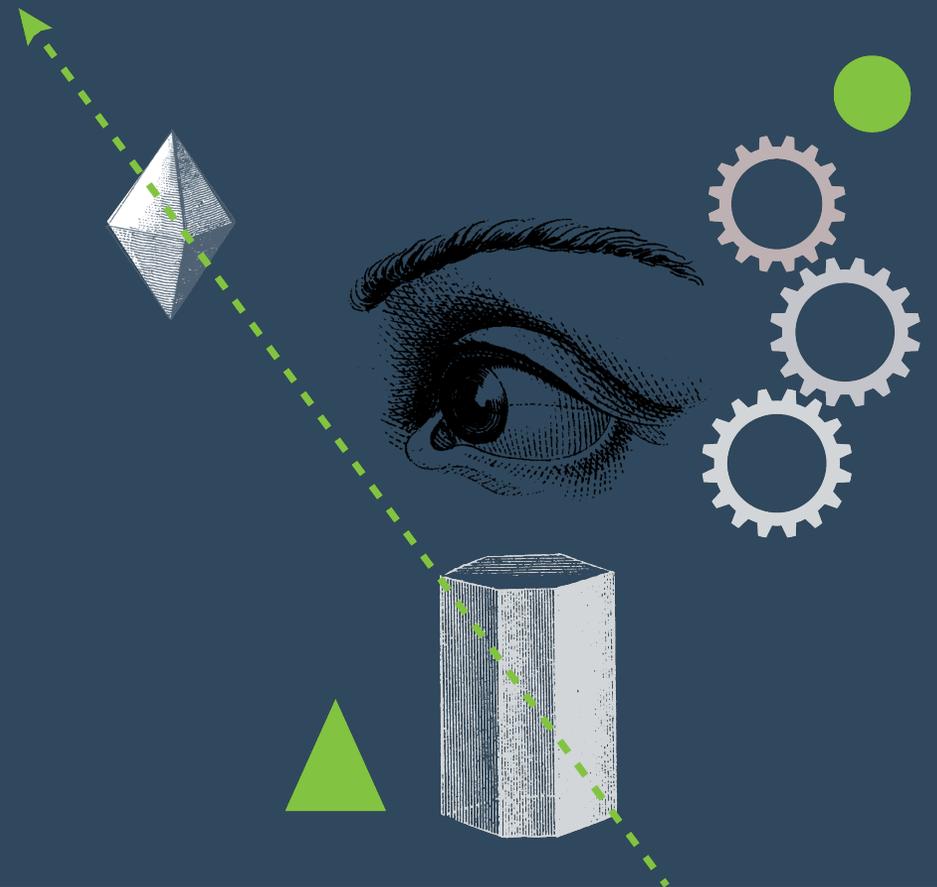# GRIST programs overview

2024

GRIST

GRIST

GRIST is a change management consultancy that specialises in the people-side of change. We've been doing it for 30 years. Our programs drive behavioural change that is reflected in real-world performance results while developing skill, boosting engagement, lifting motivation and helping your people achieve their goals.

GRIST's philosophy has always been excellence by degrees°

Trying to impose wholesale change on an organisation invariably fails. Psychology has proven that making small, frequent changes towards a goal increases the certainty of success. They create feelings of accomplishment that fuel motivation and create a ripple effect of behavioural changes that lead to greater success and sustainable change. We call these small changes 'micro-behaviours'. They are part of our DNA and enable our clients to achieve excellence by degrees°

What differentiates us

Over 70% of our work is bespoke, addressing each client's unique challenges. Our expertise lies in simplifying strategic goals and change into manageable steps that are easy to act upon immediately and bolster their execution with structured measurement systems and leader operating rhythms of coaching and feedback.

Leveraging the intrinsic value of success and satisfaction over numerical metrics alone, GRIST solutions provide a key to unlocking the potential in capability development and learning curriculums to always deliver measureable productivity and performance success.

'Executing any strategy that requires a lasting change in human behaviour is one of the toughest challenges leaders and their organisations will ever face. For people to change their behaviour they need to perceive it is of value to them.'
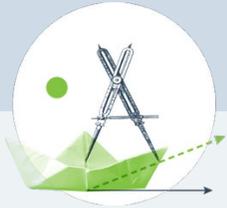
Kim Grist, Psychologist and Founding Partner | GRIST

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GRIST programs overview

LEADERSHIP CONVERSATIONS

Improve relationships and strengthen your workplace using the full range of daily leadership conversations

1. Coaching skills
2. Effective feedback conversations
3. Performance refocus conversations
4. Effective team meeting and huddle conversations
5. Presentation skills
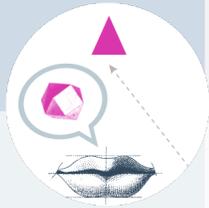
CUSTOMER CONVERSATIONS

Optimise sales and service conversations to ensure every conversation counts

6. Great customer service conversations
7. Needs-based sales conversations
8. Key account management

INTERNAL STAKEHOLDER CONVERSATIONS

Empower internal teams to influence real change within and across organisations

9. Professional L&D consulting skills
10. HR business partner consulting skills
11. Influencing without authority conversations

PROJECT-BASED LEARNING

Inspire the desire in people to want to improve using learning programs to achieve specific metric improvement

12. Tactical Leadership
13. INSPIRE©
14. Little Big Experiment©

LEARNING & BEHAVIOURAL DESIGN

From operating rhythms to competencies, we design simple and easy-to-use behavioural frameworks that get results

15. Bespoke frontline and leadership competency and behavioural framework design
16. Customised learning and induction curriculums and supporting programs

BEHAVIOURAL ASSESSMENT

Unlock workplace potential using GRIST's unique micro-behavioural approach to conversation analytics

17. Sales & service CX diagnostic
18. Leadership behavioural assessment & insights
19. Learning outcome evaluation and assessments
20. YakTrak

LEADERSHIP CONVERSATIONS
Coaching skills

If your goal is to increase retention, improve productivity, drive sales or boost employee wellbeing, your leader's ability to coach and develop people to achieve success is an essential leadership skill.

