

# Managing & Communicating When The Going Gets Tough

## A one-day course for all line managers

**Giving line managers the tools, techniques and confidence to handle difficult change and communication environments**

### **HARD NEWS, DIFFICULT DECISIONS**

Most organisations are equipped to deal with everyday steady-state performance and the 'low concern' style of communication that goes with it.

Often they will use management approaches and communication methods that do not rely too much on line managers' skills or experience; preferring to leave them free to focus on 'hitting the numbers'. But when the going gets tough, when there are difficult decisions to share or hard news to explain - everything changes.

But these same line managers are rarely given the skills, time, tools or confidence to tackle this part of their job with ease. This course solves that problem.

### **WHO SHOULD ATTEND**

The course is for line managers who look after teams from a handful to a floor-full. You are likely to have some experience & good general communication skills, but feel exposed or daunted by the challenges of explaining hard news or tough decisions whilst maintaining your team's performance. If you're measured on the latter, you need to be good at the former.

The course is open to managers from large and small companies/organisations in both the public and private sector.

### **COURSE BENEFITS**

You will be able to:

- Pinpoint the needs of your people as they approach change and handle them more effectively
- Use the main factors that drive buy in to help turn your team into change champions instead of change victims
- Cope with the emotions and feelings of others who are most affected by the changes you're communicating
- Use your skills and judgement to identify high-concern moments within your team and respond to them quickly and professionally
- Communicate difficult news and decisions with confidence, openness and honesty
- Write and present 'hard news and tough decisions' with empathy, care and credibility
- Anticipate and respond to people's issues and "buy in blocks"
- Prepare and plan the way you communicate difficult news

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### WHAT DO WE MEAN BY "TOUGH"?

Tough going can occur at any time when one of your staff, a complete team or an entire organisation feels that the news you have to share threatens some part of their daily lives. These highly-charged situations can be triggered by any number of things, such as:

- ❑ Your company decides to undergo a major change and needs you to buy in AND support the difficult messages that go with this - and help others to buy in along the way
- ❑ The need to suddenly re-organise your team and/or their workloads and priorities (even if this looks on the surface like 'positive change')
- ❑ Changing an individual's work priorities and handling the resistance this can cause
- ❑ Delivering difficult performance appraisals
- ❑ Handling teams and team members who are resisting change and holding others back
- ❑ Changing seemingly innocent things like the car policy, the parking arrangements, the floor plan, home working rules, the pension scheme, the dental cover etc etc (all of these are taken from real situations we've seen)

### MORE INFORMATION

For the latest course dates, pricing and course availability please visit our website, email or telephone:

- [www.thechangecurve.com](http://www.thechangecurve.com)
- [info@thechangecurve.com](mailto:info@thechangecurve.com)
- 0113 268 1977

### COURSE CONTENT

#### What's Covered

The list below is an outline. Like the change curve itself, we're flexible; so we always ask delegates on the day what they need and we adapt the content as we go.

So you get to shape the day to suit your needs, not ours. Unless you 'flex' the content, this course:

- Explores **the way people and organisations react to change**: how this affects performance, the key stages of change, the way people's behaviour changes, how communication can send the right and wrong messages
- Studies the **role & importance of personal leadership** and why line managers are the best people for this
- Gets delegates to create a **set of common standards** for how they need to behave during change or difficult times
- Covers the **theory and practice of high-concern or risk communication** – drawing out the key points of difference with day-to-day, low-concern communication
- Provides the **background, tools and techniques** for delegates to use in difficult times so that they remain honest and credible with their staff/audiences
- Explains the use of the 'change curve' in **planning how to manage teams and how to communicate with them** at this time; and reviews the impact of different types of change on people at work
- Looks at **how words take on new (and negative) meaning** at times of change, and how behaviour affects what people see and hear when facing a difficult situation
- Gives delegates the templates they need to **prepare and practise for high-risk communication moments**
- Rehearses people in the **writing and delivering of 'hard news/tough decisions'**
- Explores the best ways of **anticipating, researching, preparing and delivering answers** for the likely questions you'll get from your team/audience(s)
- Looks at the **differences between the ways in which men and women need to communicate** in uncertain times – and what people 'expect' of the two sexes
- Explains the **time limits for answering a tough question honestly**, after which point people believe you're hiding something (even if you're not)
- Includes **action-planning and many practice sessions** to help delegates put the tools and techniques to work, share experiences, ideas and tips and to refine their management and communication styles



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