

Effective management conversations—online with face-to-face delivery as an option



THE
LEARNING DELI

eLearning module 1 Management conversations— always worth the effort

- Why conversations are difficult
- How to tackle the challenge
- Using feedback effectively
- Accountability and consistency as a manager
- Why people are reluctant to hold management conversations
- How to mitigate reluctance



eLearning module 3 Preparing for management conversations—feedback models

- Preparing feedback—how to structure your conversation
- Models to shape your intervention—**CBR/aBR** and **PASSEP**
- Defensive and supportive communication
- Focusing on the problem, not the person
- Adapting language and style



eLearning module 5 Holding effective managerial conversations

- Active listening
- Body language—own and others'
- Setting the tone
- Career conversations—making it count
- Recognising and rejecting distractions and preconceived ideas
- Non-verbal cues—being aware and responsive



Face-to-face workshop Effective conversations

- Conversations about unsatisfactory performance
- **Practice**—Implementing a conversation plan; bridging the gap between the model and the reality
- **Practice**—active listening and positive body language, asking open questions rather than leading questions
- **Practice**—assertiveness
- **Debrief**—challenges and troubleshooting



eLearning module 2 Understanding **DISC**

- Introduction to **DISC**
- **DISC** in action
- Characteristics of each profile in their reactions and interactions
- Adapting communication style
- The appropriate intervention for each profile
- Interactions between profiles—shaping a team



eLearning module 4 Planning the logistics of a management conversation

- Structuring questions and interventions
- The right timing and location
- Neutral space and privacy
- When, how and where to intervene
- Defining purpose, outcomes and objectives
- Devising a solution
- The result of good preparation



eLearning module 6 Challenging management conversations

- What a challenging conversation is
- What you can do to head them off
- What the actual problem is—finding out the facts
- Steps for resolving workplace disputes
- How to conduct a meeting to resolve a dispute
- Assertiveness
- Resilience



Challenging conversations— Planning tool

- **Problem orientation**—prepare conversation points and questions:
 - identify the issue
 - assess and analyse the issue using appropriate frameworks
 - identify desired solution and necessary support
- **Mitigating threat response**—consider timing and location, body language, tone and active listening
- **Seeking support**—when to involve managers and supervisors
- **Accountability**—keep detailed records

