



Having the Difficult Conversations

Think bigger, go further

“The greatest danger for most of us is not that our aim is too high and we miss it, but that it is too low and we reach it.” Michelangelo Buonarotti

Imagine this if you can....

- ***You deal with performance issues before they become personal.***
- ***You are able to come up with the ‘right words’.***
- ***You deal with challenging situations or people as they arise.***
- ***You say the ‘hard things’ and still maintain good working relationships.***

We rarely get to choose the people we work with, and often our workplaces are a strange mix of personalities and styles. As managers, all workplace conversations are only ever part of a process. They are rarely one-off events and often form the punctuation in the relationships we have with people. There are some conversations however, that feel harder to have than others. These are generally the ones that we know will have a significant emotional component; the ones where we need to say things that the other person may not want to hear and, if it goes wrongly, could potentially strain the relationship.

So depending on who we are, we...

- avoid them, or put them off until we just can't put them off any more
- focus so heavily on making sure we get the 'message' right that we get 'hard' or 'matter of fact' and forget about the relationship we have with the other
- overcompensate for the relationship and beat about the bush, couching the message in such fuzzy terms we fail to actually say what we meant to

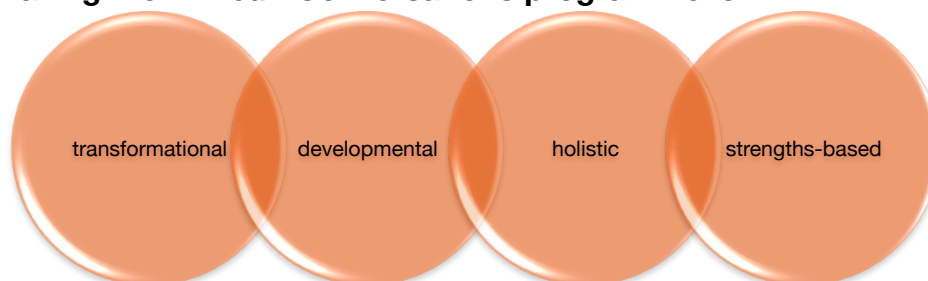
Does any of this sound familiar?

So how do we have those difficult conversations when we need to AND in a way that we say what we need to AND maintain our good working relationships?

Well, the truth is there is no step 1, step 2 fail-safe method; a relationship is a two-way thing and we can never reliably predict what another will say and do. However there are some things that are useful to know and some capabilities that we can develop that will grow our ability to better achieve the outcomes we are looking for from our conversations.

Having the Difficult Conversations is about developing those capabilities and transforming your efforts so that you achieve the results and outcomes you are looking for from yourself and your people.

Having the Difficult Conversations programme is



Transformational

The sense of dissatisfaction that arises from many learning programmes related to communication, leadership or culture often occurs because there is little or no significant or long-lasting behaviour change after the learning event. For these skills, transformational learning methods are most often best.

While transactional learning focuses on providing the learner with a new 'toolkit', transformational learning focuses on developing the user of the tools. The aim of transformational learning processes is to improve the competency of the learner by looking at beliefs and values, underlying assumptions and ingrained habits. *Having the Difficult Conversations* employs action methods, which uncover the unconscious feeling and value-based reactions that stop us from performing as well as we would wish in our work. Such an interactive and action-based approach causes us to be 'conscious' and 'awake' during the learning process. It also presents opportunities to actually rehearse the thing to be learned and for real-time coaching to ensue.

Developmental

We know that attitude and behaviour change happens over time. As Emotional Intelligence guru Daniel Goleman, states, "A brief seminar won't help, and it can't be learned through a how-to manual." *Having the Difficult Conversations* programme applies a feedback model and is carried out over two sessions so that you get to try out new things, go back and practise them at work and then reflect and fine tune at the subsequent session. Ongoing coaching is available to assist you to fine tune and extend your learning further.

Holistic

In every minute of every day, we are thinking, feeling and behaving. Neither the head, the heart nor the hand operate independently of each other. When learning something new, it is vital that all three of these are engaged in the learning process; also that what is learnt is learnt by all three simultaneously. *Having the Difficult Conversations* uses a human technology that has, inbuilt, the capacity to engage the whole of us. Through the process we uncover connections and interrelations between our thinking, feeling and behaving.

Strengths-based

Far too many learning experiences in our culture focus on deficits, gaps or weaknesses. We can categorise behaviour in three ways: as good and useful; over-developed in some area; or under-developed in some way. It is best to focus initially on what is good. When people become aware of what works well, their self-esteem is enhanced and other problematic areas of their life become easier for them to manage. So there is a focus on the health first. *Having the Difficult Conversations* applies a methodology which is inherently strengths-based, as we can best learn something new from what we currently do well.

Who is this programme for?