Research shows that 70% of variance in team engagement is determined by the leader. GRIST's coaching skills program improves leaders' ability to engage their team members to learn, grow, and win.

GRIST's micro-behavioural coaching and feedback frameworks gives coaches up to 20 small, easy coaching behaviours that make any coaching or feedback conversation more effective. These micro-behaviours take minutes to learn, have immediate impact, and are mastered in weeks, not years.

Key components

- Understanding your impact as a leader
- The focus, frequency, quality development cycle
- Translating measures of success into micro-behaviours
- The psychology of performance model
- ACDC or Tactical GROW micro-behavioural coaching framework
- Implementing a coaching operating rhythm
- How to conduct a coaching self-assessment

WHAT THE NUMBERS SAY

85%
adherence to leadership operating rhythm
Major Australian Insurer

22%
uplift in quality of coaching
Major Australian Health Insurer

+

23%
increase in quality of customer conversation

11%
decrease in Average Handling Time
Major Australia Utility

+15%
NPS, highest ever result achieved
Large Australian Super Fund

+4%
Culture Index
Major Australian bank

Program outcomes for participants

- Build stronger, more effective relationships

- Translate performance and business KPIs into actionable behaviours and achieve an immediate uplift in the performance and productivity of their team

- Implement coaching techniques that encourage personal responsibility, independence, and positive goal setting

- Structure feedback to create a motivating, growth mindset-oriented learning experience

Program delivery options

- Self-paced online or
- 1- or 2-day face to face or
- 4 x 3-hour spaced and paced virtual workshops

n.b.: Pre-work often requires participants to bring a recording of a 5-15min coaching conversation to the workshop.

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LEADERSHIP CONVERSATIONS
Effective feedback conversations

When was the last time you received effective feedback from your leader? If you're like many, it may have been a while. Because let's be honest: no-one looks forward to giving **or** receiving feedback – just the word is enough to induce anxiety.

Providing feedback on performance is an integral part of a leader's role, and, when done well, can be both mutually beneficial and crucial to setting up your people for success.

GRIST's effective feedback conversations program provides leaders with proven techniques that help everyone realise the benefits of giving and receiving feedback.

Key components
- The intent of feedback and when to give it
- Using the ACDC conversation framework to give feedback
- The role of trust in creating a growth mindset response to feedback
- Giving positive or reinforcing feedback, and constructive or corrective feedback
- Setting goals, actions and follow up after feedback
- How to conduct an ACDC self-assessment

WHAT THE NUMBERS SAY

Organisations who gave strengths feedback had turnover rates that were **14.9%** lower than for employees who received no feedback

60% of employees said they wanted feedback on a weekly or daily basis. This figure increases to around **72%** for the younger age group of employees who are under 30 years old

72% of people interviewed felt their performance would improve if they received corrective feedback

92% agreed that, if delivered appropriately, negative feedback is effective in improving performance

Program outcomes for participants

GRIST's unique micro-behavioural approach to giving feedback:

- Build trust and deepen employee relationships
- Improve the effectiveness of development conversations
- Increase development goal completion rates
- Live the progress principle[1]
- Increase employee engagement

[1] http://progressprinciple.com/books/single/the_progress_principle

Program delivery options
- ½ or 1 day face to face or
- 2 x 3-hour spaced and paced virtual workshops

Pre-work

Recording of a 5-15min feedback conversation.

GRIST

Performance refocus conversations

A common problem for leaders is how to approach poor performance; mainly because performance issues are frequently ascribed to mindset, or **will,** as opposed to skill.

Addressing mindset can be intimidating, and many choose to accept poor performance than engage in dialogue on root cause.

GRIST's performance refocus conversations are designed to create behavioural change with team members who have the ability to change but choose not to. They are designed to breakthrough will issues (change mindset) and are for small to moderate behavioural issues affecting culture or performance.

Refocus conversations should happen once a leader has completed multiple observations, behavioural coaching and development reviews where the behaviour and/or performance has been addressed, but not changed.

Key components

- Leading performance through behaviour
- Effective goal setting
- When to have Refocus Conversation
- Demonstrate the core elements of a Refocus Conversation
- What to do when behaviour has change, but performance hasn't

WHAT THE NUMBERS SAY

Absenteeism costs the Australian economy more than **$33 billion** in wages and lost productivity every year

86% of employees and executives cite the lack of effective collaboration and communication as the main causes for workplace failures

Australian managers spend approx. **12%** of their time correcting others' mistakes

28% of employees cite poor communication as the reason for not being able to deliver work on time

46% of new hires fail in the first 18 months, and of those new hires, **89%** fail for reasons associated with attitude

Program outcomes for participants

- Understand where refocus conversations fit in the performance management process, and how you earn the right to have it
- Explain the psychology of performance and the differences between mindset and behaviour
- Define what a behaviour is and how it can link to performance outcomes
- Create quality behavioural goals and action plans
- Self-assess the effectiveness of a refocus conversation

Program delivery options

- 2 days face-to-face or
- 4 x 3-hour spaced and paced virtual workshops

Pre-work

15min pre-call with a GRIST facilitator to understand the leader's specific goals and situation

GRIST

LEADERSHIP CONVERSATIONS
Effective team meeting and huddle conversations

'The consistent approach saw the managers armed with the message to deliver to their team which in turn saw an improvement in our team behaviours and culture. The change in micro- behaviours from our team saw improvements in all areas of our metrics.'
— Regional Leader of Leaders

It's hard to keep up with the rate of change. Technology has changed the way that team members interact with each other and with their leader.

