

Holding Difficult Conversations

Introduction

We all know that change is constant, however that doesn't make it easier to manage. All change causes uncertainty and in many cases negativity, anxiety and stress

Therefore, it is extremely important that communication in all its forms is excellent throughout the change process, and in particular the face to face conversations between the Leader and Team members should be encouraged and not be avoided.

The ability to be able to talk about difficult, sensitive and emotive issues is an integral part of effective line management and can be critical to managing performance, improving engagement and enhancing team dynamics.

This interactive and participative course is designed to help those managers who need to be able to better handle difficult conversations with their team members.

Objectives

By the end of this course participants will be able to:

- Identify different types of potentially difficult attitudes and behaviours
- Control their own emotions by giving participants the confidence to face a range of challenging conversations
- Apply a five-step process for effective face to face communication which includes gaining rapport, active listening, and effective questioning.
- Become more influential and persuasive
- Encourage the Team member to lead the resolution process without conceding ground
- Ensure correct procedures are applied to guarantee successful conclusion is maintained in the long term

Content

A sample of what is covered includes:

An Overview of the impact of Change on People

- Change v Transition and the Transition Curve
- Lewin's 3 stages of Change
- The Cultural Web
- Resistance to Change

Identifying Difficult Attitudes and Behaviours

- The 5 most common negative emotions
- The negativity cycle
- How attitude influences behaviour
- The *ABC* model of Attitudes

Self-Control

- Emotional Intelligence
- How good leaders have good self-control
- The Thomas Kilmann Conflict Mode and how to be better in conflict situations

Interpersonal Communication

- Rapport
- Listening & Questioning
- Building Relationships
- Directing Conversation
- Challenging Others

Influence & Persuasion

- The difference between Persuasion, Influence and Manipulation
- The '6 Weapons' of Influence
- A.C.E. Persuasion
- Key Negotiation skills and how they can be applied during difficult employee conversations

Conversation Resolution

- How conversations can go wrong and how to put them right
- Preparation - The secret to Resolution
- Future Focusing
- Sharing Responsibility
- Follow up Actions and procedures

