

Seven Questions to Make thoughts (ours and others) More Productive

1. Why do you think this way?
2. If the opposite were true, would you act differently?
3. What is the benefit of this new action?
4. What is the worst thing that can happen if you take this action?
5. What is the best thing that can happen?
6. How does the best outcome impact your results?
7. Can you live with the result if the worst happens?

Transactional Analysis (TA) and Emotional Intelligence for Teams

- **Self-Awareness:** Recognize personal emotional triggers and ego states.
- **Self-Regulation:** Choose constructive responses, reduce reactivity.
- **Social Awareness:** Identify others' ego states, enhance empathy.
- **Relationship Management:** Improve communication, build positive relationships.
- **Empathy:** Understand motivations behind behaviors for deeper connections.

*TA helps team members connect, support, lead,
and drive increased revenue with greater
Emotional Intelligence*

SANDLERSM

Transactional Analysis Summary

- When your behavior is controlled by your Parent ego state, you use words and actions of your parent. We all carry our Parent inside.
- When your Child is showing, you are replaying behaviors and reactions you would have used as a small child. Our Child can always be activated under certain conditions.
- Operating from your Adult means you have made an objective, logical, autonomous appraisal of the situation. We are all capable of objectivity.
- We don't have to be the victims of our childhood behavior patterns. We have a choice. In business communication we can only safely operate from our Adult and Nurturing Parent.



**AND REALIZE
THE
FAILURE
IS JUST
NOT TRYING**

BUSINESS
INSIDER

1. Lead with Vulnerability

- Share your own recent mistakes or failed calls.
- Model emotional safety—focus on what you learned.
- Example: “I bombed a conversation last week by skipping the budget step. Here’s what I learned...”

2. Build a Culture of Psychological Safety

- Normalize failure as part of the sales process.
- Reinforce that smart risks are rewarded even if they don’t pan out.
- Praise effort and reflection, not just new opportunities and closed deals.

3. Create a Recurring 'Failure Share' Ritual

- Start huddles with: 'What’s a recent failure you had and what did you learn?'
- Offer a light-hearted award for the most insightful failure of the week.
- Make it fun, fast, and regular.

4. Reinforce that Risk = Growth

- Use phrases like:
 - If you're not failing, you're not stretching far enough.
 - Comfort kills sales. Discomfort is where growth lives.

5. Debrief Wins AND Losses

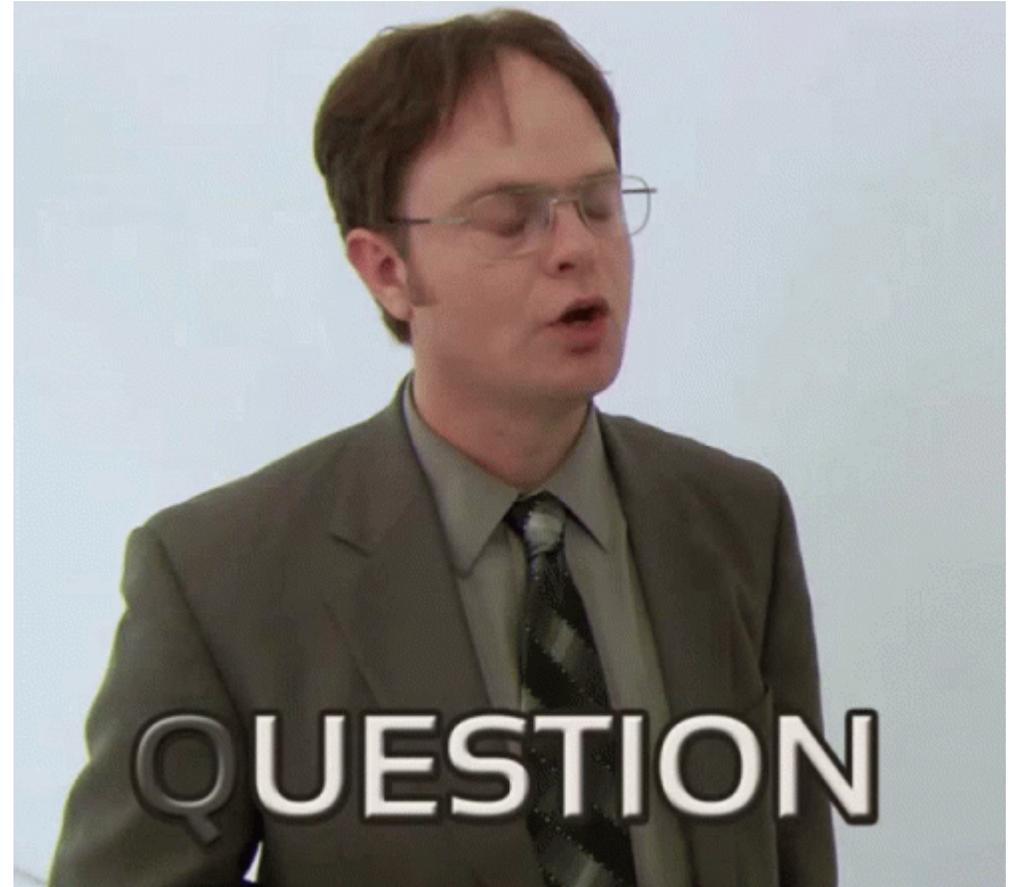
- Conduct post-mortems on no-decisions and losses.
- Ask: Did we skip a step? Did we uncover real pain?
- Focus on patterns and lessons, not blame.

