



TYC

TRANSFORM YOUR  
CONVERSATIONS





# **TYC is a Learning and Development Company that develops skills to transform conversations and drive business performance.**

Every organisation we work with has its own unique challenges.

Our programmes change the way managers talk to their teams. They'll learn everything from how to have inspirational conversations that motivate people to excel, to leading sensitive conversations that require tact and diplomacy.

Why do managers need this training?

Too often, conversations between managers and their teams are infrequent. And when they do happen, managers tend to focus on trivial details or fail to make their expectations clear. Or perhaps the conversation is one-way, where the manager is good at talking and giving advice but not so great at listening.

All these issues lead to unproductive conversations, which cause tensions, lead to lack of engagement and, in the worst cases, cost the company money.

Conversely, managers who know how to get the best out of their conversations – how to make them focused, perfectly pitched and constructive – transform how they work and get results.

Managers who lead highly engaged teams have something in common. They know and trust their people, they align goals with the organisational plan and are committed to their own improvement and skills development. They also speak regularly with their teams, know how to listen and ask questions, and are able to handle challenging conversations, to coach, to mentor and to help people grow.

The Transform Your Conversations programmes make engaging, motivational conversations happen. And the results benefit the individual, team and company alike.

# How does TYC work with you?

## Scope the programme

Fittingly, we start with a conversation. Ours is with the prospective customer, and focused on understanding exactly what areas of management conversations need to be improved. It may be the way the conversations take place, or perhaps how the outcomes of a performance management conversation are defined.

From this discussion, we create the criteria for success. What are the tangible and measurable goals we can achieve by the end of the training process? What does 'success' look like?

We then submit a proposal, which clearly sets out what managers will be able to do by the end of the course and how we will achieve the results.

## Design the programme

Once we get approval, we create a programme that delivers on all the objectives we discussed in the initial meeting. The programme could be a short session to introduce managers to the main concepts and give them practical tips to implement the training. Or it could be a longer, more in-depth course, delivered over several weeks.

We emphasise the importance of involving line managers in this process, so they can contribute their own ideas and experience. This makes the training more relevant, adds value and helps the line manager better understand what drives their people. We help you to create the

## Deliver the training

The training is delivered in-house or at an outside venue, depending on preference. The training is practical, with role-play and lively discussions at the heart of each session. By the end, attendees will be armed with a set of clear and achievable goals to help them put their skills into practice, with an opportunity to reflect on progress with their line manager.

Longer courses can be delivered over several weeks, giving people a chance to practice their skills and experiment in between sessions. At the end of each session, people will be clear about how to practically develop their skills in real-life situations, which they can then reflect on when they come to the next session.

## Blended learning and follow up

A key success measure of any training initiative is the extent to which managers actually develop their skills on-the-job over a period of time. They need to be able to reflect on this and track their own progress, so we work with you to identify these criteria and create simple measures.

We have our TYC conversation competency frameworks to facilitate this and can create follow up remote sessions, peer learning groups etc. We can dovetail into in-house LMS systems to make the the learning journey as seamless as possible.



**Don Rapley**  
**Director, Transform Your Conversations**

Don is a leadership development facilitator and executive coach, with a wide experience in multicultural and international environments. He has worked extensively across Europe, Asia, USA and the Middle East, facilitating missions in 27 different countries, and is a certified MBTI and DiSC practitioner. He comes from an Anglo-Dutch family and after spending most of his career in Paris, now lives in Singapore.

Back in 2003, Don founded his own training business, focusing on creating powerful learning experiences that help leaders to build trustful relationships with their teams and deliver outstanding performance.

In 2016, he co-founded Transform Your Conversations, with the conviction that when performance conversations are positive experiences for both manager and employees, they have a lasting impact on engagement and business results.

Don has worked for diverse organisations in a range of sectors, such as Prudential, Experian, Société Générale, BNP, Natixis, Barclays, KPMG, GE Healthcare, Pullman Hotels, Total, Technip, SBM Offshore, Air France and Safran.

He is an active member in Singapore of the ICF International Coaching Federation, as well as the French and British Chambers of Commerce, where he is the co-chair of the Leadership Group.

Don was previously involved in developing the chain of retail stores Marks & Spencer in France, Belgium and Spain as Store Operations Manager and Divisional Commercial Controller.

### **Partner Facilitators**

Our partner facilitators are experienced and highly-respected business trainers and coaches. They share the TYC philosophy of working closely with our clients to understand their needs and deliver consistently good programmes.



**Emma Noguchi**  
**Associate Consultant**  
**Transform Your Conversations**

Emma is a senior coach, trainer and facilitator in leadership development. She typically works with individuals and teams to help them uncover blindspots and lead them to increased performance and happiness. With a Western-Asian background, Emma has lived in France, India, Japan and now Singapore. Her personal mission is in unleashing leadership potential in people and organisations.

