

MANAGING DIFFICULT CONVERSATIONS

ARM YOUR MANAGERS WITH STRATEGIES FOR STEERING THROUGH CONFLICT

MANAGING DIFFICULT CONVERSATIONS DELIVERS WORLD-CLASS CONTENT THAT SHARPENS CRITICAL THINKING AND DECISION-MAKING SKILLS IN REALISTIC BUSINESS SITUATIONS

MANAGING DIFFICULT CONVERSATIONS from Harvard Business Publishing immerses managers in dialogue-based situations that foster learning by doing where they make key decisions that drive the dialogue and ensuing results. The course helps managers identify and adjust thought patterns before approaching the difficult conversations that arise in business.

CONTENT

SCENARIO-BASED LEARNING, INTERACTIVE TOOLS, FOLLOW-UP GUIDANCE

By being put into situations where they must avoid common traps and delays, managers explore ways to uncover the real data and reasoning underlying disagreements and thus work toward collaborative and productive conclusions.

The course provides firsthand experiences in a safe environment and gives managers the opportunity to use interactive tools and apply follow-up action plans. Managers will learn how to:

- o **Understand** that avoiding difficult conversations or mishandling them often results in the suppression of critical information and leads to bad business decisions.
- o **Discover** how people use "mental models" to make sense of the world and how these models influence how people select and interpret information and reach conclusions.
- o **Identify** five non-productive thinking habits, and shift toward five alternatives for productive thinking.
- o **Provide** effective interventions for employees not meeting professional standards.
- o **Improve** cooperation and collaboration among work groups, departments, and the executive team.
- o **Head off** and diminish conflicts that can negatively impact the bottom line.

Managing Difficult Conversations immerses managers in the consequences of their own decisions and provides immediate feedback. All course activities are short and modular, with no portion taking more than twenty minutes. The entire course requires one to three hours to complete.



HIGHLIGHTS

- > World-class, award-winning content
- > Rich interactivity with video and gaming aspects
- > Ongoing dialogue for immediate feedback
- > Customizable on-the-job action plans
- > Flexible learning paths
- > On-screen Guide provides direction
- > Learn by doing
- > Proven concepts for faster conflict resolution

EXPERTS

Managing Difficult Conversations is based on the research and writing of renowned experts:

CHRIS ARGYRIS

- o Professor Emeritus, Harvard Business School
- o Author of thirty books, including *On Organizational Learning*
- o Consultant to corporations, government agencies, universities

PETER SENGE

- o Senior lecturer, Massachusetts Institute of Technology
- o Author, *The Fifth Discipline: The Art and Practice of the Learning Organization*
- o "Major influencer of business strategy in the 20th century"
—*Journal of Business Strategy*

COURSE ELEMENTS

A FRAMEWORK FOR FACING THE DISAGREEABLE

Managing Difficult Conversations takes managers through expert content in a fast-paced interactive format. Just as with live conversations, each situation offers alternative paths that produce different outcomes for each challenge. Realistic practice scenarios and interactive tools provide immediate feedback and enable time-pressed managers to grasp key concepts quickly and retain them permanently.

Simulations enhance Harvard Business Publishing's award-winning courses to a new level of learning. Rich, multiple-media formats offer a wide breadth of video, audio, and print content.

ASSESSING YOUR WORKPLACE MENTAL MODELS

Determine the productive and unproductive habits that arise during difficult conversations.

REFRAMING "BE IN CONTROL" THINKING

How to prepare for a difficult conversation by reframing one's assumptions.

LEFT-HAND/RIGHT-HAND EXERCISE

How to uncover and analyze inner thoughts during a difficult conversation.

INTERACTIVE SCENARIO

Puts the learner in situations that lead to decision-driven consequences that affect people, processes, and productive outcomes.

UNIQUE, CUSTOMIZED PATHS

As in real conversations, each learner will experience a different path through challenging situations.

DECISION POINTS

There are fourteen instances that prompt the learner to make decisions and face consequences.

RESOURCE LIBRARY

Thirteen expert perspectives from *Harvard Business Review* and other top sources.

ACTION PLANS

Guidance for applying concepts on the job.

QUIZ

Evaluate comprehension of the content with built-in assessments.

ADDITIONAL FEATURES

Gaming aspects and video (90+ minutes) make for a memorable learning experience.

SUPPORT

IMPLEMENTATION SERVICES

MANAGING DIFFICULT CONVERSATIONS is quick and easy to deploy via your LMS or intranet. Our Implementation Services Team can help you develop an effective rollout strategy. Your organization can create a tailored deployment or use a Facilitation Guide for each course.

Many more Harvard Business Publishing offerings are available to help you achieve your leadership and management development objectives. Please contact us for information on our comprehensive portfolio of strategic content, programs, and services.

TARGET AUDIENCE

MANAGING DIFFICULT

CONVERSATIONS is helpful for mid-level managers who must direct team work and individual performance.

Building and refining your managers' communication skills for defusing stressful situations will directly affect your organization's success.

COMPLEMENTARY OFFERINGS

Extend the course's impact with additional leadership development simulations:

o PRODUCTIVE BUSINESS DIALOGUE

How to improve communication effectiveness for actionable outcomes.

o NEGOTIATING FOR RESULTS

How to prepare for and conduct effective negotiations.

o LEADING TEAMS WITH EMOTIONAL INTELLIGENCE

How to establish positive group norms that drive high performance

Or select from our deep well of print and digital content. Ask your relationship manager for recommendations to match your current strategic initiatives.

LEARN MORE

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