IMPACT: Competencies²SM

for organizations and individuals

Learning and developing – *taking your organization's unique capabilities and skills to the next level…*

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*The importance of **inquiry and clarifying dialogue***

- a foundation for learning, development, and other skill-building

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We live in an age when time is a most valuable commodity and work continues to become more complex. Technology has enabled our ability and our expectation to communicate more efficiently and quickly. While that has enhanced our productivity in many ways, we still struggle with communicating **effectively**. There is still an important time and place for clarifying dialogue when we seek to understand and we need to be "on the same page."

One-line tweets, emails, text messages, and the like do keep us connected in real-time more than ever; however, many of us have learned the hard way that often "the devil really is in the detail." Whether it be a job interview, discussion about a new task to be delegated, or a negotiation; inquiry and clarifying dialogue remain important activities that leverage specific skills. Some would say they are even more important now than ever given our propensity for quick and brief nonverbal communications in the midst of ever increasingly complex business and operating environments.

Our opportunities to engage in clarifying dialogue are always timebound. Interviewing and inquiry skills support us in making the most of these precious opportunities. We ask questions, we interpret answers, and we ask the right probing questions to clarify our understanding. *It's all about managing productive discussions and gathering the information you need effectively and efficiently.*

Inquiry and Interviewing Skills - asking the right probing questions results in the clarifying dialogue you need to have in:

- Understanding client/customer needs and expectations in appropriate detail

- Scoping and managing successful projects

- Negotiating successfully by understanding how much another party *really* needs and/or wants something

- Recruiting the right people with the right skills and experience for your organization

- Delegating work successfully - appropriate to an individual's experience and skill level

- Developing, communicating, and understanding unambiguous expectations

- Understanding what's really going right or wrong on a project in appropriate detail

- Gathering, developing, and delivering effective feedback

- Assessing and understanding motivation levels

- Launching and leading effective teams and their competencies

- Coaching, mentoring, and counseling in supporting incremental performance and career objectives

Having worked with many clients where "inquiry, interviewing, and clarifying dialogue" were identified as specific skill gaps; **IC**[2] has developed unique learning experiences and progressive curricula designed to take these important skills and how they can be leveraged to the next level.

A curriculum example – courses and modules:

The following courses/modules are designed specifically to support the belief that most learning and development occur on-the-job, by working with others, and through feedback experiences:

- **Inquiry Skills – Managing Productive and Clarifying Dialogue** (recommended as a prerequisite for all other courses)

- *Successful* **Delegation and Supervision**

- **Gathering, Developing, and Delivering** *Effective* **Feedback**

- **Coaching, Mentoring, and Counseling** – 3 paths (may be combined):

    o Integrating the ***behaviors*** and ***dialogue*** into day-to-day work

    o Socialization, synergy, and differentiation

    o Evolving From "programs" – to natural and expected behaviors

- **Launching and Leading the Magic of** *Successful* **Teams – and Their Competencies**

The following courses/modules are also available to meet the needs of specific populations as indicated:

- **Behavioral Interviewing for Candidate Selection** – for those who will be involved in talent acquisition/recruiting or vendor selection interviewing processes

- **"Learning Together…"** – an approach to sharing knowledge for new service lines, divisions, or products

- **7 Steps to Getting Competencies "Right" and Maximizing Your Organization's ROI** – for those with responsibility for talent management in your organization

- **Competency Modeling and Integration** – for those with responsibility for talent management and OD in your organization

IC^2 has strong instructional design and delivery capabilities that are here to help with other learning topics of interest to your organization.

Approach and customization: Learning objectives and detailed outlines are available for each course/module. A variety of customization options are available to meet your specific needs, objectives, and circumstances. Typically, we:

- Review a course/module core outline together and prioritize/target specific skill gaps and issues that are important to your organization.

- Develop focused questions to ask of participants in advance as "pre-work."

- Utilize responses to the "pre-work" questions to inform further customization efforts – particularly exercises, case studies, and dilemma discussions to optimize relevance to day-to-day work in *your* environment(s).

- Pilot learning experiences when practical – particularly encouraged when significant degrees of customization are desired. Small tweaks in an incubator environment often yield big gains enterprisewide.

- Distribute and collect feedback forms to measure course relevance and effectiveness.

- Thoroughly debrief feedback in the interest of informing and continuously improving prospective offerings.