Employee needs have also changed. Leaders must understand how to adapt their leadership conversations to develop a culture of high performance.

THE PAST	THE FUTURE
Get paid	Have purpose
Live to work	Work to live
Job satisfaction	Grow and develop
Leader is the boss	Leader needs to coach
Yearly performance review	Regular, connected conversations
Fix my weaknesses	Leverage my strengths

Adapted from Gallup's paper on high development culture, 2022

Employee engagement remains an essential requirement for producing high quality work, and the leader's actions and conversations are the biggest influencer on each team member's productivity and employment experience.

Key components

- Critical team meetings and one-on-one conversations
- Establishing a leadership operating rhythm
- The 20 micro-behaviours of the ACDC leadership conversation framework
- Adapting ACDC to different types of conversations/ meetings
- How to conduct an ACDC self-assessment

WHAT THE NUMBERS SAY

15% increase in sales conversion
Large Energy Provider

14% uplift in staff engagement
Major Australian Energy Provider

66% uplift in FUM
Major Australian Super Fund

11% decrease in Average Handling Time
Major Australian Utility

+8% Employee Commitment Index *Major Australian bank*

+10% internal (e)NPS
Major Australian Bank

*FUM = Funds Under Management

Program outcomes for participants

- Create a leadership operating rhythm using a variety of conversations and meetings
- Effectively run huddles or short start/end of day meetings
- Get the most from team meetings
- Run focus sessions to develop skills and
- team member capabilities
- Deliver effective feedback
- Use proven leadership micro-behaviours to improve the quality of un-structured, in-the-moment conversations

Program delivery options

- 2 days face to face, or
- 4 x 3-hour spaced and paced virtual workshops

Pre-work

Recording of a 5-15min coaching conversation

GRIST

Presentation skills

Skill development shouldn't be done for the sake of training. Any training must have a positive business impact and produce a change in behaviour.

Our presentation skills program has been developed by experienced business operators and professional speakers, and is focused on achieving your specific business outcomes.

GRIST's presentation skills program will improve your ability to present confidently and persuasively.

Presentation styles are fine-tuned to develop a greater ability to inform, influence and convince. Participants develop the ability to tailor their presentations to engage and persuade internal and external audiences.

Key components

- Pre-call participants to discuss presentation experience and what they would specifically like to achieve
- Recorded participant presentations for private review Feedback and observation on presentations that discuss strengths and identify areas for improvement
- Incremental learning approach combined with a behaviour modelling approach of 'learn-practice-feedback' repeated throughout the program

WHAT THE NUMBERS SAY

In April 2021, Zoom usage globally soared from 10 million meeting participants per day to more than

300 million

And that's just Zoom!

The average team member attends approx.

62

meetings per month

Since COVID the average meeting length has dropped 20% (great!), but regardless, multiple studies find that up to

50%

of people consider their meetings to be a complete waste of time!

Program outcomes for participants

- Increased ability to develop and deliver targeted messages to persuade audiences
- A more flexible delivery style to accommodate formal and informal presenting situations
- Reduction in the time it takes to prepare presentations
- Greater ability to project confidence and professionalism when presenting face to face or in a virtual setting

Program delivery options

- 1 day face to face or
- 2 x 3-hour spaced and paced virtual workshops

Pre-work

Preparation of a 5-7min business presentation for delivery on day one of the program

GRIST

Great customer service conversations

'Building a good customer experience does not happen by accident. It happens by design'

— Clare Muscutt, CEO of Women in CX

Customer service is more important than ever. Chatbots, live chat and digital self-serve options have become expected service options by customers. Today's customers expect organisations to know more, care more, and offer personalised support with problem-solving and what options are available.

What you say and how you say it will continue to make or break your customer experience. Investing in a strong service team will improve customer satisfaction, reduce churn and increase revenue.

GRIST's great customer service workshops are designed to help face to face, phone- or chat-based customer service representatives to deliver an exceptional customer experience. Great customer service is a dynamic two-way process that delivers great connection with maximum understanding.

Key components

- What customers want
- The moments that matter
- The 6X6 Customer Service conversational framework
- The psychology of performance
- Making successive improvements to the goal
- Purposeful experimentation
- Action planning
- Reviewing and celebrating success

WHAT THE NUMBERS SAY

Increasing customer retention rates by just **5%** can increase profits by between **25%-95%**

61% of customers say they would switch to a new brand after one bad experience

93% of customers are likely to make repeat purchases with companies that offer excellent customer service

90% of customers use customer service as a factor when deciding whether or not to do business with a company

Program outcomes for participants

GRIST's unique micro-behavioural approach to great service conversations:

- Builds self-confidence and empowers the team member to find what works for them
- Improves speed to competence
- Creates a performance culture
- Improves internal NPS of new hires
- Increase employee engagement
- Improves customer satisfaction/ customer experience metrics
- Increases customer loyalty

Program duration

- Interactive self-directed PDF
- 2 days face to face workshops, depending on scope of change, or
- 4 x 3-hour spaced and paced virtual workshops

Pre-work

Bring a recording/transcript of a customer service conversation

GRIST

Needs-based sales conversations

'The reason it seems that price is all your customers care about is that you haven't given them anything else to care about.'

— Seth Godin; best-selling author, entrepreneur & teacher

Meeting your customer's needs starts with better conversations. Whether it's providing expertise or advice, or adding additional value, the conversations you have with customers impact every measurable sales metric and when done well, meet the needs they have now and in the future.

