

TAKING CREATIVE ACTION

TP'S TOOLS

Tools, techniques, ideas and suggestions for learning, change and development

Introduction

It is fundamental to the way that Transition Partnerships works that we concentrate on passing on our experience, knowledge and skills. So we felt that this should be reflected by a willingness to write up and share the tools and techniques that we use.

Over the years we have developed a range of tools to help both our own thinking and that of our clients. Some of those tools are very simple, some are quite profound and all of them have been used successfully to help individuals and organisations to learn, change and develop.

We all learn and develop in different ways and get value from varying experiences. These tools cover a wide range of ideas and topics and it is likely that you will like and want to use some more than others.

The tools can be used

- when you are preparing for change
- when you are coaching for development
- when you are looking for a different approach to a situation
- when you would like something to help you to understand a situation
- when you are preparing for or planning something and you want to do it a little differently from usual
- when you want to be more effective in a wide range of situations

Look through the index, which suggests whether the tool is most appropriate in individual, group or organisational situations - or look in the matrix, at the back of this manual, where possible specific uses are categorised.

The tools are in two groups. The first six tools relate to “My engagement in the process of change” and numbers 7-100 are tools for “Action and reflection” in alphabetical order.

The tools are free for you to use as many times as you wish! All we would ask is for your feedback on their value to you and that you acknowledge Transition Partnerships if you use them.

continued

The tools are laid out in two sections

“My engagement in the process of change” These tools highlight the need to take personal responsibility - and the need to be willing to change yourself before trying to get others to change.

Tools for action and reflection A wide variety of tools to help you.

The tools are written based on the following general pattern:

Tools and ideas that you can immediately put into action - ideas that can be implemented without additional resources. They follow a common pattern and often include a step by step approach.

Tools and ideas that require some reflection before taking action - ideas and suggestions that require further investigation or time before use.

Within these two general styles you will experience some differences in style as the complete TP team has been involved in writing **TP'S TOOLS**.

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TP's tools - Index

My engagement in the process of change

Tool number	Tool	Purpose	Ind	Gp	Org	Tool
1	<i>What's in this for me?</i>	<i>Personal improvement – all of us can improve. There is always benefit in improving performance – both mine and others. This personal toolkit – full of ideas and practical steps – is designed to help. It does this by providing tried and tested tools, techniques, ideas and suggestions.</i>	✓			1
2	<i>Personal Responsibility</i>	<i>To help me recognise that by taking personal responsibility for my own actions I can have a greater influence on the world around me.</i>	✓			2
3	<i>Willingness to change myself</i>	<i>To gain insight into how ready and willing I am to change and how I may resist change.</i>	✓			3
4	<i>Systems thinking</i>	<i>To help me recognise the multiple influences at play in a situation and there are a wide range of consequences from my work or decisions.</i>	✓	✓	✓	4
5	<i>Having a coach</i>	<i>To provide support and critical questioning, leading me to plan and take responsibility for what needs to be done.</i>	✓			5
6	<i>Seeking and acting on feedback</i>	<i>To find out what others think of the way I do things and to work on suggestions for change.</i>	✓			6

Tools for action and reflection

Num	Tool	Purpose	Ind	Gp	Org	Num
7	<i>Active listening</i>	<i>To provide a framework to help me listen actively.</i>	✓	✓	✓	7
8	<i>After Action Reviews</i>	<i>To help me review and improve performance.</i>		✓	✓	8
9	<i>A problem solving method</i>	<i>To help me become systematic in my problem solving.</i>	✓	✓		9
10	<i>Assertiveness</i>	<i>To help me become more assertive.</i>	✓			10
11	<i>Bats not Cats</i>	<i>To help me notice and be more aware of the other person or people when communicating.</i>	✓	✓		11
12	<i>Being clear and specific</i>	<i>To help me to be understood and to get the outcomes that I intend.</i>	✓	✓	✓	12
13	<i>Being innovative</i>	<i>To recognise where and when the business need requires innovation and to be able to create and introduce new ideas and solutions successfully.</i>	✓		✓	13
14	<i>Blocks and barriers</i>	<i>To help me recognise and overcome the blocks and barriers that get in the way of my learning and development.</i>	✓			14
15	<i>Breakdown and Breakthrough</i>	<i>To enable me to achieve breakthroughs by realising that barriers, setbacks and upsets occur and can be overcome.</i>		✓	✓	15
16	<i>Business purpose awareness</i>	<i>To focus planning and activity on the purpose, strategy and objectives of the business.</i>	✓	✓	✓	16
17	<i>Change curve</i>	<i>To illustrate typical experiences in response to change.</i>	✓	✓	✓	17
18	<i>Coaching</i>	<i>To help others to develop themselves.</i>	✓	✓		18
19	<i>Communications model</i>	<i>To illustrate some of the blocks, barriers and challenges to communicating effectively.</i>	✓	✓	✓	19
20	<i>Conscious & Unconscious Competence</i>	<i>To help me recognise that there are patterns relating to what I know, how I develop skills and my capability for passing them on.</i>	✓		✓	20
21	<i>Content and Process</i>	<i>To help me communicate more effectively.</i>	✓	✓		21