6. Use Sandler Tools to Support It

- Tie failure discussion into the Success Triangle: Behavior, Technique, Attitude.
- Use pre-call plans and post-call debriefs to uncover tactical misses.
- Coach around belief systems that may hinder risk-taking.



What are the most common questions that you get asked on a consistent basis from members of your team, or other teams within DP Solutions?



A 3D rendering of a warehouse conveyor belt system. The scene is viewed from a low angle, looking down the length of the conveyor. Several brown cardboard boxes are positioned on the belt, moving away from the viewer. The floor is dark blue with a grid of red laser lines. The lighting is bright and focused on the center of the conveyor.

Reversing for Operational Leaders in Tech

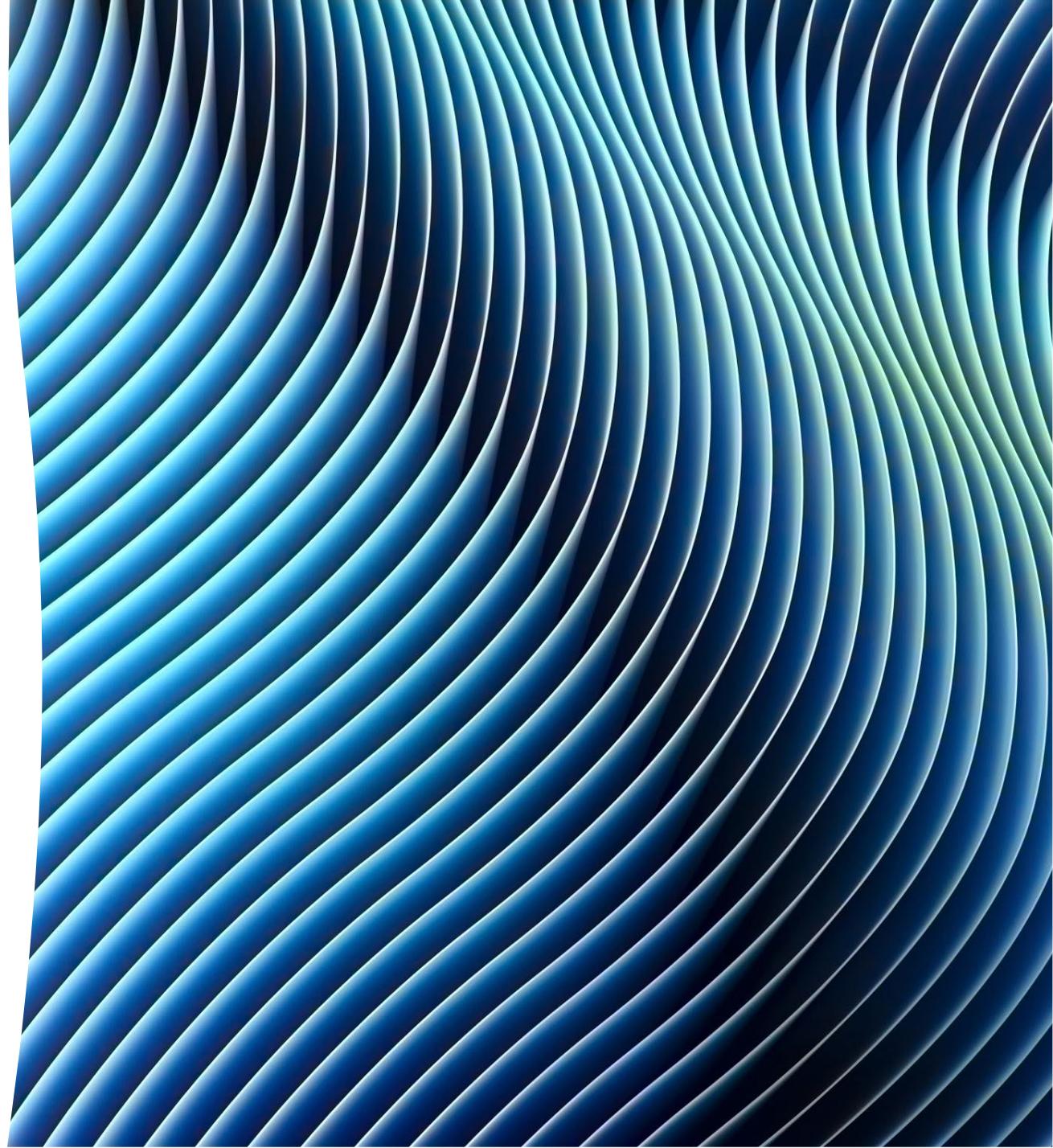
Modern Coaching through Question-Based Leadership

