

Call & Response Redirection



align  profit

“People will forget what you said. People will forget what you did. But people will never forget how you made them feel.” –Anonymous



Two poles of Call and Response



In my paper, [Call and Response Coaching](#), I explained how the technique was inspired by the sub-Saharan Africa performance practice of the same name.

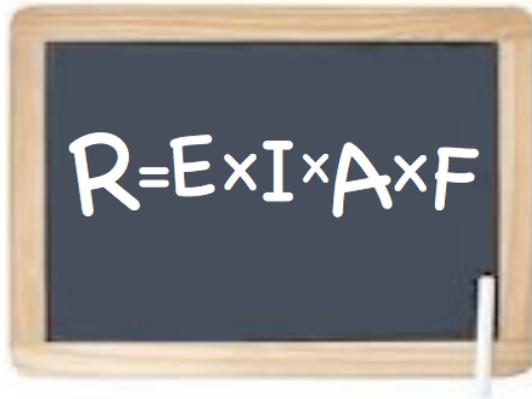
I contrasted Call and Response with traditional leadership and coaching that focuses almost exclusively on debating forcefully to influence others, presenting views, arguing strongly, and spouting off demands. I recommend, instead, that coaches embrace the more enlightened practice of cooperative, give-and-take conversation to achieve High Commitment and High Performance.

We looked at how to attract commitment by toggling between questions and statements the way a magnet attracts using the positive and negative forces in its magnetic field. And I showed how Call and Response Coaching can influence and empower higher commitment and enable higher performance in two ways—as Reinforcement and as Redirection.

In this paper, I'll examine **Redirection**.



Setting Expectations



In the Redirection Call, you help your employees discover what they can do differently or need to change in order to improve their performance. In Response, they redirect their behavior from negative to positive.

Before you can redirect, however, it's necessary to make clear what you expect your employees to do and how they should perform their jobs. Your expectations need to be clear, succinct, time-bound, and clearly associated with specific tasks and job functions.

In the Call and Response paper, you encountered the Expectation Formula—coaching Results (R) will be multiplied by the quality of the Expectations (E) you set times the level of Involvement (I) you encourage times the amount of solution Adoption (A) you achieve times the Follow-through (F) you accomplish.

Involvement and Adoption

When you involve others (prompt a Response) in generating solutions, those you wish to influence will become much more likely to take responsibility for Adopting the solutions they helped create.

So much for the review. Let's focus now on Redirecting behavior that fails to align with your Expectations.



How homeostasis helps and hurts



A wonderful force of nature called homeostasis keeps your body temperature relatively constant, the earth in its orbit, and the tiny balance level in the Vermeer painting on the left. That same force, unfortunately, makes all of us resist change even when we know change is good for us.

Anyone who has tried to lose weight, for example, knows how powerfully the human body can resist. Equally difficult are attempts to quit bad habits, improve personal relationships, or change social conditions for the better, even when most of the people involved are willing.

It's easy to understand then why it can be so difficult to redirect the behavior of a slacker on your team. Homeostasis makes anyone push back when someone tries to change them. The more you push, the harder they push back.

Redirection requires that you first help your employees decide to change. Only then will they be able to redirect their own behavior. And even then, homeostasis won't make it easy.



Beating homeostasis at its own game



Homeostasis is rooted in the brain. To deal with it, you have to adjust the brain. If that sounds frightening—like brainwashing or mind control—consider the science. Anyone who eventually beats a bad habit or changes their own behavior does so by making changes to their brain wiring.

Call and Response Redirection draws from neuroscience to help you and your employee freely and willfully change brain wiring and, therefore, behavior. Here's how:

You've heard the expression "use it or lose it" applied to muscle development. If you don't use a muscle, it loses strength and eventually atrophies. The same applies to brain circuitry, which controls everything we do.

And the opposite applies as well. Specifically the more you use a circuit, the stronger it gets. With Call and Response Redirection, you pose questions and offer observations that focus your employee's attention, which actually alters his or her brain circuitry in a way that wires in the change in behavior the two of you agree upon.

