

## Critical Conversations for Managers

### INTRODUCTION

Whether you are saying 'no' to a request, communicating bad news, dealing with poor performance or recruiting staff, critical conversations happen throughout the year.

By using a simple four-step process every conversation can be made more effective for both parties. During the course there will be opportunity to practice a variety of real life situations so practical learning can be taken back to the workplace.

Mainly suitable for people who manage others and have had little exposure to critical or difficult conversations. It is also suitable for managers who conduct performance reviews. This course will help give confidence in delivering the difficult messages as well as setting the direction of critical conversations.

### COURSE OBJECTIVES

By the end of the course you will be able to:

- **Create** personal ownership in performance improvement.
- **Manage** the critical performance review conversation.
- **Commit** to the way forward – in partnership.
- **Give** effective feedback.
- **Deliver** bad news and sensitive issues with empathy.
- **Effectively** resolve conflict.
- **Manage** emotion in reaction in both yourself and others.
- Face up to difficult decisions.

**COURSE DURATION:** 1 Day Course

### COURSE CONTENTS

#### Critical Conversations

Identify the sensitive issues that are critical to your business  
What makes a critical conversation different from the rest  
Avoiding conflict at the key touch points  
Staying in control of emotions

#### Developing a High Performance Mindset

Constructing a strategic line of sight for objectives  
The link between performance and company / team reputation  
The links between motivational objectives and measurable business results  
Create personal ownership – the value of walking the talk

#### Setting objectives to excite and motivate

To shift perceptions of SMART objectives from other peoples agenda to goals I am connected to  
Simple tools to help set the goals people want to achieve  
Imaginative goal setting so people can see, hear, touch and taste success  
Setting goals using SMARTER and PACES

#### The Power of Feedback

Five-step feedback planner and receiving in the moment feedback  
How we describe specific observable behaviours  
Tackling the issue not the person  
Practicing Push and Pull for feedback conversations

#### Dealing with Absenteeism and Poor Performance

Exploring the options to tackle absenteeism  
Examining the behaviours in and around 'poor performance'  
Assessing individuals from skill and will challenging our assumptions – what's the evidence

#### Personal Development Action Plan

*Throughout this course there will be a number of practical exercises carried out which will enable delegates to put into practice most of the theory covered*

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