Small changes in conversational behaviour can yield amazing results. Consider the results of McDonald's famous 'Would you like fries with that?'.

GRIST's needs-based sales conversations program helps sales teams identify small changes in conversation that build connection, leverage product knowledge and create exceptional customer experiences that increases bottom-line performance.

Key components

- What needs-based sales is and why developing customer conversation skills is important
- The power of moments in the customer's journey
- Greeting your customer and building common ground
- Questioning to understand customer needs
- Adding unexpected value and gaining agreement to next steps
- Confirming the sale
- Turning complaints into sales

WHAT THE NUMBERS SAY

68% of consumers say they are willing to pay more for products/services from a brand known to offer good customer service experiences

58% of consumers say excellent past customer service influenced their decision to buy

53% of shoppers are likely to look at a product in-store and buy it online, and conversely, **54%** of consumers say that over the next year they're likely to look at a product online and buy it in-store

44% of brands plan to increase their employees' interaction time with customers over the next year

Program outcomes for participants

GRIST's unique micro-behavioural approach to Retail Sales conversations:

- Builds self-confidence and empowers the team member to find what works for them
- Improves speed to competence
- Creates a performance culture
- Improves internal NPS of new hires
- Increase employee engagement
- Increases conversion rates
- Increases average transaction values
- Increases loyalty program conversion

Program duration

- Face to face workshops, or
- Virtual spaced and paced workshops, or
- Leader-led implementation with support resources

Pre-work

Bring a recording /transcript of a customer service conversation

GRIST

CUSTOMER CONVERSATIONS
Key account management

'Get closer than ever to your customers. So close that you tell them what they need well before they realise it themselves.'

— Steve Jobs, Co-founder, chairman and CEO of Apple

Key accounts typically represent a disproportionate percentage of your revenue. While your product and pricing need to be strong, it's your key account managers who ultimately keep customers for the long term.

Key account management conversations differ from selling conversations as they aim to assist in achieving the client's strategic goals, leverage product knowledge and business acumen to provide competitive advantage and deepen the emotional bond of a great client relationship.

GRIST's key account management conversations program focuses on developing the skills to have effective and strategic conversations and agree on clear steps of implementation. There is an art to being on the side of your client and meeting your own organisational objectives. GRIST's KAM Conversation framework, helps KAMs to identify the small changes in their conversations that can yield big results.

Key components

- The psychology of performance
- The power of micro-behaviours
- The Key Account Management framework and how to use it to enhance performance
- Creating connection & understanding needs
- Communicating value & gaining agreement
- Adding value & maintaining momentum
- Building a resilient mindset

WHAT THE NUMBERS SAY

Increasing customer retention rates by just **5%** can increase profits by between **25%-95%**

58% of consumers say excellent past customer service influenced their decision to buy

46% of brands are investing in improving the employee experience so they can better serve customers and ultimately boost retention

68% of consumers say they are willing to pay more for products/services from a brand known to offer good customer service experiences

Program outcomes for participants

To develop Key Account Managers who can work alongside their partners to:

- drive growth and add value
- provide insights through strategic conversations
- build key relationships
- assess performance against the Key Account Management framework
- demonstrate a resilient mindset

Program duration

- Face to face workshops, or
- Virtual spaced and paced workshops, or
- Leader-led implementation with support resources

Pre-work

Bring a recording /transcript of a customer service conversation

GRIST

Professional L&D consulting skills

GRIST's Internal Consulting Skills Program for L&D professionals is a strategic training initiative designed to bolster the consulting abilities of Capability and Learning & Development Consultants within large organisations.

This program empowers these professionals to evolve into trusted, strategic partners for their internal stakeholders.

Participants understand how past experiences shape mindset and behaviours, utilise the trust equation to cultivate strong relationships, and build a shared understanding of stakeholders' needs. It provides tools for effectively communicating the value they bring, managing expectations, and crafting solutions that address pain points and deliver measurable results.

The program uniquely combines learning and development principles with strategic consulting skills.

Key components

- The consultant mindset
- Building trust
- Understanding the client / stakeholder
- Communicating value & gaining agreement
- Creating effective solutions
- Influencing without authority
- Working with ambiguity
- Personal effectiveness

WHAT THE NUMBERS SAY

Only **50%** of L&D professionals report working more closely with their executive leaders

L&D's time in the spotlight in just beginning

87% of executives report experiencing skills gaps in the workforce or expect them in a few years. Less that half of these executives know how to solve the problem.

35% of learners were encourages by their managers to expand their skills. What does this say about L&D professional's ability to influence managers?

Program outcomes for participants

To develop internal Capability or L&D Consultants who can work alongside their partners to:

- Enhances understanding of their stakeholders wants and needs
- Skills to design effective capability building solutions
- Improved ability to communicate the benefits of the solutions clearly
- Mastery in building key relationships within the organisation
- Expertise in delivering value to the business through learning solutions
- Transformation into a trusted resource, invited to participate in business initiatives from the onset.

Program duration

- Up to 3.5 days in face to face workshops, or
- Up to 4 days in multiple virtual spaced and paced workshops, or
- Leader-led implementation with support resources

GRIST

HR business partner consulting skills

> '*Your ability to hire, retain, train, and redeploy people is not going to be easy going forward. That's why HR is so important.*'
>
> — Josh Bersin; HR Global Industry Analyst

As organisations of the future take shape, HR Business Partners will be the driving force behind tasks like talent management, workforce flexibility, strategic planning, and tech development.

They'll also support top-level executives in defining the company's purpose, improving employee experience, cultivating leadership, and simplifying organisational processes.

