

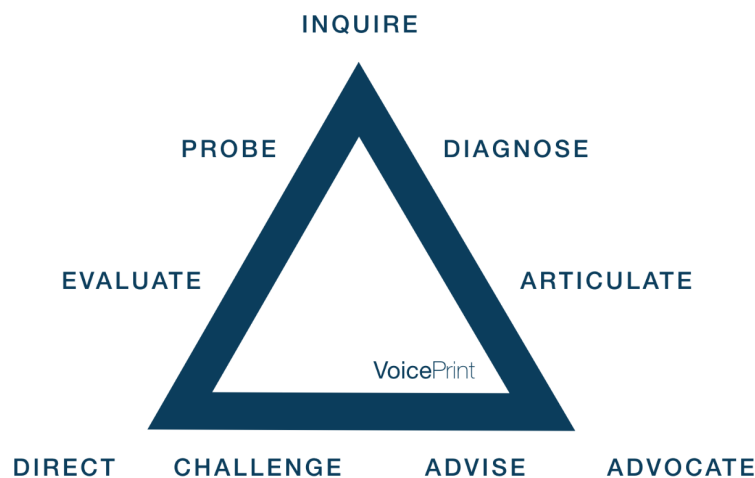
What's the problem VoicePrint is designed to solve?

Why the use of talk is so important

The contemporary organisation, private, public or not-for-profit, is increasingly a complex matrix of diverse specialisms, nationalities and stakeholders, internal and external. Coordination of such an endeavour is hard, making effectiveness, agility and sustained reputation elusive. Enormous energy is expended on new strategies, change efforts and improvement programmes and yet they remain notoriously hit-or-miss, disappointing expectations more often than they fulfil them. And throughout all this developmental endeavour the key is hidden in plain view, but lost in the noise, dispersed and fragmented across the endless conversations that make up the complex organisation's daily workings to resolve its challenges.

Consult your own experience...

- How much of your organisation's time is taken up in conversations, in one form or another?
- What proportion of those conversations is as productive as you would wish?
- How often and how widely is 'communication' identified as the biggest problem?
- Are you treating that insight merely as a symptom or as the root cause that it truly is?



What is VoicePrint?

VoicePrint is an innovative approach to development that focuses on how much and how well an individual (or group) uses nine 'voices' or distinct modes of expression, each of which plays an essential part in effective interaction. VoicePrint recognises that, in the modern world of work, talk is the primary form of action and interaction, yet because it comes so readily, we tend to use it less mindfully and less effectively than we could. For those who work with others, and especially for those in leadership and management roles, the effective use of talk is the key that unlocks organisational performance.

What does VoicePrint tell you?

VoicePrint starts by measuring, against an international managerial, technical and professional norm group, the extent to which a person (or a team, or a culture) uses each of the nine voices. It

shows the completeness of the communications repertoire. It highlights gaps and explains the potential implications of both gaps and strengths, providing insights into distinctive contributions and sticking points, into changes of behaviour under pressure, into the internal dynamics of dialogue and the external reputation and impacts that ensue. It provides a focused agenda and highly practical guidance for personal, team and organisational development.

Why does VoicePrint matter?

Most people are 'mastered by' rather than 'masters of' their voices. They over-rely on particular modes of thinking and expression and are unaware of their unintended and unproductive impacts on others. Successful interactions are also made difficult by the fact that individual VoicePrints differ so widely, causing people to spend much of their time unconsciously at cross purposes. It is small wonder then that poor communications remain a recurring issue for organisations, or that coordinating the energies of multiple contributors around complex challenges is so hard in practice. The irony is that developing a more complete and effective range of 'voices' is a comparatively straightforward task, once people have been given a rigorous, explicit and practical model to work with.

What are the prospective benefits?

- Greater influence and impact in your dealings with all your important stakeholders.
- People become more mindful, adept and productive in the way they talk and interact.
- Conversations become more relevant, timely and efficient.
- Fewer misunderstandings and unintended consequences.
- Organisational performance that mirrors the improved quality of the organisation's discourse: greater efficiency, agility and reputation.

How easy is it to implement?

That depends on your commitment to using the insights that VoicePrint can provide. The initial diagnosis is easy. It comes from an online questionnaire that takes most people around fifteen minutes to complete. The deeper diagnosis comes out of an interpretive conversation with an accredited VoicePrint practitioner to put those results into perspective and to work out what they are saying about your context and you. This clarifies what needs to be done, and helps you to see how to go about it. You'll know what tendencies you have. You'll know what tendencies you need and what skills will deliver them. Naturally it takes time and application to develop skill in the use of the voices and to cultivate the sensitivity required to deploy that skill when it's required, 'in the moment.' But this is true of any competence. What is different about VoicePrint is its immediacy and practicality. It makes and keeps you more aware of something that you do every day – use talk to get things done. Consequently it is much easier to take the insights that VoicePrint gives you and put them into practice, because every time you speak, your VoicePrint will be brought back to your attention and you will have the opportunity to practise, use and benefit from what you have learned.