



Helping organizations build
relationships one conversation
at a time

Challenging Conversations Workshop: Learning Objectives

Giving performance reviews and coaching

- Giving “straight” feedback without de-motivation
- Discussing inclusion issues with an insensitive direct report
- Catching “coaching moments;” mentoring as a day-to-day activity
- Giving feedback to difficult/defensive people
- Managing changed relationships: *We used to be peers, now I’m the manager*
- Handling a review when your direct report has an inflated sense of him/herself
- Dealing with a situation where you have to give bad news that you don’t agree with... such as denying a raise when you think your employee deserves one
- Getting someone to open up when they won’t communicate with you

Managing up

- Giving feedback to your boss
- Getting your point of view across when your boss doesn’t want to listen
- Ways to send the message even when you fear retribution
- When your boss says, “Just do it,” but you need to understand why

Dealing with teams

- Getting to the root cause(s) of mistakes to improve performance
- Creating a culture of accountability rather than a culture of blame
- Inspiring creativity
- Motivating when resources are limited
- Understanding the causes of team dysfunction and knowing what to do about it
- Setting up processes that keep teams functioning well

Managing customer/client relationships

- Dealing with an angry client and getting the working relationship back on track
- Giving bad news such as a skipped deadline or increased costs
- Putting a stop to scope creep
- Telling them they’ve made a mistake
- Telling them *you’ve* made a mistake

Improving damaged relationships

- Dealing with other people’s strong feelings
- Expressing your feelings in a professional and productive manner
- When they’ve done something that hurt you or made you look bad
- Trying to change someone’s opinion of you
- Negotiating roles such as who should be a decision-maker, who should be consulted and who should simply be informed

Tools you will take away

- You’ll learn a systematic approach to preparing for tough conversations and you’ll get an easy to use “prep-pad” to make preparation simple
- You’ll learn five easy ways to start the conversation that maximize the chances that the conversation will go well
- You’ll get tools for diagnosing when communication is breaking down and how to fix it
- You’ll master ways to adjust to your missteps
- You’ll develop a deeper understanding of the kinds of behavior you have an especially hard time with, and become more skilled at not getting your buttons pushed
- You’ll become more effective at looking at things from another person’s point of view

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