The Quantum Shift *Having the Difficult Conversations* programme is for managers:

- with at least one year experience in managing people
- who have a grasp of basic performance management principles
- who currently manage people

This programme is for those managers who know what it is they want to achieve, and who are strongly motivated to turn their knowledge of performance management into the act of good performance management. It requires energy, commitment and active participation in order to gain the most out of it. If you are ready, willing and able to make the difference, you will benefit from this programme.

The inter-related components of the programme

The Quantum Shift *Having the Difficult Conversations* programme applies a transformational learning process which grows your practice in three key domains.

Me as a Manager

- Why do I do what I do?
- How does what I do contribute to the outcomes I get?
- What opportunities are there for me to develop something different?

Relationships

- How do I foster good and robust workplace relationships?
- How can I grow my ability to influence, motivate and manage others?
- Do I engage in all the conversations I need to?

My World

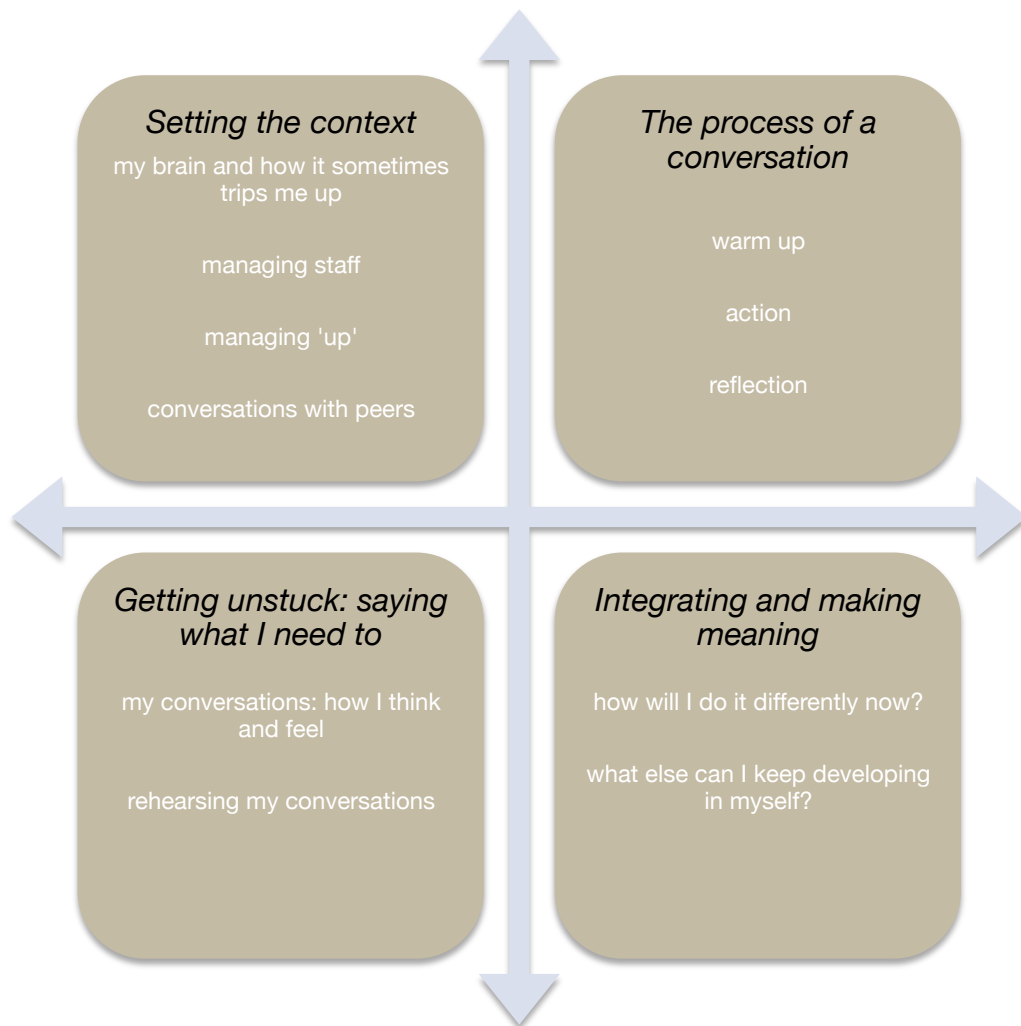
- What 'ripple effects' do my actions create?
- How can I make more conversations more strategic?
- How can I maximise my impact on the wider organisation?