GRIST's program for HR Business Partners is tailored to foster the consulting skills that help in establishing strategic partnerships required to deliver measurable outcomes for the business.

Participants will learn key consulting skills from understanding business and stakeholder needs, creating effective solutions, plans for effective project implementation, influencing business leaders and measuring success.

Key components

- The consultant mindset
- Building trust
- Understanding the client / stakeholder
- Communicating value & gaining agreement
- Creating effective solutions
- Influencing without authority
- Working with ambiguity
- Personal effectiveness

WHAT THE NUMBERS SAY

Leader and manager effectiveness is the priority for **60%** of HR leaders

24% of HR leaders say their leadership development approach does not prepare leaders for the future of work.

In 2016 **74%** of employees were willing to change work behaviours to support organisational change, but in 2022 it's down to **38%**

Employee experience is a top priority for 47% of HR leaders, but only **44%** believe their organisations do not have compelling career paths.

Program outcomes for participants

To develop HR Business Partners who can:

- Understand stakeholders wants and needs
- Design effective solutions
- Communicate the benefits of the solutions clearly
- Building key internal relationships
- Delivering measurable value to the business through their solutions
- Become a trusted resource, invited to participate in business initiatives from the onset.

Program duration

- Face to face workshops, or
- Virtual spaced and paced workshops, or
- Leader-led implementation with support resources

GRIST

Influencing without authority conversations

'Influence is the single most important skill you can master in your lifetime'

— Tony Robbins; entrepreneur, speaker and author

Central to (almost) every job is how we work with and influence others.

Influencing without authority, so key decisions and tasks are actioned within project timeframes, is a key challenge across many operations teams.

GRIST's influencing stakeholder conversations program will improve your ability to present information clearly, confidently and persuasively.

Participant's skills are fine-tuned to develop a greater ability to delve into what the stakeholder's key needs are, what information is needed when, and how to influence and convince using evidence. Participants develop the ability to tailor their conversations to engage, involve and persuade internal and external audiences.

Key components

- What stakeholders want and the moments that matter to them
- The psychology of performance
- The 6X6 conversational framework
- Building rapport and common ground
- Questioning to understand stakeholder needs
- Adding unexpected value and following up
- Action planning
- Communicating ideas through evidence

WHAT THE NUMBERS SAY

Retention rates are **34%** higher among organisations that offer employee development opportunities

58% of employees *(62% of Millennials and GenY)* say professional development contributes to their job satisfaction, a major factor in retention

Only **29%** of organisations have a clear learning and development plan for their employees

Employees who have access to professional development opportunities are **15%** more engaged

74% of workers say that a lack of employee development opportunities is preventing them from reaching their full potential

Program outcomes for participants

- Build rapport through personal engagement and curiosity
- Demonstrate active listening
- Demonstrate effective drill-down questioning
- Leverage evidence when communicating key ideas and decisions
- Outline benefits of proceeding with a proposed solution and consequences of not

Program duration

- Face to face workshops or
- Virtual spaced and paced workshops

Pre-work

Bring a recording of a stakeholder conversation

GRIST

PROJECT-BASED LEARNING

Tactical leadership

'The central issue isn't strategy, structure or systems… but the core of the matter is always about changing the behaviour of people and behaviour change happens successfully when people are engaged, and their feelings, values and beliefs are taken into account.'

— John Kotter, global expert on culture and change

According to HBR, 90% of leaders fail to achieve all their strategic goals. Is it due to poor strategy or poor execution?

Steve Jobs once said 'To me, ideas are worth nothing unless executed… Execution is worth millions.' Leaders who put strategy into action become your competitive advantage.

GRIST's Tactical Leadership program offers a methodology for translating personal or organisational goals into immediately applicable micro-behaviours.

The objective is for leaders to engage their teams and identify the smallest of actions that make progress towards the goal, achieve a measurable uplift in performance and develop their people's capability.

Key components

- Tactical Development Cycle: Understand the focus, frequency and quality of the required leadership activities
- Define and implement: define the business goal/opportunity and implement a micro-behavioural plan of action
- Confirm and adapt: review progress and confirm (keep) what's working and adapt what's not
- Embed and document: reflect on progress achieved and identify the link between new behaviours and new outcomes

WHAT THE NUMBERS SAY

x2
customer loyalty growth
Large Australian Retailer

14%
uplift in staff engagement
Major Australian Energy Provider

>20%
customer growth
Major Logistics Provider

66%
uplift in FUM*
Major Australian Super Fund

54%
of stores increased NPS
Large Australian Retailer

+5%
Service Enablement Index
Major Australian bank

+10%
internal (e)NPS
Major Australian Bank

13%
increase in sales conversion
Major Australian Energy Provider

*FUM = Funds Under Management

Program outcomes for participants

The core success measures of GRIST's tactical leadership program is an uplift in leader capability. Example competencies include:

- Customer focus
- Decision quality
- Builds effective teams
- Drives vision and purpose
- Optimises work processes

- Drives engagement
- Plans and aligns
- Resourcefulness
- Drives results
- Strategic mindset

Program duration

Tactical leadership is a project-based program across 13 weeks

Pre-work

- Business metric identified to shift
- Optional: self-paced coaching online. Learn more at: gristconsulting.com.au/the-gist

GRIST

PROJECT BASED LEARNING
INSPIRE©

GRIST's INSPIRE© program combines elements of Tactical Leadership with purposeful experimentation, using a behavioural framework as the focus. It's designed to be an innovative, sustainable way for your leaders and leaders of leaders to implement their quarterly business plan and live their operating rhythm.

Purposeful experimentation empowers employees to make good decisions on their own and accelerate innovation and improvements, while Tactical Leadership offers a methodology for translating personal or organisational goals into immediately applicable micro-behaviours.

