The Power of Conversation

JUICE CATALOGUE
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Our customers have experienced amazing business results including:

- New safety record, Higher Productivity and Increased Customer Service Scores
- $7 million worth of new business
- $1.2 million saved by a new process
The Power of Conversation

Unlock Results. Deepen Relationships.
Release Energy.

Conversation is the operating system that drives the “applications” of feedback, recognition, problem-solving, and coaching.

When done effectively, conversation also fuels great employee and customer experiences, and better business results.

Every conversation matters. For this reason, Juice equips people with the skills and tools to effectively engage in every conversation.

As a result, organizations get managers and employees who connect with each other—and with customers—in refreshing, productive ways.

Conversation
This chapter includes information about the following Juice programs and services:

Core Program
The Power of Conversation

Application Modules
- Performance Conversations
- Giving and Receiving Feedback
- Coaching Conversations
- Conflict Resolution
- Customer Service
- Sales

Trainer Certification

Keynote
- Treasure in the Tension
The Power of Conversation


Overview

Based on our book, Juice—The Power of Conversation, this interactive two-day workshop will help leaders discover the skills they need to approach every conversation more effectively.

Participants will also have the opportunity to practice conversations that really matter to them and their team: conversations that can transform leaders and impact your business.

Our program content helps individuals be more proactive and engaging in their conversation. Why? Because they see the benefit of having preventative conversation, rather than repairing conversation “which consumes 10 times the mind space and energy.”

Needs

Conversation Training
Conflict Resolution
Leadership Development
Tough Conversations

Audience

All Employees

Note: This program is scalable to all the different levels of your organization.
Learning outcomes

The Power of Conversation will help your leaders learn how to:

- Skillfully step into everyday conversations to maximize their influence with others
- Understand their own conversation style and how to flex it to meet the needs of any situation
- Balance the unique skills of directness and inquiry to maximize the outcome of every conversation
- Detect what matters most to employees and clearly identify key issues
- Navigate hot buttons with proven emotional intelligence skills
- Harmonize competing needs and beliefs

Pre- and post-learning options

Additional tools to complement training and maximize learning outcomes include:

- Pre-emails: Short, impactful emails completed by participants prior to the workshop
- Post-emails: A series of follow-up application emails to keep the learning alive and/or create deep skill transfer
- Interactive e-learning modules: With key scenarios modeled
- Coaching: One-on-one executive, manager and employee coaching

Core Program
Workshop outline
(1-2 days)

The following pages feature an outline highlighting some of the course’s key learning points.

As part of your training program, Juice will modify content to meet your business objectives.
Link Up to Learn: Participants link up with a learning partner and find out “What Matters Most” in their world, and what they want to get out of training. Partners will then introduce each other to the group. Every participant is requested to bring one relationship they want to deepen so that every learning can be transformed into concrete action as they practise working on this relationship with their learning partner.

The Big Picture: The facilitator will discuss the power of moving toward tension in a skillful way that releases creative energy; how and why partnering relationships unlock results; and reveal how “felt support” moves people.

Your Two Remarkable Brains: What is the rational mind? What is the emotional mind? Participants will learn how remarkable they can be when the two brains work together in harmony.

The Power of Conversation Model (Interactive): Participants work together to sequence six cards that unfold the conversation model.

The Blend Diagnostic (Interactive): The facilitator will ask participants to identify how they typically behave in tension-filled moments at home and at work. He/she will discuss how being more direct and inquisitive can help participants “up their game.”

What Drives People?: In this section, participants will learn The Performance Equation: how interference and energy impact performance, and the three states of each factor.

The Oxygen Poker Experience (Interactive): Participants learn the Five Driving Needs that matter most to people (belonging, significance, freedom, significance and security), and discover the 1-2 driving needs of most importance to themselves.

Unskillful Expressions: Why do people act out and behave badly? Referencing the Five Driving Needs, participants will learn how these behaviours are simply “unskilled expressions” of an unmet need—and identify what those needs are.

The Five Big Beliefs: What causes people to conclude their needs won’t/can’t be met?

Drawing Out What Matters Most: What does it mean to really understand someone? Participants gain a working definition: stepping into someone else’s world, seeing the situation through their eyes, and reflecting back what it means to them.

The 3 Levels of Understanding and Acknowledgement: In this segment, the facilitator helps shift participants’ mindset so they understand the what, how and why of The Power of Conversation: the power of being able to draw out and acknowledge what matters most, how the person is being impacted, and why this matters so much to them.