What Is Reversing?

- A question-based technique to uncover meaning
- Encourages thinking and ownership
- Builds better conversations, not quick answers

Benefits of Reversing in Tech Leadership

-
- Builds trust and autonomy
-
- Encourages critical thinking
-
- Uncovers real concerns and motivations
-
- Reduces reactive decision-making
-
- Strengthens coaching conversations



Tactical Conversations:

Engineer: "Should we patch now or wait for the release window?"

- Reverse: "What are the risks and benefits of patching now from your perspective?"

Support Lead: "Should we escalate this to the client?"

- Reverse: "What would you want to hear if you were the client in this situation?"

Developer: "Do you think we should scrap this sprint and start over?"

- Reverse: "What led you to that conclusion—and what might be salvaged?"

Analyst: "Can we skip the post-mortem? It was minor."

- Reverse: "What might we learn if we do a quick review?"



Strategic/Cross-Functional

Product Manager: "Will your team hit the deployment date?"

- Reverse: "What's the biggest risk you see if we're off by a few days?"

Finance: "Why is cloud spend up this month?"

- Reverse: "What context would help you better understand the usage?"

Candidate: "How often are team members asked to work weekends?"

- Reverse: "Great question—what matters most to you in terms of work-life balance?"

Softening Statements Before Reversing

- "That's a great question."
- "I'm glad you brought that up."
- "That makes total sense."
- "Thanks for raising that."
- "That's definitely worth talking through."

Examples of Softener + Reverse

- "That makes sense. What prompted you to ask that now?"
- "Good question. How do you think we should handle it?"
- "Interesting. What would success look like here?"
- "That sounds important. If we could solve that, what changes for your team?"

Quick Reference: Reversing Levels

First/Second-Level Reverses:

- “Why is that important?”
- “What makes you say that?”
- “You must be asking that for a reason?”

Third/Fourth-Level Reverses:

- “Which means...?”
- “And you were hoping I could...?”
- “You’d like me to...?”

Final Takeaway

Mastering reversing builds a culture of critical thinking, shared ownership, and stronger communication—exactly what's needed in high-performing tech teams.

Strategic & Interview Reverses

- 'What's the biggest risk if we're delayed?'
- 'What context would help you understand usage?'
- 'What matters most to you in a work-life balance?'
- 'What's your ideal work setup and why?'

