

HARD CONVERSATIONS

For Managers & Executives



Can you recall days that just had one interruption after another? Executives and managers spend a great deal of time just talking to others around them. In fact, research shows that at the General Manager level, leaders typically spend 70-90% of their day in largely unplanned conversations. If sometimes it seems that with all the 'people' interruptions there are not enough hours in the day to get your work done, you are not alone. Yet, as leaders, people are part of our work. Indeed people are **the work** of leaders because leadership is all about *getting results through your impact on others*. You can learn to transform those 'people' interruptions into opportunities to shape your staff for the better.

Conversations are the vehicle through which truly effective leaders shape the attitudes, behaviours and performance of those around them. The staff around you do what they do because of the **hard conversations** you have had or failed to have with them. Sometimes **hard conversations** involve correction and confrontation, yet they also include encouragement, feedback and coaching. Whatever form they take, hard conversations are always based on honesty.

Topics covered:

- Shaping staff behaviour.
- Clarifying expectations.
- Strategic encouragement.
- The power of feedback.
- Managing emotions.
- Dealing with defensiveness.
- Crucial confrontations.
- Coaching for improvement.



Benefits of attending:

- Learn how shape staff behaviour before it becomes an issue.
- Discover how to use a 3 part coaching process to structure conversations with staff.
- Find out what to do and not to do when a more serious conversation is called for.

Who should attend:

This program is suited to both new and experienced leaders seeking to improve their ability to shape staff behaviour and draw the best out of their staff.

PROGRAM DATES

Brisbane: 26 March 2008

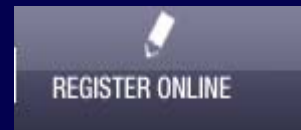
REGISTRATION & COSTS

Register online at:

www.leadershipdevelopment.edu.au

1 person: \$549

Each program has a limited number of places. Your enrolment will be confirmed or regrettably declined within 1 business day of your application.



www.leadershipdevelopment.edu.au

Why choose an ALDC program:



As Australia's only educational organisation with a sole focus on leadership, the Australian Leadership Development Centre (ALDC) is a trustworthy source of reliable and practical guidance on what it means to lead well and how you can go about enhancing your leadership impact.

All concepts presented in ALDC programs have a strong grounding in evidence. In the sea of unsubstantiated opinions and management fads the ALDC acts a beacon, guiding you towards proven and dependable techniques that you can use to bring out the best in your staff.

The program itself is practical and highly experiential, involving you in practising and refining new leadership behaviours.

After the program, we provide a complimentary e-support package, assign you a learning partner and show you how to use reflective journaling to turn good intentions into sustained changes in behaviour within your workplace.



‘A failure to deal with difficult people issues will be one of the four key career derailers of the future’

“Preparing Leaders for 2010” – A Conference Board Report

Program director:

Shaun Killian is the founder and director of the Australian Leadership Development Centre. Helping people reach their full potential is both a professional and personal passion that has formed a constant thread throughout his career and life. Shaun holds two master's degrees, including a Master of Leadership. His work draws on a range of fields including psychology, adult-learning, leadership theory, human resources, neuro-linguistic programming and organisational behaviour. Shaun chaired the 2007 National Summit on Leadership and People Development in Sydney.

‘Very worthwhile – an excellent opportunity’

Paul Daffey, Principal, Catholic Regional College, Melton.



Hard Conversation Fact File

Shaping staff behaviour is a core part of a manager's role. Research shows that:

- Manager's actually have a great deal of influence over each of their staff's behaviour, attitude and performance.
- 'People' are a major part of a leader's work. The most effective managers spend an average of 44% of their time just communicating with other people.
- Staff learn how to act through conversations their manager has (or fails to have) with them, together with their observation of conversations their manager has (or fails to have) with other member's of staff.
- No single conversation is enough, but with the combined use of strategic encouragement, feedback, coaching and confrontation, manager's can have a major impact on staff behaviour.

To register or for further information visit our website:

www.leadershipdevelopment.edu.au

or contact the program director at

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