Treasure Hunt Experience / Acknowledgement Bootcamp (Interactive): In this group activity, participants will practice drawing out and acknowledging the three levels of understanding with intense interest and powerful questions.

Treasure Hunt Debrief: The Chemistry of Conversation: Participants learn how conversation releases energy: the power in powerful conversations.

Distinguishing Needs From Wants: The facilitator will show participants how listening for “What Matters Most” enables them to distinguish wants from needs.

Navigating Hot Buttons: When it comes to conversation, what are our (and other people’s) hot buttons? Participants will learn what their unique early warning signals are in tension-filled moments when their default reaction may be to fight, flight or freeze; how to regain their rational brain in challenging situations; and practical, scientifically proven strategies for calming themselves as well as calming others down.

Wrap-Up
Teach-Back (Interactive): Participants individually prepare their own three-minute presentations that answer: What did I learn during Day 1? How can I use those learnings back at work? Why does it matter to our organization?

What Moves People—The Chasm-Crossing Experience: Building on training from Day 1, participants learn how to move others to a different level of performance, kind of behaviour or attitude, or way of thinking.

Interest, Openness, Understanding: What is an I.O.U.? In this section, participants will learn the three things that create “felt support” in conversation: intense Interest, unguarded Openness, and deep Understanding.

The Others’ Eyes Experience (Interactive): With all our assumptions, judgments and values, it’s hard to put ourselves in someone else’s shoes! Participants learn and practice how to step into someone else’s world.

Declare What Matters Most: Using what they learned in the previous exercise, participants will try their hand at declaring what matters most to their learning partner.

Mouse Trap Experience: How can you speak your truth and be heard in a way that doesn’t feel like a trap for the other person? This section powerfully reinforces concepts learned in Day 1’s Navigating Hot Buttons segment.

The Directness Diagnostic: Participants discover how direct they are (or aren’t!) in conversation.

Why We Don’t Speak Our Truth: Participants identify and challenge assumptions in order to be direct in a way that reduces tension, creates openness, and is respectful.

Directness Tools (A Big Picture Overview): Participants are introduced to the four Directness Tools to help them confidently step into tension-filled moments:

- Framing: Participants learn and practice how to frame a conversation in a way that engages and does not unnecessarily trigger the other person’s brain.

- SIRI (Situation, Impact, Request, Inquiry): Participants learn and practice a tool that allows them to confidently step into conflict. This tool addresses the three biggest concerns people have about speaking their truth: being hurt, hurting the other person, or hurting the relationship.

- Name the State: Participants learn how identifying and naming their internal state can reduces their internal stress load, and produce more trust and bonding with the other person.

- Declare Your Needs Before Your Opinions: Participants learn that people find it easy to argue with opinions, but difficult to ignore needs.

Harmonize Competing Needs and Beliefs (Overview): Participants learn how harmonizing competing needs and beliefs helps them achieve the three objectives of the program: deepen relationships, unlock results, and have more energy left over at the end of the day.

Common Ground Bootcamp (Interactive): Participants practice how to get to common ground with other people.

Polarizing Conversations Experience (Interactive): Participants use *The Power of Conversation* model to work through a “polarizing scenario” and align on a breakthrough solution.

Facilitator or Actor-Led Simulators (Interactive): Participants are introduced to a simulator experience in which all the skills from the last two days come together—and they practice The Power of Conversation from beginning to end. These simulators are custom-designed to address the substantive work the participants need to do.

Wrap-Up: Day 2 of training will conclude by asking participants: what one skill will you focus on moving forward? The day will conclude with participants having learned and practised how to engage people as partners, by speaking their truth skilfully and harmonizing competing needs.
Performance Conversations
How to energize performance conversations

Overview

Moments of tension can get in the way of performance conversations. But when leaders approach performance management with a mindset of “success management”—that is, partnering with the employee on the premise that each person will stand for the other’s success—suddenly, the performance conversation takes a turn toward something positive and more dynamic.

This dynamic workshop leverages *The Power of Conversation* operating system skills and tools to help participants use conversation to build the conditions for employees, as well as themselves, to be successful, as well as themselves.

