance and agree on FOLLOW UP DATES.

INTRODUCING CHANGE

- Explain the CONDITIONS that have resulted in the need for change.
- Define the VALUES that underpin the change initiative.
- Explain the details and how this will AFFECT the employee(s).
- Invite the employee(s) to REACT to the situation.
- If applicable, include a PRACTICAL DEMONSTRATION.
- ASK the employee(s) for SUGGESTIONS on overcoming difficulties and making the change work.
- Have the employee(s) set up SPECIFIC FOLLOW-UP DATES to review progress.

USING THE G.R.O.W. MODEL

GROW: Goals, Reality, Options, Way Forward

- Identify the GOAL that needs to be achieved.
- Discuss the CURRENT REALITY i.e.what is the current situation.
- Explore the available OPTIONS in which the objective can be achieved. Use the AWE question at least 3 times "and what else?" to fully explore the available options.
- Identify the WAY FORWARD –How, Who, and When
- Identify how you will KNOW you are ON TRACK to achieve the desired outcome
- Set SPECIFIC FOLLOW-UP DATE/S to review progress

IN THE MOMENT COACHING AND COUNSELLING

For use in those moments when an employee will benefit from being coached directly as a situation unfolds.

- Ask the employee how they are doing in a SPECIFIC area.
- ACTIVELY LISTEN to their Response.
- Give RECOGNITION for good or improved performance.

- Use the GROW model to identify the way forward.
- ASK for their IDEAS on where they feel less satisfied. Build on these ideas.
- In a SUBTLE manner, ASK if there is another way, they can think of to deal with situations and problems. REINFORCE good suggestions.
- ASK if they require any HELP from you to make these changes.
- Set SPECIFIC FOLLOW-UP DATE/S to review progress.

DELEGATING SUCCESSFULLY

PRECONDITION: Only delegate to employees who have both the SKILL AND MOTIVATION – if either one of these is missing, delegation will not be successful

- TELL the employee you wish them to take on a new challenge.
- Tell the employee WHY you selected them and express your CONFIDENCE in their ability to succeed.
- DESCRIBE the desired OUTCOME(S) in detail. Do NOT describe the HOW.
- ASK for and LISTEN to their REACTION and ideas.
- Together with the employee, IDENTIFY MILESTONES and DUE DATES.
- Have the employee set up SPECIFIC FOLLOW-UP DATES in your calendar.
- OFFER your HELP to make it happen.

RECRUITMENT INTERVIEWING

- Welcome applicant WARMLY, and SHOW INTEREST in them as a person.
- Ask OPEN QUESTIONS and LISTEN CAREFULLY to details of work and education history, current circumstances and long term goals.
- Look carefully for evidence that the candidate is the IDEAL TEAM PLAYER; HUNGRY – will go the extra mile, HUMBLE – confident in ability but open to learning more, SMART with people – has emotional intelligence.
- Look out for LIMITATIONS, press for SPECIFICS and use FOLLOW UP techniques for gaining more detail.
- Ask for REFERENCES and how they would see the candidates STRENGTHS and CHALLENGES.
- Explain the primary DUTIES and RESPONSIBILITIES of the role.
- Ask the candidate if they have ANY QUESTIONS and make sure you UNDERSTAND WHY they asked them.
- THANK THEM for their time and explain the FOLLOW UP STEPS.
- EVALUATE The candidate IMMEDIATELY afterwards against the main job specifications.

DISCUSSING CAREER PLANS

Don't assume a career question = a next-job question

- DEFINE your role and your employee's role in the meeting.
- ASK the employee about THEIR career plans, alternatives and timing – LISTEN ACTIVELY.
- ASK the employee what PREPARATIONS they are making / will make to achieve their goals.
- DISCUSS POSSIBLE OBSTACLES and SOURCES OF INFORMATION the employee should explore.
- Ask the employee what type of SUPPORT they require from you to achieve their objectives.
- Set a specific FOLLOW-UP DATE to review progress.

CONDUCTING REGULAR ONE-ON-ONE MEETINGS

This is the employee's meeting, not your meeting

- REVIEW any items that were carried over from the previous one on-one.
- Discuss any NEW ITEMS the employee wishes to raise.
- Discuss any items you need to raise.
- CREATE action plans with the employee for the next period.
- Identify what type of SUPPORT the employee needs from you to achieve the objectives.
- AGREE on the STEPS to be taken by each of you.
- Set SPECIFIC FOLLOW-UP DATES.
- For second and subsequent meetings, ask the employee to provide UPDATE REPORTS on action items at least ONE DAY BEFORE the formal meeting.

NOTES

Sources for further reading and reflection

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CHANGE YOUR QUESTIONS CHANGE YOUR LIFE: *MARILEE ADAMS AND MARSHALL GOLDSMITH,*

ASK FOR MORE, *ALEXANDRA CARTER*

NEVER SPLIT THE DIFFERENCE , *CHRIS VOSS*

IDEAL TEAM PLAYER, *PATRICK LENCIONI*





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