



### Available in larger font on request

**Suitable for** managers at all levels who want to be more in control of their own behaviours when a challenging issue is emerging. Attendees will be able to have difficult conversations on a variety of subjects and work collaboratively to resolve matters which potentially may cause friction. The context and level is adapted to the experience and grade of the attendees. The course leads to an ILM Development Award.

### Programme aims

- 👉 Feel more confident about raising difficult issues with colleagues by seeing conversations as a potential source of opportunity and connection
- 👉 Be able to encourage people to express their feelings, complaints, and needs
- 👉 Understand their management responsibilities in initiating conversations and taking a constructive approach to difficult conversations
- 👉 Be able to help people to talk to each other and resolve their differences without escalation
- 👉 Have tools which help them reach positive outcomes with others
- 👉 Be able to help managers structure and set clear goals
- 👉 Have the skills to challenge inappropriate behaviour constructively

### Learning outcomes

#### Delegates will be able to:

- 👉 Understand their responsibility for having difficult conversations sooner rather than later
- 👉 Reduce the cost of conflict to their organisation by confidently addressing issues early before they escalate
- 👉 Increase their reports' confidence and faith in their positive intentions
- 👉 Be able to raise difficult issues relating to performance early and constructively thereby avoiding allegations of bullying or harassment



## Programme outline

### Introduction – having difficult conversations at work

- 🚩 The core conditions for having a conversation
- 🚩 How do we contribute in a difficult conversation
- 🚩 What topics are considered difficult
- 🚩 Why having difficult conversations is important to your business
- 🚩 What makes conversations difficult
- 🚩 What not to do in a conversation

### Getting value out of difficult conversations

- 🚩 The risks of the 'silence' and 'violence' approach
- 🚩 Starting your conversations
- 🚩 Making your conversation safe
- 🚩 Mutual purpose, mutual respect – understanding the needs of everyone involved in the conversation
- 🚩 Getting out of the assumption 'rut' and thinking creatively
- 🚩 How power can impact on your conversation

### Essential conversation management skills

- 🚩 Neutral language – maintaining rapport, impartiality and conversation management
- 🚩 The importance of working with feelings
- 🚩 Listening skills – reflection, reframing, questioning

### Using conversations effectively

- 🚩 Using conversations to motivate your staff
- 🚩 Using conversations to improve performance and challenge poor behaviour
- 🚩 Using conversations to set objectives, 'moving from compliance to commitment'
- 🚩 Coaching your staff to be better at having conversations with each other