It's science, but not rocket science. Get a brain wired to a new habit—a good habit, a habit that aligns with your expectations and organizational goals—and homeostasis starts working for you. The new, aligned behavior actually resists attempts to change it!

Let's learn how to beat homeostasis at its own game.

Call & Response Coaching: Redirection



Beating homeostasis at its own game



When a person focuses on something, the brain circuits associated with that thing engage. Synapses fire, networks of neurons build, and some circuitry, if used enough, becomes permanent.

The key to building and strengthening brain circuits has to do with focus and attention. Some kinds of brain engagement require more focus than others. Background music, for example, gets little attention in the brain and, therefore, not much rewiring takes place because of it.

On the other hand, when you ask someone a question, their brain pays a lot more attention. Questions demand a brain response. Questions that have to do with someone's success at work, demand even more attention and focus. Keep it up and the circuitry eventually becomes permanent.

Learning to play a musical instrument or perfecting a sport skill like dunking a basketball are good examples of how repeated attention in the form of regular practice makes behavior that once seemed impossible look easy and natural.

We turn now to the Call and Response Mode to Redirect behavior.



It is not only What but How



On the next page, you will find a diagram of the Game Plan for Redirecting behavior.

Notice that Redirection takes place in two, continuous loops. The process revolves around creating ownership and action, two-way dialogue to create the motivation (discomfort), and inspiring incentives (hope) to change. The two loops also represent, like breathing, cycles of output (exhaling discomfort) and input (inhaling hope).

In each step within the cycle you coach with a balance of Socratic Dialogue and Directive Communication. As you practice the Redirection Game Plan you will learn what questions to ask and how to ask them—what statements to make and how to make them in order to guide adoption and action planning.

The 4Vs: Vested Interest, Verbal, Visual, Vocal

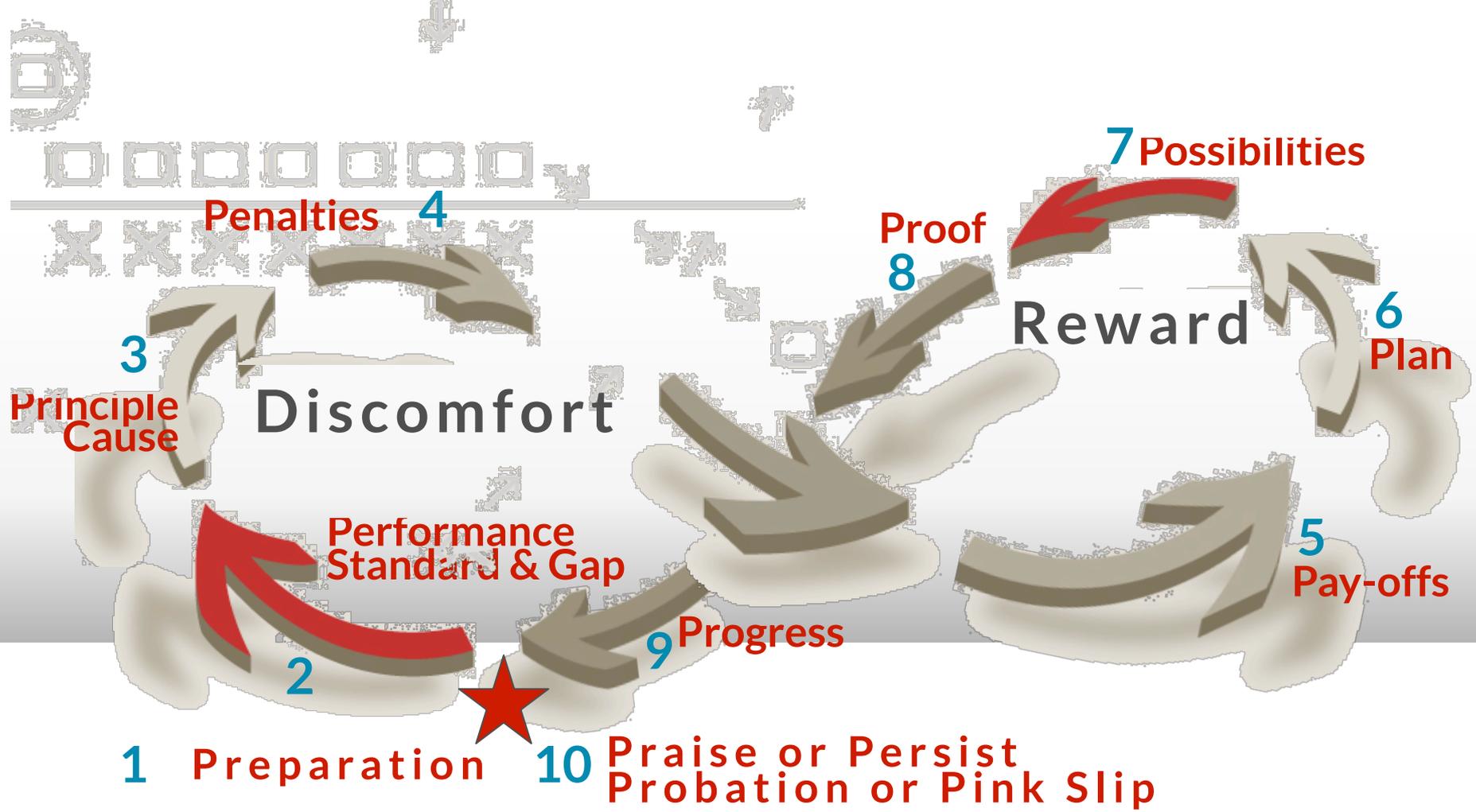
Anyone can use this Game Plan model. However, your effectiveness will depend on what I call the 4 Vs. First, you and the team members you coach must have a Vested interest in the outcomes. Then you must skillfully employ the right words (Verbal), body language (Visual), and tone of voice (Vocal). And you must do so in a way that changes behavior and enlists total adoption.