Learning outcomes

Participants will learn to:
- Negotiate relational triggers in performance conversations
- Partner with employees to deepen commitment and accountability
- Remove interference to create energized results

Pre- and post-learning options:

Juice can provide organizations with additional tools to complement training and maximize learning outcomes including:
- Pre-emails: Short, impactful emails completed by participants prior to the workshop
- Post-emails: A series of follow-up application emails to keep the learning alive and/or create deep skill transfer
- Interactive e-learning modules: With key scenarios modeled
Performance Conversations is a training module of Juice’s *The Power of Conversation* core program. Taken together, training is generally two days long. On its own, however, Performance Conversations occurs over one day.

The outline below highlights key learning points of the Performance Conversations module. As part of your training program, Juice will modify content to meet your business objectives. Upon request, we will provide you with a copy of the participant materials prior to the session(s).

The Big Picture
The day will begin with participants learning the difference between performance and success management. The facilitator will discuss how to unlock the “partner ethos,” where a manager and employee stand for each other’s highest good.

Performance Evaluations: Taking the Dread Out
This segment will involve some teaching and table work. Participants will explore their desired “end state” of a performance evaluation, and how to set the tone to make it happen.

Performance Conversation Model
In this section of the workshop, participants will learn and practice Juice’s performance conversation model, including:

- Naming the tension
- Drawing out what matters most
- Harmonizing competing needs
- Agreeing on the path forward

Wrap-up and Commitments
At the training’s conclusion, participants will understand how to effectively step into the tension of performance conversations, and create the results that lead to employees’ and their own success.
Giving and Receiving Feedback

How to start a tough conversation

Overview

For many people in the business world, the word “feedback” elicits a negative emotional response. To them, stepping into tension-filled conversations is paralyzing. As a result, feedback is often not given—or received—in a way that will drive sustainable change and performance.

Yet, when every team member has the skills to courageously and confidently engage in some difficult conversations, their ability to do so creates a “feedback network” that ultimately adds value to individuals and the overall organization in terms of performance, learning and organizational health.

This highly interactive workshop uses The Power of Conversation operating system to help participants reframe giving feedback—and starting difficult conversations—in a new and refreshing way: one that will stimulate the flow and effectiveness of feedback within your organization.

Learning outcomes

This half-day workshop will help participants:

- Discuss and identify the challenges with giving and receiving different types of feedback
- Learn to identify and move towards individual, team and business tensions
- Learn how to confidently deliver (and receive) feedback that supports individual and team growth, in any situation
- Practice delivering and receiving feedback

Pre- and post-learning options

Juice can provide organizations with additional tools to complement training and maximize learning outcomes including:

- Pre-emails: Short, impactful emails completed by participants prior to the workshop
- Post-emails: A series of follow-up application emails to keep the learning alive and/or create deep skill transfer
- Interactive e-learning modules: With key scenarios modeled
Workshop outline (1-2 days)

Giving and Receiving Feedback is a training module of Juice’s The Power of Conversation core program. Taken together, training is generally two days long. On its own, however, Giving and Receiving Feedback occurs over one day.

The outline below highlights key learning points of the Giving and Receiving Feedback module. As part of your training program, Juice will modify content to meet your business objectives. Upon request, we will provide you with a copy of the participant materials prior to the session(s).

The Challenge with Feedback
A guided conversation with participants.

Making Feedback Effective
Exploring a logic framework, understanding your role, and learning to identify and move toward tension.

Effectively Giving and Receiving Feedback
Reframing how to give and receive feedback.

Application
Participants use different experiential methods to practice giving and receiving feedback.

Wrap-up
At the training’s conclusion, participants will have learned and practiced how they can skilfully give and receive feedback to make a lasting, productive imprint in any relationship.
“We need to demonstrate to our employees that we care, that they matter, that their hearts and souls are our only real competitive advantage. Juice is showing us how to make this a daily reality.”

Greg Honey, Senior Vice-President, Farm Credit Canada
Coaching Conversations
How to release people’s brilliance with coaching

Overview

Coaching is about a partnership of people who invest in each other’s highest good. Partners engage in coaching to nudge each other’s impact in two key areas: results, and relationships. Coaching can be done by anybody for anybody at any level of the organization—including cultures that believe in “coaching-up.”

Learning outcomes

Coaching Conversations uses the simple, systematic tool of GREAT Coaching™ to help participants navigate the often difficult waters of conversation.