Role-Play & Coaching Prompts

- How did it feel to reverse instead of answer?
- What information did the reverse uncover?
- How might reversing help team accountability?
- Use softeners and stay curious

Final Thoughts

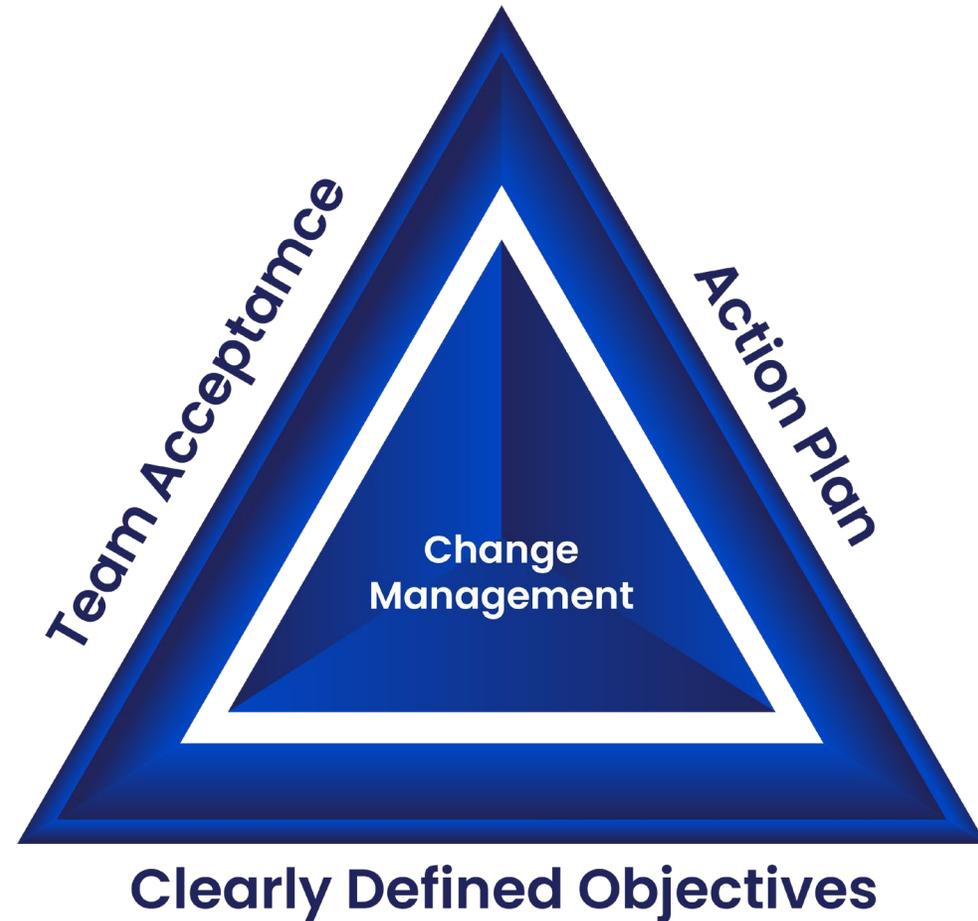
- Reversing turns one-way questions into two-way growth conversations.
- Lead with questions.
Coach with intent.



Change Management Triangle

The manager's role is to interpret, communicate, and enable.

How do you prepare your team for change?



Emotional Reactions to Change

When people are faced with change, they experience a range of emotions. As they transition through change, their reactions will change—some in a positive way, some in a negative way.

	EMOTION	REACTION	EXPLANATION
—	Anxiety	Will I be able to handle this?	The individual sees the change as something outside of his control or range of understanding.
—	Denial	Why change? Things are fine the way they are.	This reaction can appear at different times. In the initial stages, the individual denies the need for change. His feeling is that things are fine as they are. In the later stages of transition, the individual may deny that any change has taken place, continuing to operate as he always has.
—	Approval	It's about time!	Perceiving the current situation to be negative, the individual welcomes change. Even if the present is perceived in a positive light, the individual views change as the possibility for improvement. After all, nothing is perfect.
—	Fear	How will this affect me?	Perceiving a change to the normal way of doing things, one may fear the impact it will have on his self-perception or how others view him.
—	Threat	I'll never be able to do that.	This reaction may result when comprehensive change to one's normal behavior pattern is required. He may view future choice limited and be unsure how he will be able to perform in a new environment with a new set of rules.