Educated in France, she moved to Japan after graduation and worked her way up in the Advertising industry, both for Japanese and International agencies. She was also the representative of Carre Noir, a design agency and developed clients in Japan such as Otsuka Pharmaceuticals, Henri Charpentier, la Tour d'Argent, among others.

In 2007, she moved to Singapore for a role as a Regional Account Director for Publicis Group, one of the top 3 communication groups to look after key accounts as well as business development.

In 2010, she switched career to focus on Coaching and Leadership Development. She's been a director with Mercuri Urval, a global talent advisory firm and is also working with Collective Change Institute, a Coaching Institute to train coaches in Asia.

Emma has worked for multitude organisations from various industries: Club Med, Air Liquide, ABB, Prudential, Societe Generale, UNICEF, Metso, Capgemini, Vestas, Tata Communications among others.

With TYC, Emma is passionate about helping organisations and managers with the key conversations they have with their employees.

She is a Professional Certified Coach (PCC) with ICF as well as certified in Conversational Intelligence© and Narrative Coaching© with WBECS.

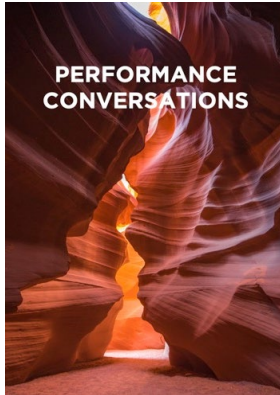
When she's not working, Emma loves swimming and running to occasionally participate in Triathlon races.

# ORGANISATIONS WE HAVE WORKED WITH





# Some of our Conversation Programmes



## **Performance Conversations**

Managers learn how to conduct conversations that inspire people to boost performance.

They build confidence in giving feedback and handling difficult conversations, and discover how to provide consistent, non-judgmental and evidence-based feedback.

We explore the key conversation skills of active listening, asking great questions and giving high quality feedback through practice and review.

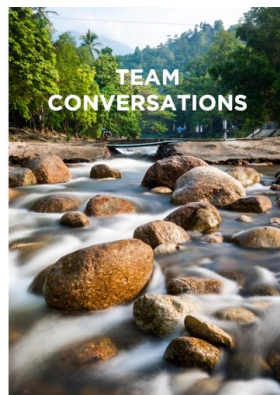


## **Development Conversations**

Managers learn how to drive their team member's growth through development plans and other tools.

By the end, they will be able to adapt conversations to inspire the best performance and potential of each employee.

We also reinforce active listening and questioning skills, and explore how to manage career expectations.



## **Team Conversations**

Managers learn how to maximise their team's performance and understand their role in facilitating it.

We explore how to articulate the larger business vision and create alignment around business and team goals.

Managers will also learn to adapt their leadership style to engage, motivate and empower teams to reach their full potential.



## **Action Learning Conversations**

Action Learning Conversations are a powerful way to generate new ways of thinking about real team problems. They help managers to address team challenges and help a group to develop collaborative problem solving skills in an innovative way.

We facilitate this by demonstrating the process, practicing in small groups and setting up Action Learning Groups to continue outside the training session.

## Tanglin Trust School Singapore Performance Management Training

***Here's what Sophie Harle, Director of Human Resources at Tanglin Trust School, has to say about the work they have done with TYC:***

*"TYC ... have delivered some of the best training our staff have received."*

*"The real impact has been huge, with line managers now feeling far more confident about conducting performance management meetings with their staff"*

**What was the situation with your Performance Management process, what was working well, what were the issues you were experiencing?**

"Our Performance Management process was adequate at best. The forms worked well for those staff in lower grade roles, but for more senior roles it was not comprehensive enough and often resulted in a box ticking exercise which was conducted once a year and then put aside until it needed to be done again the following year. There was no recognition of the different scope of roles across the school and using a one size fits all model resulted in many staff receiving inadequate feedback from their line managers"

**What did you want to achieve when you chose to work with TYC?**

"We wanted to introduce a more collaborative and continuous performance management process whereby the formal discussion was held and recorded once a year, with more frequent informal discussions between a line manager and their subordinates encouraged in order to boost performance and motivation. Many line managers had never received training on how to deliver performance management, how to deliver the difficult message without damaging motivation, etc, and we were looking for a way to address this."

**What has it been like to work with TYC and what makes you confident that we were the right choice?**

"TYC had several meetings with us prior to the workshops to really ensure they understood our issues and what we were trying to achieve. They absolutely got under the skin of the issues we had, and helped to address these through many tools, suggestions and practical role playing."

**What are people doing differently what is the impact is this having?**

"It is still early days, but from the feedback received so far, line managers feel more prepared for the performance management conversations with staff and are more confident about making this a productive, ongoing discussion. In particular they are more confident about tackling those difficult conversations with staff, ensuring they result in a positive outcome rather than demotivating members of their team."

