



**DIFFICULT PEOPLE
MADE EASY**

Crunch Point Conversations for Managers

Course Outline



Do you dread the 'people management' side of your role?

Learning how to handle crunch point conversations will make life easier. Crunch point conversations are discussions that focus on critical situations: managing under performance; resolving personality clashes or telling colleagues you disagree with them. Learn to handle these challenging situations – and more – in a professional manner. Hear how to move conversations past points of conflict so you're talking harmoniously. Watch your presenter demonstrate how to map out solutions to performance problems. Try out a five step process for building dialogue. Don't delay that tough conversation any longer! Enrol in this course and find out how to deal with it.

Why learn how to hold crunch point conversations?

Every manager needs to know how to mediate team conflicts, address under performance, give feedback about sensitive matters, set limits on unacceptable behaviour or prevent communication meltdowns in a team. That's what this course helps you do. You'll learn how to:

- Prevent staff side-tracking feedback sessions and performance conversations
- Steer a conversation in a positive direction, even when the going gets tough
- Reduce team conflict
- Build positive team dynamics by addressing problematic behaviours early
- Eliminate poor communication habits
- Build your communication skills, so you can be a great people manager

What will you learn in this course?

You'll come out of this session with practical tools for raising performance issues, giving feedback and addressing sensitive matters. Discover why communication skills can make or break your success as a manager. Hear what experts in management and leadership know about getting through the 'tough' moments of people management. Learn how to:

- 'Map' a conversation about under-performance
- Take a solution focussed approach to addressing behavioural issues in teams
- Set and maintain boundaries in your role as a supervisor or manager
- Mediate conflicts in your team
- Adapt key communication techniques (such as active listening) to the management context
- Design ways to handle YOUR real life challenges

The information covered in this course comes from the fields of applied psychology and business studies. You'll cover models such as:

- Dialogue processes developed by management expert, Peter Senge
- Active listening techniques
- Enquiry techniques for exploring others' concerns
- Assertive language patterns
- Win/win approaches to conflict

How can put your learning to use?

The practical focus of this course means that you can use what you learn immediately. Dialogue techniques can be used to raise and resolve conflicts, deliver feedback, address performance difficulties, handle inappropriate workplace behaviour or promote proactive problem solving within your team.

What topics will you cover?

Topic one: What are 'crunch point' conversations?

Crunch point conversations focus on sensitive issues or areas of potential conflict. They address 'hard' topics managers often hesitate to bring up. Learn why you should raise these issues early and how to do it productively. Discuss a model of 'dialogue' which can be used to make potentially uncomfortable discussions constructive.

Topic two: Key steps for managing crunch point discussions

Learn how to apply a five step process in order to keep tough conversations on track. Hear how to raise an issue – such as a behavioural problem or concern regarding team dynamics - constructively. Watch demonstrations of techniques you can use to draw out staff members' perspectives on an issue. Try out 'flameproof language' techniques you can use to set boundaries and limits as a manager. Learn how to build solutions with a staff member, in order to motivate changes in behaviour.

Topic three: Raising issues constructively

Many managers avoid talking about touchy issues because they don't know how to start the conversation. But YOU can learn specific phrases which make opening up feedback and performance management discussions easier. Hear which words to use and which to avoid when raising a problem. Master the art of 'framing' your message in neutral language. Watch a video demonstrating the use of framing techniques in a feedback situation.

Topic four: Enquiring about staff members' viewpoints

Find out why drawing out your team members' perspectives puts you in charge of tough conversations. Learn how to combine solution focussed questions and active listening techniques – so that your people feel heard. Discover how to pinpoint key needs and concerns. See the process of empathic listening demonstrated on screen. Then try the process out for yourself.

Topic five: Setting boundaries and limits

As a manager, you are accountable for the behaviour in your team. Learn how to set limits when people behave in inappropriate ways. Discover how to get staff to pay attention to your feedback. Hear examples of 'flameproof language' in action. Work out how to get your point across when dealing with difficult members of your team.

Topic six: Designing solutions to problems

Conflict resolution experts say you should 'focus on the issue, not the person.' But how, exactly, can you do this as a manager? In this section of the course, you'll learn how to adopt a solution focussed approach to problem solving. Discuss key questions you can use to direct attention towards resolving issues. Chat about ways to limit 'shaming and blaming' behaviour when setting goals for change. Then hear how to promote active problem solving, even in highly challenging situations.

Who teaches this course?



Eleanor Shakiba is a leading people skills trainer, based in Sydney. She has helped thousands of professionals to use breakthrough thinking and communication tools. Eleanor has written over 90 training courses, 12 audio programs and 10 videos to help people excel at work. Each month, she publishes a new communication skills program on YouTube.

Eleanor is qualified in Social Anthropology, Adult Education, Applied Psychology, Neuro Linguistic Programming and Mediation. She writes and teaches in the areas of applied psychology, communication and conflict resolution. Her passion is helping professionals learn skills for success in the real world.

See Eleanor in action at <http://www.youtube.com/user/thinklearnsucceed>

How is the course delivered?

This is a highly interactive course, delivered over one day. Book it if your management teams needs training that delivers practical skills in a dynamic format. The course covers the why, what and how of managing performance-focussed conversations. You'll learn through a variety of methods including:

- Mini lectures
- Video presentations
- Question and answer sessions
- Demonstrations by the trainer
- Practical group activities
- Individual planning activities

What past participants say about this course

Useful as Eleanor covered other areas within management that other courses do have not"

"Well presented. A good mix of video, discussion groups and activities"

"Very insightful and got me thinking about techniques to improve my team dynamic and the way in which I lead"

"I found it useful, informative and relevant in assisting me with a current issue with a staff member"

Book Crunch Point Conversations for Managers for delivery at YOUR workplace now.