Emotional Reactions to Change

	EMOTION	REACTION	EXPLANATION
—	Depression	How will I function?	Change may cause the individual to be uncertain about what the future holds for him or how he will fit into the changed environment. This lack of a clear vision of how to operate in the future may undermine the individual's sense of identity and lead to feelings of depression.
—	Discontent	This will never work. I'm out of here!	This individual views the pending change as incompatible with his goals, beliefs, and values and becomes dissatisfied, losing focus and motivation. The individual may withdraw mentally by going through the motions, but with no real commitment. In the extreme, the individual will resign.
—	Rebellion	I'll show them. We didn't need to change.	The individual ignores the new processes (and may even work to undermine them) and continues to operate in the old man-ner even though the outcomes are less than successful. This is an extreme form of denial.
—	Exploration	This might be a good thing.	The individual gradually accepts the change and begins to see the possibilities and how he fits into the new picture in the future.
—	Commitment	This can work.	The individual rededicates himself to the new behaviors, performing new tasks, and working in new ways to support the company's new direction.

Strategic Management

Managing Organizational Change



Competency & Purpose

1

The manager will understand the impact of organizational change on employees and know how to use a systematic approach to facilitate change in his department.

2

To provide a conceptual framework for viewing and understanding change and a systematic process to help people transition through change.

Learning Objectives

1

Describe how people react to change.

2

Discuss the principles of change.

Learning Objectives

3

Describe a manager's role in helping team members transition through organizational change.

4

Describe a step-by-step process for facilitating change.

Organizational Change

- Describe a few company-directed changes your company has implemented in the last two years that have affected your department, and describe your team members' reactions to the changes.



The Facts of Life of Change



- People will resist—even fight—change that is “bad.”
- People can not change overnight...even if they want to.

Preparing for Change

- Choose a change from the previous exercise and describe the actions you took to help your team prepare for and adapt to the change.

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Principles of Change Management

1. Know where you are today.
2. Know where you want to be as a result of the change.
3. Identify the why, when, and what elements of getting there.
4. Involve the people affected by and integral to carrying out the change.
5. Develop a plan to accomplish the change.
6. Monitor progress.



Ten Steps for Implementing a Change Plan

1. Clarify the reasons for change and the intended outcomes and resulting benefits.
2. Identify the people, processes, and systems affected by the change.
3. Communicate the information to the people affected by the change.
4. Collaboratively develop a plan to implement the change.
5. Establish objectives, responsibilities, accountabilities, benchmarks, and reporting processes.

Ten Steps for Implementing a Change Plan

6. Communicate the finalized plan to the people.
7. Implement the plan.
8. Monitor performance against the plan.
9. Provide feedback.
10. Adjust activities to maintain performance against the plan.