This half-day workshop will help participants:

• Partner with employees to deepen commitment and accountability
• Learn how to offer coaches felt support vs. declared support
• Remove interference to create energized results
• Effectively express their own native leadership style through a simple, proven coaching model
• Unlock better results by harmonizing the competing needs and beliefs that emerge in coaching conversations

Pre- and post-learning options

Juice can provide organizations with additional tools to complement training and maximize learning outcomes including:

• Pre-emails: Short, impactful emails completed by participants prior to the workshop
• Post-emails: A series of follow-up application emails to keep the learning alive and/or create deep skill transfer
Coaching Conversations

Workshop outline (1-2 days)

Coaching Conversations is a training module of Juice’s The Power of Conversation core program. Taken together, training is generally two days long. On its own, however, Coaching Conversations occurs over one day.

The outline below highlights key learning points of the Coaching Conversations module. As part of your training program, Juice will modify content to meet your business objectives.

The Big Picture
In this section, the facilitator will discuss the power of moving toward tension in a skillful way that releases creative energy; how and why partnering relationships unlock results; and reveal how “felt support” moves people.

The Performance Equation
In this section, participants will learn The Performance Equation: how interference and energy impact performance, and the three states of each factor.

Removing Interference and Releasing Energy

Chasm Crossing
Participants learn how to offer felt support to move others to a different level of performance, kind of behaviour or attitude, or way of thinking.

The Blend
How to blend inquiry and directness to draw out a bigger reality for your partner/coachee.

Harmonizing Competing Needs and Beliefs
Participants learn how harmonizing competing needs and beliefs helps them achieve the three objectives of the program: to deepen relationships, unlock results, and have more energy left over at the end of the day.

“Juice = Everyday conversations that add up over time.”

Director, National Programs
Large Retail Chain
GREAT Coaching
In this part of the workshop, the facilitator will model the five steps of GREAT coaching:

• **G – Goal:** Participants gain a deep (or deeper-than-usual) mastery of the SMART goal-setting process, co-creating goals that are Specific, Meaningful, Agreed-upon, Realistic and Time-phased. Together, the coach and coachee will discover and agree upon a goal that achieves a five-way intersection of success: success for the customer, organization, employee, manager, and the rest of the team.

• **R – Reality:** The coach pulls out the coachee’s current reality to gain mutual clarity about the needs, beliefs, thinking patterns, past approaches and blockages that must be understood in order to move to a bigger reality.

• **E – Explore:** When the coachee’s current reality crystallizes, both the coach and the coachee can move into a blue-sky zone of innovation and creative thinking. The coach draws out what can appear to be wild, tangential thoughts. Years of experience have shown us that these thoughts are seeded with unexplored, unforeseen opportunities and approaches.

• **A – Action:** In this stage, the coach and coachee partner up to create an action plan that makes explicit who, how and when they will stand for each other’s success.

• **T – Tracking:** Follow-through is a crucial element missing in many coaching models. In this phase, the coach and the coachee agree upon milestones and tracking mechanisms they will use to ensure the sustainable success of the coachee.

Application and Feedback (Interactive)
Participants practice GREAT Coaching with each other using real-world performance goals from their personal and professional lives. This practice session is divided by a feedback session.

FLOW Demonstration
Participants learn the science of FLOW (helping the coachee to get into a high performance FLOW state) by watching a powerful demonstration of FLOW at the front of the room.

Practice (Interactive)
Participants find a new partner and use GREAT Coaching to move their partner toward the FLOW state using goals from the coachee’s professional life.

Wrap-up
At the training’s conclusion, participants will have learned and practiced how to grow the awareness, thinking skills, decision-making capacity and commitment of anyone who receives their coaching.
“We have applied the JUICE concepts in very difficult situations, with extremely positive results. By partnering with JUICE, we have been able to identify a number of tangible ways we can improve the organization and make it a better place to work and volunteer.”

Andrew Williams, CEO, Huron Perth Healthcare Alliance
Conflict Resolution
How to navigate conflict with conversation

Overview

At the centre of most conflicts are unmet needs at the individual, team or organizational level.

Finding common ground is critical to resolving conflict—but doing so is much easier said than done. However, if organizations can navigate conflict successfully and move toward tension, they can actually boost trust, catalyze change, strengthen cohesion and morale, promote innovation, and expedite decision-making.

This workshop uses The Power of Conversation operating system to help participants explore conflict in a practical, safe way that fosters the will to create a more productive work environment.

Learning outcomes

This workshop equips participants with the skills required to expose the hidden needs and disconnects that create friction and detract from results.