At CoachQuest we delve deep into how you can navigate through the Game Plan. We practice what to say and how to say it using the 4 Vs. In addition, we teach you how to operationalize the Power of Problem Solving.



The Magnetic Power Coaching Model

10P - Process of Accountability to Facilitate Behavior Change





The Power of Problem Solving

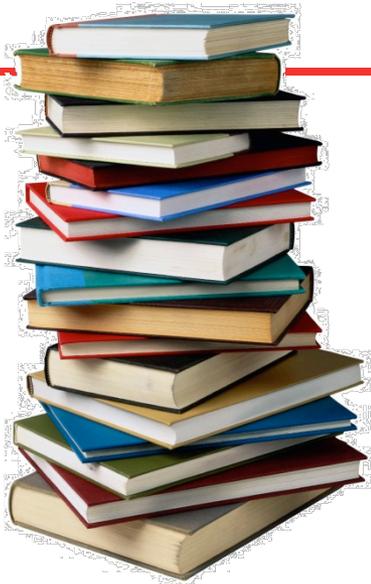


From the age of two, when most kids learn to say "No!" we acquired a distaste for being told what to do. On the other hand, we have acquired a taste for conversation. Just listen to a busy restaurant. It's clear that people go out to do more than just eat. Conversation just comes naturally to most of us.

From casual to directed

In every casual conversation people expand each other's thinking horizons to some degree. The conversation doesn't even have to be driven by an objective. Call and Response techniques simply raise conversation to the coaching level. In every coaching conversation, the coach sets out to accomplish something, often to motivate change.

Nothing engages the brain and motivates change like a problem-solving conversation. When you guide your employees through the process of discovering solutions for themselves, they experience the exhilarating rush of insight and the satisfaction of solving. You can see the physical effects of this experience in their eyes, expressions, and body language. It's clear that they own the solution and come away in the driver's seat, charged up with the energy they need to implement it.



Next Steps

Cognitive Science

Although inspired by the sub-Saharan Africa performance practice of the same name, Call and Response is based in cognitive science. Studies conclude that adults become more engaged, learn better, and become more committed to their actions when encouraged to address their situations and come up with their own solutions.

Based on that research, this paper has given you a taste of the science behind the Redirection side of Call and Response Coaching.

To put this powerful process into practice in a team-based-learning setting, [register here](#) for our next [CoachQuest Leader-as-Coach Workshop](#).