GRIST's INSPIRE© program is a 13-week, on-the-job practical program that inspires teams to find new solutions to their business needs. The aim is to identify small changes that yield big results.

Key components

- Define the problem
- Engage through effective communication and role-modelling
- Ideate possible micro-behavioural solutions
- Plan implementation, including communication & activities
- Apply ACDC coaching methodology
- Review, then pivot what's not working and amplify what is
- Embed new habits with the team
- Document and celebrate success

WHAT THE NUMBERS SAY

Major Australian bank moved **NPS** from No. 3 to **No. 1** in the country

100% of clients recorded internal organisational engagement uplift

Sales & service-based clients all reported **millions** in new revenue; **MORE** in saved costs

See our case studies here: **gristconsulting.com.au/case-studies**

Program outcomes for participants

Equips leaders with the skills and tools to:

- identify and rectify performance problems through leadership activities
- engage their team early to understand the root (behavioural) cause of the problem
- ideate on and experiment with solutions
- support the team to change behaviour
- measure the impact of the change
- recognise success or pivot quickly if the solution isn't having an impact
- deliver results
- innovate and refine approach.

Program duration

INSPIRE© is a project-based program across 13 weeks

- 1-2 day face-to-face launch
- 3 x 3-hour face to face or virtual masterclasses
- 3 x 1-hour work-in-progress check-ins (virtual)

Pre-work

- Optional: self-paced coaching online. Learn more at: **gristconsulting.com.au/the-gist**

GRIST

PROJECT BASED LEARNING

Little Big Experiment©

The current rate of change means leaders must master new ways of leading. In addition to setting the direction and implementing it effectively, leaders must unleash their team's natural curiosity to explore and find new, better, and more efficient ways of working.

Today's leaders must find the balance between execution and purposeful experimentation. Purposeful experimentation empowers employees to make good decisions on their own and accelerate innovation and improvements.

GRIST's Little Big Experiment© is a 13-week, on-the-job, practical experiment that inspires teams to find new solutions to their business problems. The aim is to identify small changes that yield big results.

Key components

- Define the problem
- Ideate possible micro-behavioural solutions
- Plan implementation, including communication and activities
- Apply ACDC coaching methodology
- Review progress and check in with peers/facilitator
- Pivot what's not working and amplify what is
- Embed new habits with the team
- Document and celebrate success

WHAT THE NUMBERS SAY

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- ideate on and experiment with solutions
- support the team to change behaviour
- measure the impact of the change
- recognise success or pivot quickly if the solution isn't having an impact
- deliver results
- innovate and refine approach.

Program duration

Little Big Experiment© is a project-based program across 13 weeks
- 1-2 day face-to-face launch
- 3 x 3-hour face to face or VILT masterclasses
- 3 x 1-hour work-in-progress check-ins (virtual)

Pre-work

- Optional: self-paced coaching online. Learn more at: **gristconsulting.com.au/the-gist**

GRIST

Bespoke behavioural framework design

> 'GRIST understands the psychological aspects of performance and improvements. They understand how people think, operate, and perform and they understand how to influence human behaviour; this really underpins their whole system. They are focused on truly embedding a change into the culture of the organisation.'
>
> — David Ackland, Executive, Energy Australia

GRIST micro-behavioural frameworks provide individuals clarity about what and how to do the actions that, when aligned, bring an organisational vision and strategy to life.

We interpret organisational objectives, vision, values, regulations and more into simple and easy-to-do behaviours.

A GRIST micro-behavioural framework can be used to:

- communicate why change is needed
- plan what needs to be done and how to do it
- assess and track performance
- identify strengths and areas of improvement
- create development and coaching plans

Process

- Articulate the vision, mission, values and strategy to be implemented
- Review current state behaviours and identify desired state behaviours
- Create clear intent statements for required competencies and/or skills
- Design critical micro-behaviours aligned to job roles

WHAT THE NUMBERS SAY

100+ frameworks created across multiple industries & themes

- Coaching
- Leadership competencies
- Team meetings
- Sales conversations
- Stakeholder management
- Wellbeing
- Key account management
- Service conversations

16,000 leadership conversations assessed and analysed, providing data and insight into what effective leadership conversations sound like

Design principles

- We select the few, critical micro-behaviours that will have the biggest impact on outcomes
- We value a plain-English, concise approach that makes change less daunting, simple and quick to implement
- All GRIST frameworks are compliant by design
- Our design is always human-centred; meaning it's created with the end-user at the forefront
- We incorporate best practice customer experience, wellbeing and behavioural psychology principles within the overarching architecture and individual behaviours
- All frameworks are designed to aid capability assessment, diagnosis of areas of opportunity and development on the job
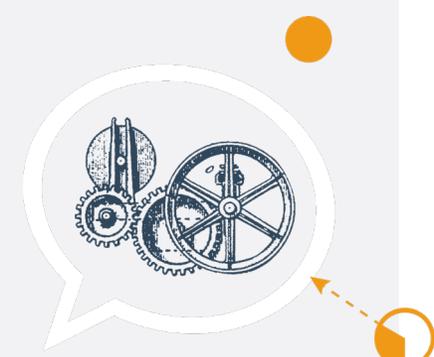
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Customised learning curriculums

GRIST's learning design team crafts bespoke learning curriculums, spanning from initial onboarding to individualised learning paths.

Utilising our unique micro-behavioral frameworks, we integrate your readily available learning materials to create curriculums that enhance skills and yield tangible business results.

PROCESS

GRIST's approach to designing custom learning curriculums involves:

1. **Assessment:** we identify your organisation's learning needs and desired outcomes.

