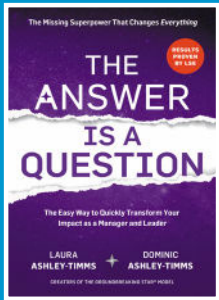


NEW BOOK

WHAT IS THE SECRET OF TRANSFORMING YOUR IMPACT AS A LEADER?  
THE ANSWER IS A QUESTION

Academic study by LSE confirms the management superpower that will improve engagement, productivity and work-life balance

WHY THIS BOOK MATTERS



- **70-80% of bosses are “accidental managers”** – according to the Chartered Management Institute - 2.8 million people in the UK are in leadership roles for reasons other than their people management skills
- **79% of employees are disengaged at work globally**, 91% in the UK a further 2% decline in 2022 – a new approach to managing others is desperately needed to motivate disengaged staff and boost productivity
- **The UK lags behind the G7 in terms of productivity** - The Confederation of British Industry (CBI) calculates that only a 7% improvement in the quality of management will unlock £110Bn to the UK’s economy
- **Reveals details of the innovative STAR® model** – used by FTSE and Fortune 500 companies including Sainsbury’s, BT and Avon, this book outlines step-by-step how managers at all levels can easily adopt new behaviours and practice an entirely new style of management – Operational Coaching™ that engages the talents of everyone
- **Research funded by the Department for Business, Energy and Industrial Strategy (BEIS) and conducted by London School of Economics (LSE)** – evaluated the impact of a randomised control trial of the multi-award-winning STAR® Manager development programme (designed to teach managers how to utilise an Operational Coaching™ approach) in 62 organisations across 14 sectors which generated profound results
- **Written by the CEO and COO of global performance consultancy Notion** – Dominic and Laura Ashley-Timms developed the groundbreaking methodology to help leaders integrate Operational Coaching™ skills into their day-to-day management style leading to higher levels of staff engagement, productivity, performance and retention.

*The Answer Is a Question: The Missing Superpower that Changes Everything and Will Transform Your Impact as a Manager and Leader* is published by TSO and available in paperback, priced at **£19.99**.

With the rise of hybrid teams, economic uncertainty and an ever-increasing number of “accidental managers” ill-equipped to deal with the ‘people’ side of leadership, managers today are struggling to effectively engage and develop their teams in a fast-paced and constantly changing workplace.

Groundbreaking new book, *The Answer Is a Question*, reveals how managers all over the world can ditch the command-and-control leadership model and adopt an enquiry-led approach that cultivates a new wave of engaged, problem-solving employees – and it starts with how we use questions in a more purposeful way.

Co-authors Dominic and Laura Ashley-Timms are the co-creators of the STAR® model – a simple 4-step management framework that helps leaders to adopt coaching-related behaviours to stop firefighting and start asking more powerful questions in order to stimulate higher levels of collaborative, solution-driven teams.

The impact of the STAR® model caught the attention of the UK government who commissioned a large-scale study, designed and independently evaluated by London School of Economics. The study would measure the impact of leaders and managers from 62 organisations across 14 sectors learning to apply the STAR® model in their day-to-day interactions over a period of 6 months. The outcomes were remarkable, with those who followed the programme spending 70% more time using an Operational Coaching™ style of management leading to higher levels of organisational recruitment, improved staff retention and increased skill levels across 9 management competencies including communication skills and handling challenging conversations.

Now, for the first time, the practical steps anyone can take to transform their effectiveness as a manager are revealed in this pioneering book.

**Operational Coaching™ is the future of effective management**

As the co-founders of management performance improvement consultancy Notion, Dominic and Laura’s firm works with managers and leaders at every level within organisations including FTSE and Fortune 500 companies including National Express, Mitchells & Butlers, Sainsbury’s and BT – helping them to gain time back, actively listen and ask the right questions for employee development through their Operational Coaching™ approach.

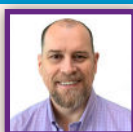
**READY TO SPEAK TO THE MEDIA:**

Dominic and Laura are available for interview, expert comment and to write by-lined articles on topics including:

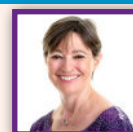
- Rehumanising management – discover the missing superpower that changes everything
- Start the management revolution now – why it’s now critical to transform management capability
- “Help, I’m an accidental manager” – The secrets of management you are never taught
- The STAR® model – and why it’s key to better manager-employee relations
- How asking questions could supercharge your career
- Coaching in the moment: How managers can support staff in the moment for peak productivity
- How to transform your team into problem-solvers – to increase innovation and improve performance
- Top tips to manage multi-generational teams
- Hybrid Highs: How managers can effectively support hybrid teams
- 5 ways managers can attract and retain high-performing talent
- Ask, Don’t Tell: How to transform the way you speak to staff with the ‘enquiry-led approach’
- Why changing your emotional state as a manager will prepare you for the toughest of team challenges
- How to develop your compassionate communication with staff
- 3 types of questions managers can use to help staff solve problems independently

**ABOUT THE AUTHORS**

Dominic and Laura Ashley-Timms are the co-creators of the STAR® model and the multi-award-winning STAR® Manager programme. They are the co-founders of Notion, a performance improvement consultancy established in 2000. With a team of experts, the company has won a string of awards for innovation, learning design and academic partnerships and has been recognised for its work with FTSE and Fortune 500 clients by Personnel Today magazine for the industry’s prestigious Learning & Development Supplier of the Year award in 2021.



Dominic is a performance improvement specialist who works directly with Leaders and Managers to bring about permanent changes in leadership and management style. As a graduate Ergonomist with an EMBA from IMD, and after years spent in Change Management consulting, Dominic now applies his passion for human-centred design to learning and behaviour change.



Laura is recognised as one of the UK’s top Executive Coaches and is an expert and thought leader on how to leverage Operational Coaching™ behaviours across organisations to drive commercial results and improve productivity and engagement levels. She gained an MA (Oxon) from Oriel College, Oxford and has over 30 years of international business experience, living and working in the USA, Europe and Asia.