Participants who take the Conflict Resolution workshop will learn how to navigate conflict more effectively:

- Harness the positive effects of conflict, and avoid conflict disasters
- Effectively communicate with others, to identify their own and other people’s unmet needs
- Become comfortable with new conflict tools, and how to apply them to existing dilemmas

Pre- and post-learning options

Juice can provide organizations with additional tools to complement training and maximize learning outcomes including:

- Pre-emails: Short, impactful emails completed by participants prior to the workshop
- Post-emails: A series of follow-up application emails to keep the learning alive and/or create deep skill transfer
- Interactive e-learning modules: With key scenarios modeled
Conflict Resolution

Workshop outline (1-2 days)

Conflict Resolution is a training module of Juice’s The Power of Conversation core program. Taken together, training is generally two days long. On its own, however, Conflict Resolution occurs over one day.

The outline below highlights key learning points of the Conflict Resolution module. As part of your training program, Juice will modify content to meet your business objectives. Upon request, we will provide you with a copy of the participant materials prior to the session(s).

The Big Picture
In this section, the facilitator will discuss the power of moving toward tension in a skillful way that releases creative energy; how and why partnering relationships unlock results; and reveal how “felt support” moves people.

The Power of Conversation Model (Interactive)
Participants work together to sequence six cards that unfold the conversation model.

The Blend Diagnostic (Interactive)
The facilitator will ask participants to identify how they typically behave in tension-filled moments at home and at work. He/she will discuss how being more direct and inquisitive can help participants “up their game.”

The Oxygen Poker Experience (Interactive)
Participants learn the Five Driving Needs that matter most to people (belonging, significance, freedom, significance, security) and discover the 1-2 driving needs that are most important to them.

Unskillful Expressions
Why do people act out and behave badly? Referencing the Five Driving Needs, participants will learn how these behaviours are simply “unskilled expressions” of an unmet need—and identify what those needs are.

The Five Big Beliefs
What causes people to conclude their needs won’t/can’t be met?

Drawing Out What Matters Most
What does it mean to really understand someone? Participants gain a working definition: stepping into someone else’s world, seeing the situation through their eyes, and reflecting back what it means to them.

Distinguishing Needs from Wants
The facilitator will show participants how listening for “what matters most” enables them to distinguish wants from needs.

Navigating Hot Buttons
When it comes to conversation, what are our (and other people’s) hot buttons? Participants will learn what their unique early warning signals are in tension-filled moments when their default reaction may be to fight, flight or freeze; how to regain their rational brain in challenging situations; and practical, scientifically proven strategies for calming themselves as well as calming others down.

What Moves People: The Chasm-Crossing Experience
Building on training from Day 1, participants learn how to offer felt support to move others to a different level of performance, kind of behaviour or attitude, or way of thinking.

Interest, Openness, Understanding
What is an I.O.U.? In this section, participants will learn the three things that create “felt support” in conversation: intense Interest, unguarded Openness, and deep Understanding.
The Others’ Eyes Experience (Interactive)
With all our assumptions, judgments and values, it’s hard to put ourselves in someone else’s shoes! Participants learn and practice how to step into someone else’s world.

Declare What Matters Most
Using what they learned in the previous exercise, participants will try their hand at declaring What Matters Most to their learning partner.

Mouse Trap Experience
How can you speak your truth and be heard in a way that doesn’t feel like a trap for the other person? This section powerfully reinforces concepts learned in Day 1’s Navigating Hot Buttons segment.

The Directness Diagnostic
Participants discover how direct they are (or aren’t!).

Why We Don’t Speak Our Truth
Participants identify and challenge assumptions in order to be direct in a respectful way, thereby reducing tension and creating openness.

Directness Tools (A Big Picture Overview)
Participants are introduced to the four Directness Tools to help them confidently step into tension-filled moments:

- Framing: Participants learn and practice how to frame a conversation in a way that engages and does not unnecessarily trigger the other person’s brain.
- SIRI (Situation, Impact, Request, Inquiry): Participants learn and practice a tool that allows them to confidently step into conflict. This tool addresses the three biggest concerns people have about speaking their truth: being hurt, hurting the other person, or hurting the relationship.
- Name the State: Participants learn how identifying and naming their internal state can reduce their internal stress load, and produce more trust and bonding with the other person.
- Declare Your Needs Before Your Opinions: Participants learn that people find it easy to argue with opinions but difficult to ignore needs.

Harmonize Competing Needs and Beliefs
Participants learn how harmonizing competing needs and beliefs helps them achieve the three objectives of the program: deepen relationships, unlock results, and have more energy left over at the end of the day.