22	Creating 'Yes sets'	To create a positive start to meetings by establishing good rapport, resulting in greater achievement of win-win outcomes.	✓	✓		22
23	Creativity tools	To enable me to express fresh ideas and consider new and different ways of doing things.	✓	✓	✓	23
24	Decision-making methods	To illustrate how decisions are often made in groups and to develop ways to improve my decision making in groups.	✓	✓		24
25	Double and triple loop learning	To help me to learn how to learn.	✓	✓	✓	25
26	Drama Triangle	To help me stand back, notice what is going on and avoid intervening inappropriately.	✓	✓		26
27	Drivers	To outline a method for looking at people's preferences and how this influences their behaviour.	✓		✓	27
28	Effective meetings	To design and manage meetings so they generate good outcomes.		✓		28
29	Facilitation	To enable me to understand the key points about facilitation and know how to get more information about developing my skills in facilitation.	✓			29
30	Feedback - giving and receiving	To outline some ways to give and receive feedback.	✓			30
31	Feedback – quick, immediate and positive	To outline a step by step approach to giving immediate positive feedback.	✓	✓		31
32	Five types of change	To help me to recognise the nature of change and so choose the response most likely to work in the particular circumstances.		✓	✓	32
33	Force field analysis	To help me look at all the forces for and against a decision. It is a specialised method of weighing pros and cons.	✓	✓		33
34	'Fried Egg'	To enable me to engage and communicate more effectively with people by connecting the reason Why with the What and the How in relation to a situation.	✓			34
35	Goals, objectives and milestones	To help me plan goals, objectives and milestones.	✓	✓	✓	35
36	Ground rules	To obtain agreement on behaviours and roles appropriate to the objectives of a group meeting together.		✓		36
37	Helicopter view	To help me raise up above the detail and take a broad overview	✓			37
38	Humour and Smile	To lighten and brighten work and help bring enjoyment and perspective.	✓			38
39	'Iceberg'	To recognise that what people 'share' is only a part of themselves.	✓	✓		39
40	Internal customers	To help me to recognise my internal customers and how I might meet their needs more effectively.	✓	✓	✓	40
41	Johari's Window	To expand my potential by disclosure and feedback.	✓			41
42	Ladder of inference	To help me avoid making unhelpful assumptions and inferences.	✓			42
43	Learning Log	To enable me to keep an account of my learning – something I now know or can do which I could not do before – and how I have noticed and understood this.	✓			43
44	Learning styles	To illustrate different learning styles and ways to make learning easier.	✓			44
45	Making a case in 5 minutes	To put my message across to busy people, with clarity and impact, when I have limited time to achieve agreement.	✓			45
46	Managing the politics	To provide an approach to managing the political dimension of a situation.		✓	✓	46
47	Mental models	To help me understand mental models and their impact on behaviour.	✓	✓	✓	47
48	Mood map	To show how different 'moods' impact on how we interact with other people.	✓	✓	✓	48

