Rounding out the week
Nuffield International CSC – Iowa 2019

Wyn Owen NSch
<table>
<thead>
<tr>
<th>Team Role</th>
<th>Contribution</th>
<th>Allowable Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plant</td>
<td>Creative, imaginative, free-thinking. Generates ideas and solves difficult</td>
<td>Ignores incidentals. Too preoccupied to communicate effectively.</td>
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<tr>
<td></td>
<td>problems.</td>
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<tr>
<td>Resource</td>
<td>Outgoing, enthusiastic, communicative. Explores opportunities and develops</td>
<td>Over-optimistic. Loses interest once initial enthusiasm has passed.</td>
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<tr>
<td>Investigator</td>
<td>contacts.</td>
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<tr>
<td>Shaper</td>
<td>Challenging, dynamic, thrives on pressure. Has the drive and courage to</td>
<td>Prone to provocation. Offends peoples feelings.</td>
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<tr>
<td></td>
<td>overcome obstacles.</td>
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</tr>
<tr>
<td>Monitor</td>
<td>Sober, strategic and discerning. Sees all options and judges accurately.</td>
<td>Lacks drive and ability to inspire others. Can be overly critical.</td>
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<tr>
<td>Evaluator</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implementer</td>
<td>Practical, reliable, efficient. Turns ideas into actions and organises work</td>
<td>Somewhat inflexible. Slow to respond to new possibilities.</td>
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<tr>
<td></td>
<td>that needs to be done.</td>
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</tr>
<tr>
<td>Completer</td>
<td>Painstaking, conscientious, anxious. Searches out errors. Polishes and</td>
<td>Inclined to worry unduly. Reluctant to delegate.</td>
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<tr>
<td>Finisher</td>
<td>perfects.</td>
<td></td>
</tr>
<tr>
<td>Specialist</td>
<td>Single-minded, self-starting, dedicated. Provides knowledge and skills in rare</td>
<td>Contributes only on a narrow front. Dwells on technicalities.</td>
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<tr>
<td></td>
<td>supply.</td>
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</tr>
<tr>
<td>TYPE</td>
<td>SYMBOL</td>
<td>TYPICAL FEATURES</td>
</tr>
<tr>
<td>----------------------</td>
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<td>-------------------------------------------------------</td>
</tr>
<tr>
<td>Company worker</td>
<td>CW</td>
<td>Conservative, dutiful, predictable</td>
</tr>
<tr>
<td>Chairman</td>
<td>CH</td>
<td>Calm, self-confident, controlled</td>
</tr>
<tr>
<td>Shaper</td>
<td>SH</td>
<td>Highly strung, outgoing, dynamic</td>
</tr>
<tr>
<td>Plant</td>
<td>PL</td>
<td>Individualistic, serious-minded, unorthodox</td>
</tr>
<tr>
<td>Resource Investigator</td>
<td>RI</td>
<td>Extroverted, enthusiastic, curious, communicative</td>
</tr>
<tr>
<td>Monitor/Evaluator</td>
<td>ME</td>
<td>Sober, unemotional, prudent</td>
</tr>
<tr>
<td>Team worker</td>
<td>TW</td>
<td>Socially orientated, rather mild, sensitive</td>
</tr>
<tr>
<td>Completer/Finisher</td>
<td>CF</td>
<td>Painstaking, orderly, conscientious, anxious</td>
</tr>
</tbody>
</table>
Don’t worry.......
Bits & pieces....
Effective Coaching Questions

- Open
- Brief
- Clear
- Focused
- Relevant
- Constructive
- Neutral
Questioning Techniques

*I keep six honest serving men
(They taught me all I knew);
Their names are What & Why & When
And How & and Where & Who*

*Rudyard Kipling (1902)*
The next question...

• If you’re busy composing your next question – you are not listening
• To avoid this - focus on the client’s response and base your next question on this
• Consider whose interests you are working in
• Consider – what is it you are trying to keep one step ahead of?
Listening Tips

• Concentrate
• Stay in the moment
• Relax
• Assume nothing
• Don’t complete sentences
• Listen with feeling & reason
• Be aware of any barriers hindering listening
• Stop talking
Important skills

• Active listening
• Paraphrasing
• Summarising
• Reflecting
• Using silence
• **Not** advising
• **Not** providing the answer
Find a partner!
Pairing up!

• What have you learnt?
• How will you apply it?
• What next?
Some useful questions

• How do you feel?
• What do you think?
• Is this helping?
• And what else?
• What would be the most useful question I could ask you now?
• What are you thinking of doing?
Reflective Learning

• What have you gained from the CSC?
• What happened that you didn’t expect?
• What didn’t happen that you expected?
• Reflect upon your resistance to change/locus of control
• Outline 3 things your need to do
• How will you ensure this happens?
• Who can help you?
Winston Churchill Quotes

• “A pessimist sees the difficulty in every opportunity; an optimist sees the opportunity in every difficulty.”
• “Success is not final, failure is not fatal: it is the courage to continue that counts.”
• “Success is stumbling from failure to failure with no loss of enthusiasm.”
• “Continuous effort - not strength or intelligence - is the key to unlocking our potential.”
• “If you are going through hell, keep going.”
• “This is not the end, or even the beginning of the end but it is the end of the beginning”
“You can have any colour you like, so long as it’s black!”
Henry Ford (Quotes)

• Obstacles are those frightful things you see when you take your eyes off your goal.
• The competitor to be feared is the one who never bothers about you, but concentrates on making his own business better.
• Coming together is a beginning, staying together is progress and working together is success.
• In 1914 Ford announced that he would pay workers a min. wage of $5/day.

• Economies of scale caused frequent price reductions, the model T cost $950 in 1908 & $290 in 1927

• These factors combined resulted in Ford workers becoming potential customers for all kinds of consumer goods – including automobiles!
Henry Ford

He didn’t set out to make cheap cars so that he could sell thousands; he made thousands so that volume & efficiency minimised the price!
Essential life rules

• Always be respectful
• Listen more than you talk
• Establish long term relationships
• Seek win/win outcomes
• Instigate positive change
• Show your under-belly
• Get the coffee/beer/lunch
• Never be late!
The Nuffield family – some parallels???
The 2019 CSC

In your Country groups discuss/agree:

• One thing you would definitely keep
• One thing you would definitely drop
• One thing you will never forget