Common Ground Bootcamp (Interactive)
Participants practice how to get to common ground with other people.

Polarizing Conversations Experience (Interactive)
Participants use the Power of Conversation model to work though a “polarizing scenario” and align on a breakthrough solution.

Real Work
Using a safe but demanding facilitated process, participants work through the substantive issues that are causing conflict in their team.

Wrap-up
At the training’s conclusion, participants will have learned and practiced how to release the innovative energy and breakthrough solutions from their business tensions.
“Others are trying to sell programs. Juice is focused on shifting the organization.”

Director, National Programs
Large Retail Chain
Many traditional customer service training workshops focus on understanding customer service and driving customer satisfaction. But the **Concierge Customer Service Program** takes your customer care team beyond all of that—and into “customer engagement.”

Organizations can achieve customer engagement by building and maintaining trusting relationships with clients.

In this interactive workshop, participants will be equipped with skills and knowledge to empower them to do what is necessary to turn customer satisfaction into customer loyalty.

### Learning outcomes

In this workshop, participants will learn the difference between customer service and customer loyalty, and how they themselves can improve loyalty by:

- Using directness as a tool to quickly connect with customers, get to their real needs, and deep trust and respect
- Applying strategies to manage customer’s and their own emotions in difficult situations
- Using basic brain science to turn upset customers into their best allies

### Pre- and post-learning options

Juice can provide organizations with additional tools to complement training and maximize learning outcomes including:

- Pre-emails: Short, impactful emails completed by participants prior to the workshop
- Post-emails: A series of follow-up application emails to keep the learning alive and/or create deep skill transfer
Concierge Customer Service Program

Workshop outline (2-3 days)

The Concierge Customer Service Program is a training module of Juice’s The Power of Conversation core program. Taken together, training is generally 2-3 days long. On its own, however, the Concierge Customer Service Program occurs over two days.

The outline below highlights key learning points of the Concierge Customer Service Program module. As part of your training program, Juice will modify content to meet your business objectives. Upon request, we will provide you with a copy of the participant materials prior to the session(s).

Day 1

Warm-Up!
This course begins with a lively group discussion. Participants will be asked to identify the ideal state that emerges from a customer service touchpoint, from the perspective of the participant and the client. This will give participants a clear mental picture of this state.

Emotional Intelligence
Participants receive a lesson on neuroscience—specifically, the key components of the human brain, and the pull between one’s rational and emotional sides. Groups will identify “hot button” experiences in customer service and how they tend to react in emotionally heightened situations. The facilitator will share “The Blend,” a conversation model to help participants strike a balance between fight and flight. Finally, participants will learn strategies for calming themselves, and their customer, in these situations.

What Matters Most to Customers?
In this segment, the facilitator helps shift participants’ mindset so they understand the what, how and why of The Power of Conversation: the power of being able to draw out and acknowledge what matters most, how the person is being impacted, and why this matters so much to them.

Simulations
During Day 1, participants will role-play different client profiles. They will also practice Emotional Intelligence and What Matters Most techniques.

At the conclusion of Day 1, participants will have learned and practiced how to manage tension and detect what matters most: building the conditions for a customer experience that transcends satisfaction and unlocks engagement.
Day 2

Warm-Up!
Day 2 of training begins with a look back at yesterday's key lessons. This solidifies the group's understanding of the content, and helps to create a fun and trusting atmosphere for the remainder of the training.

Felt Support
“Felt support” is all about giving people not just support—but the kind of support that demonstrates the giver is managing their success, not just their performance. Using examples and stories, the facilitator will introduce participants to the concept of felt support, to be followed by an engaging group discussion. Participants will be asked to identify real examples of how felt support fits with tough customer service situations. Participants will also do two exercises, Chasm Crossing Experience and IOU (Interest, Openness, Understanding), to demonstrate their understanding. The discussion will later require a shift in thinking—how participants can shift from felt support to declared support.

5 Driving Needs
- Discussion and lesson: Deteing the cues that lead to FELT support?
- Exercise: Oxygen Poker and the 5 Driving Needs and unskillful expressions of those needs
- Discussion and Thought-work: Identify 3 cues you’d listen for to detect each of the 5 drivers / How do you seize the opportunity or re-direct the call without slipping from FELT to declared support

Directness
Practical application and content on stepping into discussions that require directness (incorporates practice of direct questions).

