

A WORKSHOP FOR COACHING MANAGERS IN THE COMMUNICATION OF DIFFICULT MESSAGES TO TEAM MEMBERS

Purpose:

To prepare Managers to manage and to be able to carry out the communication of difficult messages to team members

Objectives:

To provide Managers with a basic framework and skill set to position and manage the communication of difficult messages covering:

- The change message.
- The individual's options

To enable Managers to understand the strategy for the communications and to practice giving the communication.

Learning Methods:

This is a highly interactive workshop and the learning methods used will be:

- Inputs on skills and methods
- Exercises and discussions
- Practice sessions
- Role plays to practice communicating the difficult messages

Workshop Contents:

- The 10 main types of questions likely to be asked in a communication of difficult messages meeting by team members about the organisational change message.
- The 6A's process/structure for carrying out a communication of difficult messages meeting, and its objectives.
- Why these meetings are difficult for the Manager and team member.
- Anticipation and planning for the meeting.
 - Planning the logistics.
 - Developing the meeting plan.
 - Anticipating the team member's reactions
 - Key messages.
- Announcement/communication of the message.
 - Examples of opening sentences.
 - Tone and delivery.
 - Repeating of key messages and information.
- The type of active listening skills used in these types of meetings.
- The different types of questioning skills used in these types of meetings.
- Types of questions used to move the discussion forward.
- Different types of potential reactions by the team member; e.g. denial, silence, abuse, manipulation, etc.; and developing effective methods of dealing with them.
- Possible questions and areas of sensitivity.
- Closing the meeting.
 - Using active listening skills to check the team member's understanding of the key messages, and clarify what their next steps are.