49	<i>Moving towards dialogue</i>	<i>To help me communicate better with others.</i>	✓	✓	✓	49
50	<i>Networking</i>	<i>To keep in touch and up to date – and to make useful connections across a web of diverse people.</i>	✓			50
51	<i>Neurological levels</i>	<i>To enable me to make sense of my own world and communicate most effectively with others.</i>	✓	✓		51
52	<i>Non-verbal communications</i>	<i>To highlight the importance of the non-verbal element in communication. To offer some suggestions to help me improve my reading of non-verbal communication.</i>	✓	✓		52
53	<i>Out to lunch</i>	<i>To enable me to recognise that people cannot concentrate all of the time and where I go when I stop paying attention.</i>	✓	✓		53
54	<i>Paradox of control</i>	<i>To help me recognise that, while I may seek to be in control, much of the time I cannot be so!</i>	✓	✓	✓	54
55	<i>Personal reflection</i>	<i>To increase my personal awareness by learning the skills of reflection.</i>	✓			55
56	<i>Personal Style and Effectiveness – The GRID</i>	<i>To enable me to work more effectively with people, by identifying my own and other people's styles within a framework.</i>	✓	✓		56
57	<i>Plan-do-study-act (PDSA)</i>	<i>To enhance our contribution to the business by building the discipline of reviewing and learning into our day to day actions.</i>	✓	✓		57
58	<i>Please mind the gap</i>	<i>To help me communicate more effectively by understanding the 'gap' between what people say and what they may mean.</i>	✓	✓		58
59	<i>Positive language</i>	<i>To increase the likelihood of constructive outcomes.</i>	✓	✓	✓	59
60	<i>Pre-meeting meeting</i>	<i>To get to know someone informally/socially – their personality, likes and dislikes – before sitting down to do business together. To break the ice and to start out on the right foot.</i>		✓		60
61	<i>Prepare</i>	<i>To make time to prepare myself and my materials for conversations, meetings and chance encounters.</i>	✓	✓		61
62	<i>Project champions</i>	<i>To get support from a powerful or influential person who believes in my project.</i>			✓	62
63	<i>Project Review</i>	<i>To check where I/we are in a project –so that I/we can get back on track or change tack.</i>		✓		63
64	<i>Questioning triangle</i>	<i>To get the best from good questioning.</i>	✓			64
65	<i>Quick wins</i>	<i>To help maintain a positive attitude to longer term initiatives (e.g. change programmes) by identifying small achievable steps.</i>		✓	✓	65
66	<i>Rapport</i>	<i>To enable me to connect with other people more effectively.</i>	✓	✓		66
67	<i>Rational, Political and Emotional domains</i>	<i>To influence and make decisions most effectively.</i>	✓	✓	✓	67
68	<i>Readiness for change</i>	<i>To enable me to understand how ready the organisation (or part of the organisation that I want to change) is to be able and willing to embark on the 'change journey'.</i>		✓	✓	68
69	<i>Replace 'but' with 'AND'</i>	<i>To build on the conversations and ideas of others. To replace opposing views or reasons why not with constructive possibilities.</i>	✓			69
70	<i>Requests and promises</i>	<i>To turn intentions into reliable outcomes.</i>	✓			70
71	<i>Risk management</i>	<i>To diminish risk by taking action in an open climate.</i>		✓	✓	71
72	<i>Setting expectations</i>	<i>To help me set clear and understood expectations.</i>	✓	✓		72
73	<i>Simply say thank you</i>	<i>To encourage me to say thank you more often. It really helps.</i>	✓			73
74	<i>Sources of power</i>	<i>The help me understand how I can and do influence others.</i>	✓	✓		74
75	<i>Stakeholder mapping and planning</i>	<i>To help me clarify everyone (stakeholders) who impact on a project or piece of work I am involved in.</i>		✓	✓	75
76	<i>Stop, Start and Continue</i>	<i>To illustrate a simple and effective way to give feedback, especially in a group situation.</i>	✓	✓		76

77	Story telling	To recognise and use the power of story telling to communicate ideas and meaning.	✓	✓	✓	77
78	Stretch and Panic	To become aware of how being in a different mental state affects my learning and performance.	✓	✓	✓	78
79	SWOT analysis	To help me find the best match between environmental trends (opportunities and threats) and internal capabilities		✓	✓	79
80	System of profound knowledge (SoPK)	To help understand how the System of Profound Knowledge (SoPK) offers deep insight into implementing change.	✓	✓	✓	80
81	Testing ideas on others	To gain clarity and understanding about issues and opportunities, by discussing them with someone who is not an immediate work colleague.	✓			81
82	The A Team	To enable me to test the health of any team to which I belong or with which I am working and to improve team performance.		✓		82
83	The Five Why's	To help me get to the root cause of problems quickly.	✓	✓		83
84	The "heart of change" model	To help me focus on the key aspect of organisational change - people	✓	✓	✓	84
85	The Success model	To help me achieve my goals and objectives.	✓	✓		85
86	The voice of the customer	To internalise my customers' needs.		✓	✓	86
87	Time Management	To provide a simple model that can help me make best use of my time.	✓			87
88	Transformation mapping	To help me create the key activities that will deliver a new vision or goal.		✓	✓	88
89	Trust and Co-operation	To build trust, involvement and co-operation with others.	✓	✓	✓	89
90	Understanding and dealing with resistance	To enable me to understand resistance and learn some ways to deal with resistance.	✓	✓	✓	90
91	Understanding Power	To understand the nature and roots of power so that I can use it constructively.	✓	✓	✓	91
92	Valuing others	To help me to start out with positive regard for others so that engaging with them is much easier.	✓	✓	✓	92
93	Variation	To see how variation is the basis of measuring for improvement			✓	93
94	'Visioneering'	To use the creative inspiration of a vision of the future – together with the rigour and discipline of engineering design – to bring about a powerful goal and a strategy for attaining it.	✓	✓	✓	94
95	Walking the talk - MBWA	To enable me to demonstrate that I am interested in everything that is going on within my business and in the people who make things happen.	✓			95
96	"What am I up to...?"	To enable me to engage clearly with my motivation, purpose and priorities.	✓			96
97	"What I am thinking v What is said"	To help me become aware of the tacit assumptions which often influence our conversations.	✓	✓		97
98	What success will look, feel and sound like	To empower my own success and help me to best support others achieve their success.	✓	✓		98
99	Win-win	To go beyond fudge and compromise.	✓	✓	✓	99
100	Your truth and mine	To improve how I relate to other people by valuing and understanding others' 'truths'.	✓	✓		100
If you want tools for specific situations, there is a matrix at the back to help you make a selection						