Simulations
- Recap on What Matters Most from Day 1
- Exercise: Treasure Hunt – stilling the solution mind just long enough to acknowledge
- Exercise: Role playing simulations between collector and specialist with focus on directness

Wrap-Up
The two-day training will end by asking participants: What is the one thing you will focus on to enhance your game?

At the training’s conclusion, participants will have learned and practiced a set of highly evolved relationship skills that create an experience customers can’t help sharing with others.
Sales Training
How to find the “sticking point”

Overview

Today’s salespeople are unknowingly “spinning” themselves out of sales.

Here’s why: in the current economy, people make decisions for emotional reasons—and justify them with rational reasons. But too often, salespeople fail to understand the power of those emotional needs (also known as “the needs that drive most buying decisions”). As a result, they default to rationally based—and often ineffective—sales techniques.

By tapping into the “feelings economy,” salespeople can essentially open relationships, form partnerships based on emotional needs, and maximize sales in a way they never have before.

The Sticking Point is an advanced workshop that bolts onto and increases the power of your existing sales program (e.g., SPIN, Consultative or Strategic Selling; or Sandler). It equips salespeople with the tools to step into tension, create solutions and develop a committed partnership with customers—unlocking customer engagement, and sales.

Workshop outline (1 day)

The Big Picture
Participants learn how to unlock customer engagement by understanding the ruling principle of the feelings economy: customers make decisions for emotional reasons, and then justify them with rational ones.
Real Estate
Participants experience the impact that a “push” approach has on the customer, and learn how to use a blend of inquiry and directness to build trust and reduce tension with customers.

Sticking Points
Participants identify the top three “Sticking Points” they encounter on a regular basis and how to deal with them in a way that draws out what matters most to the customer.

Driving Questions
Participants identify the “Driving Questions” that are most frequently underneath the Sticking Points raised by their customers: the hidden, unspoken questions that are silently but surely driving the decision-making process.

Pull Conversation
Participants learn a simple, systematic tool for harmonizing competing needs, and for co-creating a solution that unlocks customer engagement.

Navigating Hot Buttons
When it comes to conversation, what are our (and other people’s) hot buttons? Participants will learn what their unique early warning signals are in tension-filled moments when their default reaction may be to fight, flight or freeze; how to regain their rational brain in challenging situations; and practical, scientifically proven strategies for calming themselves as well as calming customers down.

Powerful Questions
Participants learn how to ask the questions that get to what matter most to the customer and powerfully move the sales process forward.

Simulators
Participants engage in thoughtfully designed simulators that allow them to practice the sales conversations they find most challenging. At the end of each simulator, they receive coaching that increases their awareness and builds their skills.

Wrap-up
At the training’s conclusion, participants will have learned and practiced how to pull out the driving question and answer that question in a way that transforms customer resistance into customer engagement.

Learning outcomes
Participants will walk away with:
• A stronger understanding of the core emotional needs that drive every sale
• Skills to increase their productivity, improve sales results, build trust and cohesiveness
• A powerful invitational language that makes themselves understood to the customer

Pre- and post-learning options
Additional tools to complement training and maximize learning outcomes including:
• Pre-emails: Short, impactful emails completed by participants prior to the workshop
• Post-emails: A series of follow-up application emails to keep the learning alive and/or create deep skill transfer
• Interactive e-learning modules: With key scenarios modeled
“Juice are present, in the moment, partnering with you. They get it done.”

Regional Sales Manager, Pharmaceutical Company
Trainer Certification/Accreditation

The Power of Conversation

Overview

Want to facilitate our programs in-house? We offer the training and certification to make your facilitators successful.

Learning outcomes

Participants who take this training will:

- Be equipped to confidently deliver *The Power of Conversation* in a way that accesses and leverages their own native facilitation style
- Create a learning environment that engages their participants in ways that are meaningful and appropriate to the culture of the organization
- Ensure that participants can immediately apply the learning of the program to their professional and personal lives
- Have the skills to transfer content and context to others, without the assistance of a Juice facilitator

Accreditation outline

While Juice will customize training to your needs, the typical process for this training accreditation involves the following steps:

**Pre-Work:** Participants are required to read Juice’s book *Juice—The Power of Conversation*. They will assist in customizing the program for their own internal audience; and sit through a live Juice-facilitated session with an internal pilot group. This session will be videotaped; participants can then review the session video, take notes and prepare to practice specific sections of the program.

**Train the Trainer:** Once trainers have had an opportunity to practice on their own, Juice will provide a day-long session for trainers to ask questions, do additional training, and receive coaching/feedback.