2. **Content review:** we examine your existing learning materials for relevance and effectiveness.

3. **Framework integration:** we incorporate our micro-behavioral frameworks into the curriculum for impactful learning.

4. **Design:** we arrange learning materials logically to create a tailored curriculum.

5. **Implementation:** we roll out the curriculum using various delivery methods.

6. **Evaluation:** we continuously assess the curriculum's effectiveness and make necessary adjustments to align with business goals.

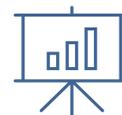| Connection	Application	Autonomy	Accessibility	Safety

Alignment	Accountability	Assessment	Acknowledgment	Engagement

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BEHAVIOURAL ASSESSMENT
Sales & service CX diagnostic

GRIST's ability to objectively measure the quality of conversations at a behavioural level is unique.

We measure the specific micro-behaviours that are (or aren't) being exhibited and, as a result, we understand what a great conversation sounds like.

GRIST has unmatched data-driven insights into the correlation between sales and service micro-behaviours and successful customer outcomes.

GRIST's sales and service CX diagnostic can:

- uncover opportunities to turn your difficult conversations into great customer experiences
- determine the 'signature' behaviours that makes your customer experience unique
- compare your conversation to an industry average

Process

- We collect your live customer conversations via our secure portal or through your preferred secure file transfer protocol
- Our behavioural analytics team objectively assesses and analyses the quality of your conversations, using GRIST's best practice micro-behavioural framework
- The data is collated and reported on using the 20 weighted micro-behaviours that are key to driving performance outcomes

WHAT THE NUMBERS SAY

80+
major Australian contact centres benchmarked in our industry data

70+
sales/service micro-behaviours assessed, broken down to the **20** key micro-behaviours that drive successful customer outcomes

70,000
customer sales and service conversations assessed and analysed, providing data and insight into what impacts the customer outcome and what great sounds like

Design principles

Over the years of benchmarking customer service conversations, GRIST has observed a gradual shift in what impacts the outcome, in line with changing technologies and customer preferences. Customers are now savvier and better informed than ever, and subject-matter expertise is less of a selling point. The most successful sales and service consultants display emotional intelligence and exceptional rapport-building behaviours.

GRIST sales and service analytics provides insight into:

- the quality and effectiveness of your organisation's sales and service conversations
- your team's performance against best practice
- the areas of opportunity will have the most impact on results.

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Leadership behavioural assessment & insights

GRIST can objectively measure the quality of leadership conversations at a behavioural level and give you insight into the effectiveness of leadership activities.

Our tactical leadership framework is built from evidence-based behavioural psychology methodologies and is proven to drive behavioural change faster.

GRIST has unmatched data-driven insights into the correlation between leadership micro-behaviours and successful team member outcomes.

GRIST's leadership behavioural assessments and insights reports on 25 key micro-behaviours that provide the foundation for building successful, targeted leadership conversations that will contribute to tangible, positive behavioural change in your people.

Process

- We collect your live leadership conversations via our secure portal or through your preferred secure file transfer protocol
- Our behavioural analytics team objectively assesses and analyses the quality of your conversations, using GRIST's best practice micro-behavioural framework
- The data is collated and reported on using the 25 weighted micro-behaviours that are key to driving performance outcomes

WHAT THE NUMBERS SAY

16,000
leadership conversations assessed and analysed, providing data and insight into what effective leadership conversations sound like

50+
leadership micro-behaviours assessed, broken down to the
25
key micro-behaviours that drive successful team member outcomes

Design principles

GRIST created the ACDC tactical leadership conversation based on 30 years of leadership coaching observation and experience and extensive analysis over 16,000 leadership conversations. This framework is aligned to self-determination theory, growth mindset and has been designed to drive deliberate practice and goal achievement through successive approximation. It's applicable to all leadership conversations, including coaching, team meetings, focus sessions and more.

GRIST tactical leadership assessments can:

- identify what your top performers do differently
- give insight into behaviours that are driving current results and define the behaviours that will drive the desired results
- assess your leaders' performance against best practice
- recommend the areas for development or opportunity for each of your leaders.

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Learning program evaluation and assessments

GRIST modernises the trusted Kirkpatrick model and incorporates evaluation as part of the learning, rather than as an 'extra' that provides no value to the participant.