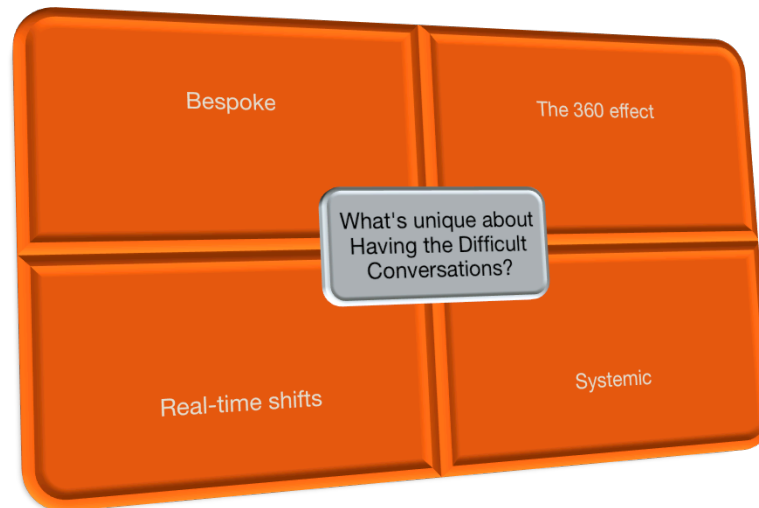
What is the programme comprised of?

Group workshops

There are two full days of interactive workshops, two weeks apart, which guide you to focus on specific and real-life challenges from your day-to-day work. You will be encouraged to apply your new learnings in your workplace; then to build on and fine tune these at the second session.

The programme attends to four key areas:





There are plenty of opportunities to learn about ‘difficult conversations’ out there, why is this different?

- **Having the Difficult Conversations** is highly personalised, as are all Quantum Shift programmes. The content of the group workshops is YOU. You will be encouraged to bring your real-life day-to-day experiences to the fore. They form the basis of what you need to learn. This is not a ‘chalk and talk’ or templated training programme. The answers you seek come from within you and from your cohorts.
- **Having the Difficult Conversations** gives you bigger picture of yourself: the 360° effect. The nature of the programme provides you constant opportunity to reflect on yourself and your work in a controlled environment.
- **Having the Difficult Conversations** uses a unique human technology which effects real-time change. It is highly experiential, with built-in reflection and integration processes, so that what you learn takes immediate effect. The shifts in you occur in the moment, so that when you go back to work, you are already thinking differently, feeling differently, behaving differently.
- **Having the Difficult Conversations** is systemic. Underpinning the approach is the maxim that ‘everything is connected to everything else; if you change one thing, everything else will shift’. This means that when you make changes to your behaviour, you effect changes in others, your workplace and your world.

Dates

There are three opportunities to participate in [Having the Difficult Conversations](#). The 2011 dates are:

Programme 1:	Programme 2:	Programme 3:
3 March 2011 10 March 2011	16 June 2011 23 June 2011	15 September 2011 22 September 2011

Each full day workshop runs from 9.30am-4.30pm.

All full day workshops are held at
Columba Centre
Vermont Street
Ponsonby

Fees

The cost of [Having the Difficult Conversations](#) is \$1399 plus GST. This includes two full day workshops, all materials, and morning and afternoon teas. Full fees are payable no later than 4 weeks prior to the first full day workshop.

Cancellation

Quantum Shift reserves the right to cancel the programme and will endeavour to give as much notice as possible. If this is the case, any fees already paid will be fully refunded. Alternatively, the participant may wish to transfer any fees paid to a subsequent programme.

If the participant cancels, the following refund policy applies:

Less than two weeks prior to 1 st full day workshop	No refund
15-28 days prior to 1 st full day workshop	50% refund
29+ days prior to 1 st full day workshop	Full refund

Alternatively, the participant may wish to transfer any fees paid to a subsequent programme.

In-house programmes

If you wish this programme to run within your organisation, please contact us at Quantum Shift. We will be happy to discuss your requirements and tailor something that fits specifically.

It takes the same amount of courage to do a difficult thing whether we take the first opportunity or not....better to find courage in the first instance and not the tenth.

Who we are

Quantum Shift catalyses real and lasting shifts in people's workplace behaviour and attitude.

Facilitators

Arohanui-Grace

Grace has worked across a range of sectors as an educator, consultant, change agent, facilitator, coach, trainer and presenter. She applies a big picture perspective to the concept of work, and believes that work should be a satisfying and meaningful experience for everyone, regardless of what they do for a job. She applies a depth of experience and knowledge of transformational learning processes in her work with Quantum Shift, to enable individuals and groups to 'create the work they want'.

John Wenger

John has a background in education, counselling/therapy and groupwork/facilitation in the commercial, health and social service sectors. He has been a Manager of a small commercial enterprise and a small not-for-profit organisation. He brings all these 20+ years of experience and training, along with his inquisitiveness, to Quantum Shift. He is keenly interested in brain functioning and is eternally fascinated by what gets in the way of learning. The challenge of assisting people to 'unblock' themselves and find more joy in life and work is the thing that gets him out of bed in the morning.

Contact details:

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