**Live Sessions:** Participants will set up additional programs and facilitate the training. Basic email and phone support for trainers will be available prior to and following their next program, which they will facilitate on their own.
Treasure in the Tension
Getting to what matters most

Tension reigns supreme between departments, between people and tasks, and between budgets and deadlines. Add in remote teams, diverse cultural/generational views and a need for speed, and you’ve got a recipe for ongoing conflict and extreme emotional strain throughout your entire workforce.

To make matters worse, senior leaders feel ill-equipped to handle these tensions. So, instead of addressing it, they try to overpower or avoid the tension—neither of which produces the results they need.

In this compelling keynote presentation, Brady will help leaders:

1. Identify the business tensions that get in the way of results, relationships and commitment.

2. Stand in the middle of the tension, harmonize competing needs, and draw out a solution that serves the employee experience and the global needs of the business.

3. Energize people to fuel innovative solutions, high engagement and great results!
What if you could harness organizational tension into something positive for your business?

But, when approached strategically, tension in the workplace can actually become a driver of:
- opportunity,
- innovation, and
- personal connection.

Brady Wilson, author of Juice—The Power of Conversation, knows how to turn the tables on organizational tension and find the treasure at its core. In this dynamic presentation, Brady will show leaders how to unlock the hidden potential in their organization by skillfully moving toward tension.

As a leader, everything you do has the potential to elicit—or block—the willingness of employees to go above and beyond the call of duty:
- Meet an emotional need, and you energize them through meaning and purpose; but
- Let that need go unmet, and you release the negative energy that triggers cynicism, apathy and reduced productivity.

The solution to increased productivity and improved employee engagement and communication is to meet the deeper needs of their hearts, in addition to their heads.

Brady Wilson, author of Love at Work: Why Passion Drives Performance in the Feelings Economy, will share the power of how leaders can use love to develop employees who are committed, accountable and energized.

Our keynote presentations inspire today’s senior leaders to transform their businesses into higher-performing organizations pulsating with motivated, passionate, innovative employees who consistently go above and beyond the call of duty. And the results have been astounding.

Ideas, skills and tools you can use immediately

Our high impact and thought-provoking keynotes are designed to give leaders the refreshing ideas and practical tools to:
- energize their team to get great results,
- face fears and challenges,
- create meaning for their people, and
- create ease in the system.
At Juice, we believe that energized and engaged employees fuel great customer experiences and better business results. That’s why we focus on ideas, skills and tools people can put to use immediately.

You get people who own the result!

It’s also why we build on the work you’ve already done. You get more out of what you’ve already invested in.

The result is an energized team, better performance and results that matter.

Our clients think of us as their performance partner.
Refreshing Ideas. Real Results.
Juice Learning Methodology

How people learn: Real Work™

We know that people learn best by doing, and especially by learning on-the-job.

Accordingly, our programs focus on learning, practicing and applying new skills and tools to learners’ real-world circumstances. We use simulations, action-learning, and real-work simulators to ensure not only learner engagement, but success.

We also know that the best kind of practice is on the job—so we:

- incorporate Real Work into everything we do; and then
- support the learning and work done in the class through post-training support, which we call Project Learning™.

If simulations bridge the gap between theory and practice, Real Work and Project Learning bring the practice home.

Engaging activities

Juice Inc training is grounded in adult learning principles.

And because our experience has come from the field of experiential learning, you’ll find we deliver learning through an engaging blend of activities including:

- Instructor-led content that teaches simple and practical tools for leaders to use every day;
- Small and large group discussions that create a shared experience, and deepen understanding;
- Individual reflection that provides time to process learning and explore self-discovery and personal application;
- Deliberate practice to build courage and confidence in new skills; and
- Experiential exercises to create both rational and emotional commitment.
Customizable learning: it’s about you

Our customizable learning methodology allows you to select the mix of tools and approaches that will best suit your audience and drive the outcomes you are looking for.

We work with you to select the best mix of learning strategies including but not limited to:

- Pre-training strategies
- Learning delivery strategies
- Blended solutions with Juice e-learning
- Post-training strategies
- Measurement

Pre- and post-training

The most effective mix of pre- and post-training tools will be selected in consultation with you and your leaders, to deliver the best results possible. The proposed fee structure includes the follow-up emails. E-learning and individual coaching are billed in addition to the proposed fee.

“(Juice is an) extension of my HR function in the learning, training and development area.”

Director, HR - National Business Services Company
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