**What else would you tell someone if they asked you about TYC?**

"TYC are experienced leaders and HR professionals who have delivered some of the best training our staff have received. The real impact of the training has been huge, with line managers now feeling far more confident about conducting performance management meetings with their staff. I would whole-heartedly recommend TYC to other organisations."



# Global Information Services Company

## Performance Management Training

### What was the Challenge?

The organization started to introduce a coaching oriented culture across the business in 2016, with programmes covering a range of topics around managing performance, career discussions, crucial conversations, managing change etc. There was a robust people development process in place, focusing on mid year and end of year reviews.

Although there had been good learning of certain models, structures and scenarios, implementation back at work was not sustained. The management team in APAC wanted performance conversations to be more engaging and more frequent, and introduced bi-monthly meetings to help support this change.

The organization was also seeking cost-effective interventions for their 200+ Managers across the APAC region, with bite-sized modules and mix of face to face and remote workshops. They wanted engaging, scenario-based training that could be easily embedded into daily workplace behaviours and that would be aligned with their current PM processes.

### What did we do?

We spent a lot of time getting to know the organisation and to understand their context and needs across the APAC region.

We designed a tailored learning solution that utilised the existing Performance Management processes and internal training methods.

We delivered a 2 hour bite-sized “End of Year Performance Conversations” sessions across the 6 affiliates in the region: Singapore, Malaysia, China, India, Japan and Australia.

The objectives of the workshop were to:

- Understand how to prepare and conduct engaging End of Year Performance Conversations.
- Build confidence in giving feedback and handling difficult conversations.
- Learn how to provide non judgmental, consistent, evidence based feedback.
- Reinforce the skills of active listening and questioning.
- Use a simple structure to facilitate performance conversations.

### What were the results?

The face to face sessions were delivered by our consultant team based in Singapore, Australia and China, with remote sessions for the Managers in India and Japan. They have been very successful, with overall scores of 4.2/5 for the 12 sessions, including the pilot sessions.

Participants have commented on the importance of:

- Listening more to team members and being able to provide accurate and objective feedback.
- Planning and preparing the structure and key messages for the conversations and the downsides of not preparing.
- Role plays to practice key skills and get feedback on their own style.
- Using the SBI feedback model to share accurate observations and be open to discussion.
- Understanding and getting alignment around behaviours at each level of performance.
- Asking open-ended, unbiased questions.
- Wrapping up the conversation to focus on future goals and what the different levels of performance look like.

## Oil & Gas Sector HR Business Partner Training

### What was the Challenge?

The HR function of a large oil and gas organization bring their APAC Region HR team together for an HR Conference every two years and the senior leadership wanted to use this as an opportunity to upskill the team.

HR has moved to a Business Partner model, with local teams aligned to the size of the branches across the regions. Some of the important regions have large teams, while the smaller branches can sometimes be made up of one person only, with limited opportunities to problem solve, share issues and get feedback from others. As a result, there has been some inconsistency in approach, skills level and understanding of the role across the region.

The HR teams were asked about the key issues they were facing and what support and training would provide the most impact in a short period of time. The issues identified were: having difficult conversations with managers and employees; saying no in a way that adds value; having a greater connection with the branch teams, stakeholders and peers.

They also identified the need to help HR teams to collaborate more effectively, be able to ask each other for help more easily and solve common problems together.

### What did we do?

Working closely with the Senior Management Team in Singapore, we designed a programme that would address these issues, taking into account the varying skills of the team. During the HR Conference, we delivered highly engaging and interactive workshops that focused on:

- Developing Networking Conversation skills to get to know each other better and connect more effectively.
- Challenging Conversation role plays to simulate interactions with employees and managers.
- Developing the key skills of active listening and asking powerful questions.
- Exploring the role of HR Business Partner.
- Using the Action Learning methodology to help participants get new perspectives on their challenges and develop their coaching skills.
- Continue sharing experiences and challenges after the Conference using Action Learning.

### What were the results?

Our sessions were delivered across two days, with Networking Conversations on Day 1 and Challenging Conversations and Action Learning on Day 3.

Feedback was very positive from the Conference overall and the HR team very pleased with the overall level of engagement and energy generated. Overall satisfaction scores for the TYC sessions were 4.3/5.0.

Participants commented on the importance of:

- Connecting with different stakeholders from diverse cultures in the organization.
- Finding out more about individuals to make a real connection, building trust and making difficult conversations easier.
- Using the SBI feedback model to give neutral, unbiased feedback.
- Good preparation, listening and questioning are the key skills in challenging conversations.
- Being open and unbiased in interactions – you don't need to defend your position.
- The power of using Action Learning back at work.





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