This ensures our learning initiatives have real impact: meeting business objectives, yielding measurable returns, adjusting to evolving needs, enhancing employee involvement, and driving data-driven enhancements.
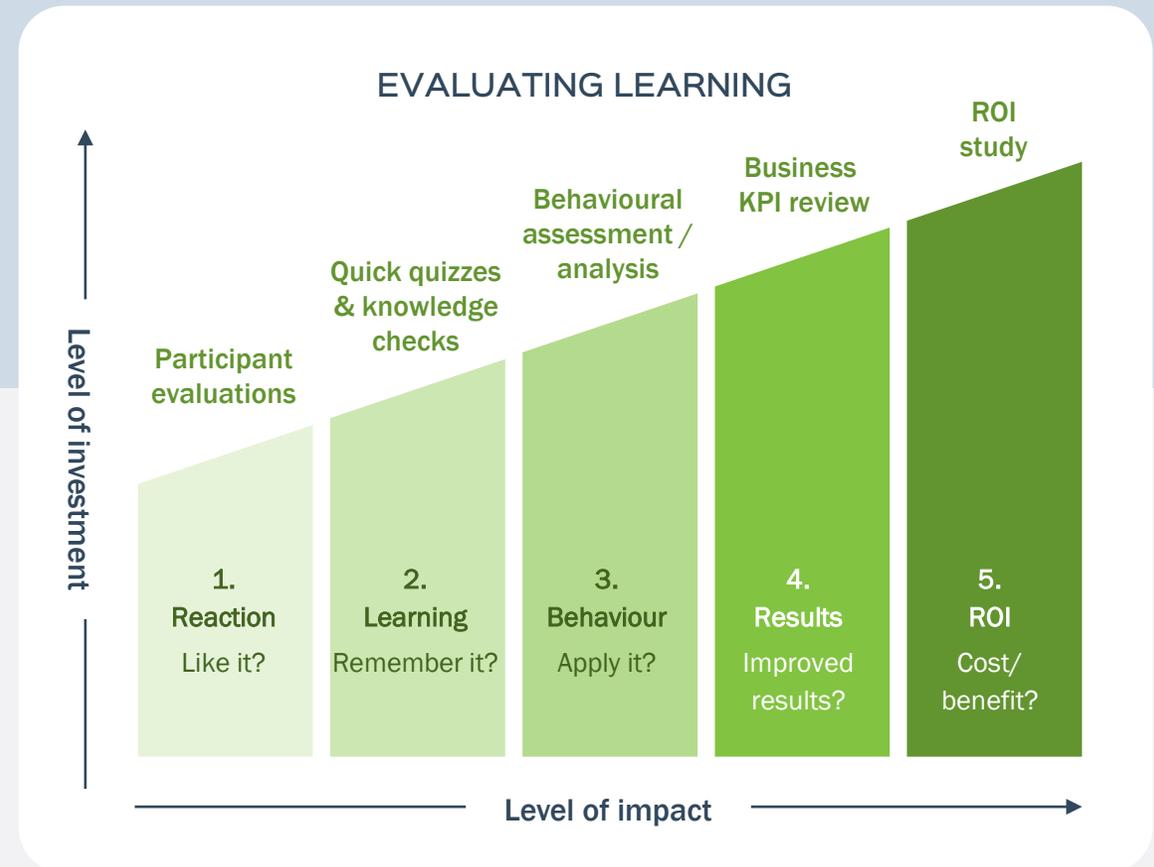
Best practice evaluation of learning programs should look at learning impact from multiple levels: did the participants enjoy the experience? Did they retain the learning? Is there evidence they applied it? Is there evidence of what real-world outcomes came out of the learning? Can the program demonstrate clear return on investment through performance uplift/other metrics?

This is our approach when designing the evaluation of learning programs; but more than just covering these levels, we also build the evaluation in as part of the learning, giving maximum benefit for both the participant and L&D team.

Learning surveys

GRIST can implement learning impact and organisational culture surveys as part of any learning program to aid evaluation. These can be 'off the shelf' or completely bespoke to your program and objectives. For example:

- Leadership 180/360
- Change readiness self-assessment
- 'Pulse' surveys throughout learning journey

EVALUATING LEARNING

Level of investment →

- Participant evaluations
- Quick quizzes & knowledge checks
- Behavioural assessment / analysis
- Business KPI review
- ROI study

1. Reaction — Like it?

2. Learning — Remember it?

3. Behaviour — Apply it?

4. Results — Improved results?

5. ROI — Cost/benefit?

Level of impact →

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BEHAVIOURAL ASSESSMENT
YakTrak

YakTrak is a GRIST third-party learning and development platform (SaaS) that accelerates on-the-job learning, increases the quality and quantity of coaching, and identifies and mitigates conduct risk. GRIST partner with YakTrak whenever possible to ensure our programs are tracked, measured and embedded to deliver a demonstrable ROI.
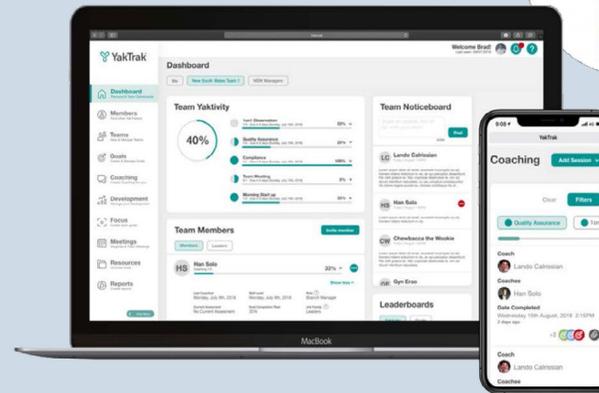
Improve the visibility and accountability of your team's interactions

YakTrak gives you powerful insight into the quality and quantity of employee coaching conversations while improving the people development experience for your team.

YakTrak consult with you to ensure all forms and hierarchy is built to align with business needs and customise to each individual requirement.

WHAT THE NUMBERS SAY

87% of leaders have found YakTrak keeps them more focused on developing their team

85% of users agree YakTrak leads to an improvement in results

79% of users found YakTrak holds them and their team more accountable

Learn more here: **yaktrak.com.au**

Key features

- A one-stop-shop for tracking operating rhythm, including:
  - coaching conversations and goals
  - quality, compliance and conduct risk assessments
  - observations, performance reviews and capability assessments
  - team meetings, huddles and focus/skilling sessions
  - preparation for and outcomes of activities
- Bespoke forms that are aligned to your workflows and existing development support collateral
- Individual dashboards that report on coaching cadence, compliance remediation and goal setting
- Hierarchy built to reflect exactly how your organisation functions

Build

The YakTrak build time is fast, and typically can be turned around within a week, depending on complexity of requirements.

Compliance and risk workflows are easy to update and adapt as requirements change without incurring development fees and ongoing charges.

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Contact us

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Excellence by degrees°

MELBOURNE | SYDNEY | BRISBANE | ADELAIDE | CHRISTCHURCH

info@gristconsulting.com.au

gristconsulting.com.au

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