

PRBB Intervals Course Proposal

Course Title: Difficult conversations: how to make them easier

Proposed dates: 22nd & 29th November 2017

Course Language: English

Course Leader: Louise Schubert MSC, CIPD, EMCC accredited coach.

Louise works with individuals and organizations as an executive coach and consultant and is experienced as a trainer to help professionals from all disciplines, improve their overall performance management and leadership skills.

Rationale for course:

This course is designed to help those people who need, as part of their role of team or project manager, to deliver difficult feedback in order to bring about a change in how people carry out their work. These are referred to as difficult conversations. People tend to feel stress before entering into them and very often they are postponed until the situation deteriorates and it is even more difficult to manage.

Course aim – general

This programme will help anyone who has to manage others or has to deal with different stake holders, feel confident when faced with giving feedback regarding difficult behaviours. There will be an opportunity to consider a variety of different tricky situations, consider the psychological dynamics at play and to develop the necessary skills to handle these situations.

Specific learning outcomes:

1. To develop techniques on how to:
 - Handle difficult feedback in a positive way
 - Set expectations for performance in the future.
2. To reflect on personal communication styles and develop alternative approaches which lead to conversations where new understanding and mutual trust are achieved.
3. To practice techniques to improve, listening skills, question technique and dealing with emotions.

Course contents:

Part One:

- Welcome and introductions.
- Identification of situations when feedback is necessary; analysis of barriers that prevent the conversations from taking place and the outcomes.
- Psychological models which help us to understand and approach someone who needs to change behaviour.
- Guidelines for giving constructive feedback and preparation beforehand.
- Practice and feedback

Part Two

- Review since last time.
- Listening skills
- Question technique
- Handling emotions.
- Agreeing expectations and follow up
- Practice and feedback.
- Conclusion

Training methods

The programme will be highly participative, with a mixture of small group work, individual reflection, and explanation of relevant theory, exchange of ideas and practice of techniques through observed role play.

Target group in PRBB: Senior scientists, team leaders within scientific research and management/admin staff.

Number of participants: 12

Total course hours: 8 hours

Distribution of course: 2 modules of 4 hours with some reading and short preparation between the two modules.

Material participants need to bring: A willingness to share experiences, have a go and a desire to build on how they give feedback. There will be a contract of confidentiality agreed between those present.

Relevant background reading: Not for this programme.