PLAN

A

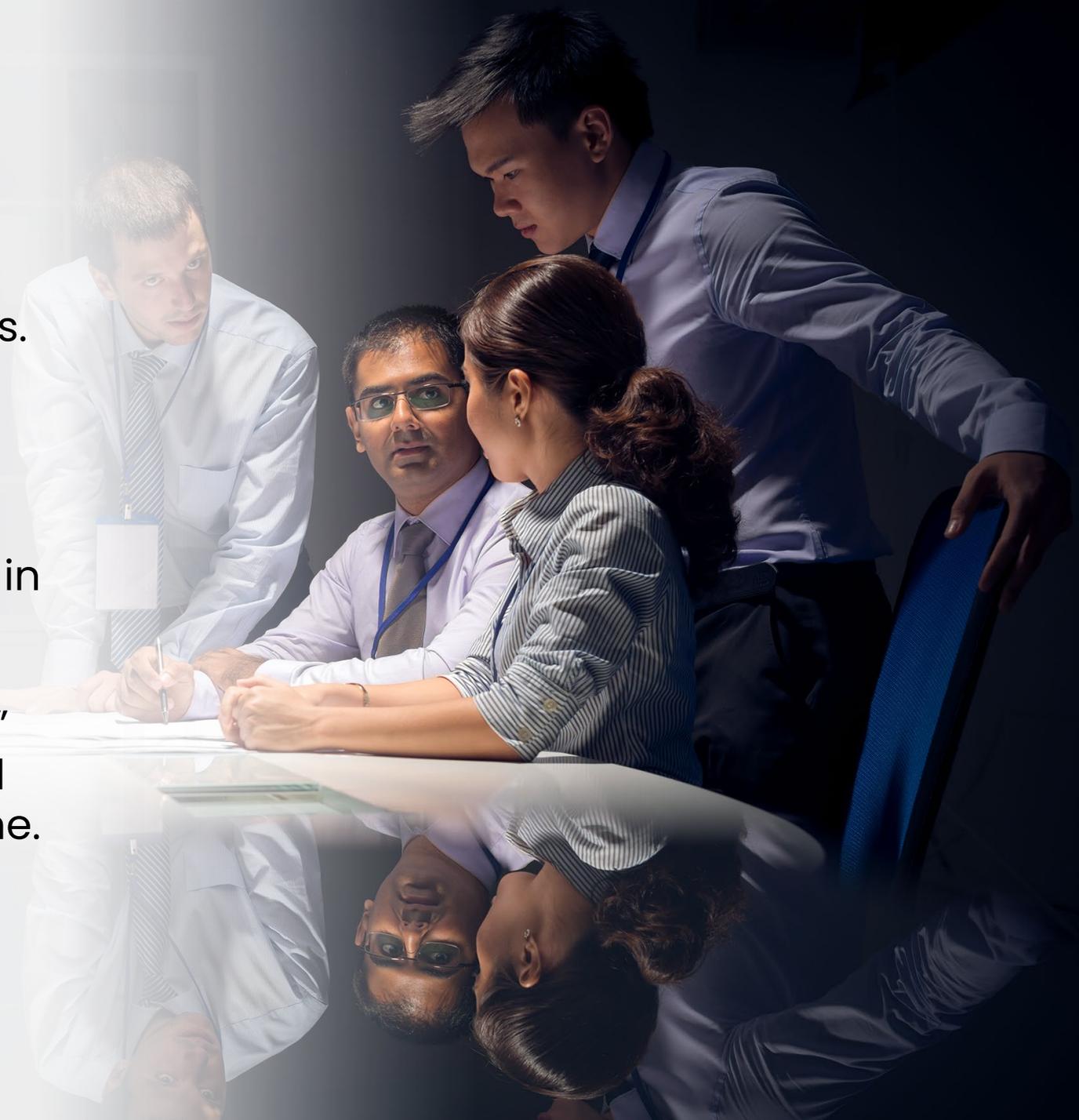
B



Managing Change

You are the sales manager for a distributor of automotive additives. You manage six outside salespeople who are assigned geographical territories. Your customers are auto dealerships and auto repair shops that range in size from the independent repair facility to multi-outlet operations. Customers are categorized as “A,” “B,” and “C” accounts, determined by their quarterly purchase volume.

(continued)



Managing Change

A recent analysis reveals that the C accounts are the least profitable based on the resources required to maintain them and the amount of time salespeople invest calling on them. Upper management has decided that all C accounts will be maintained by inside salespeople and no longer be the responsibility of the outside salespeople. The salespeople have 30 days to grow the sales volume and elevate the accounts to B status or relinquish responsibility for them—and give up the commission they have been receiving on the accounts.

Wrap Up

During this session, we explored the process of change in the business environment and discovered the following:

Change in the business environment is inevitable.

Companies effect change through their employees.

People tend to resist change.

People don't change overnight; the transition takes place over time.

When confronted by change, employees experience a range of emotions—some positive and some negative.

(continued)

Wrap Up

- The more employees understand the reasons for and benefits of change, the easier they find the transition and typically, the more quickly it is completed.
- It is the manager's responsibility to help employees understand the need for and benefits of change.
- The manager can facilitate and manage change with a systematic plan for implementation.

INTRODUCTION

Breakout Group Discussion: Challenges

Consider your experience when managing a significant change in the workplace. Work in your breakout group to discuss the following:

- **What are some of the challenges you've faced?**
- **Consider company related changes that have been implemented in the last several years. How have your team members reacted?**

Be prepared to report out.

Time: 6 Minutes



What you **IGNORE** becomes **MORE...**



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Building an Organizational Vision



Employee Ownership of Departmental Goals

Breakout

Using the rating system provided, rate the degree to which you agree with each statement by entering your rating. Feel free to add any comments in the space provided.

RATING SYSTEM:

0 = Never

1 = Rarely

2 = Sometimes

Rating	Is input from employees solicited regarding department goals?	
	Comments:	
Rating	Is their input taken seriously?	
	Comments:	
Rating	Do employees receive feedback regarding their input?	
	Comments:	
Rating	Are employees given a chance to provide feedback regarding department actions?	
	Comments:	
Rating	Do employees feel like they are listened to?	
	Comments:	

Performance Motivators



Relationship



Status



Achievement

What is the difference between a Goal, a Plan, and a Strategy?



Homer Simpson 5 Stages



- Denial
- Anger
- Fear
- Bargaining
- Acceptance