



FAQ “How do I approach a difficult conversation with a member of my new department?”

Know your objective.

Don't worry if there is silence.

Know how to begin.

Keep it face to face

Give it time.

Choose the right place.

Be consistent.

Preserve the relationship.

Don't delay.

You are not going to like everybody that you work with. They will not always like you.

Acknowledge and then manage the emotions.

Ask for advice.

Reflect on your attitude

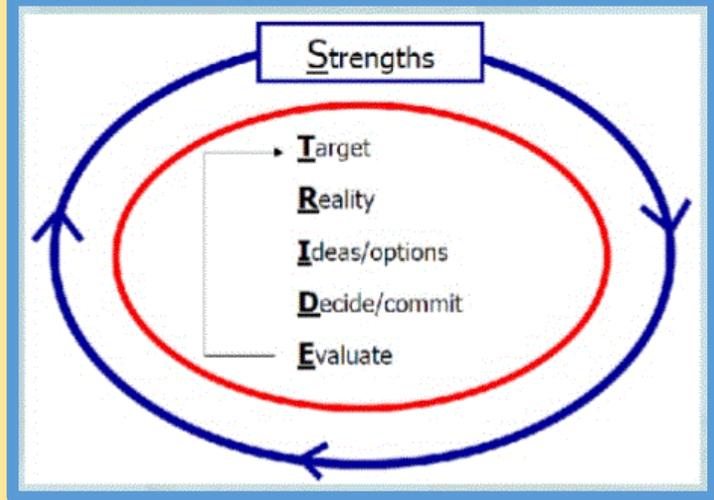
Aim for a positive outcome

Be clear.



FAQ “How do I approach a difficult conversation with a colleague I now manage, who used to be my peer.”

Genuinely consider the other point of view.



Recalibrate the dynamics of the relationship.

Understand what they want from their career.

Listen.

Involve them in the solution.

Prepare for the conversation but don't have a script.

Celebrate what they have to offer.



FAQ “What do I do if somebody I line manage resists?”

Stay calm and confident in what you are asking for.

Outline the benefits for the other person(PM)

Avoid labelling the conversation as ‘difficult’; focus on the ‘constructive’

Ask yourself: “What is the problem? What does the other person think is the problem?”

Empathise

Don’t be afraid to pause the conversation.

Check

Remember that some people are excited by change and others find it difficult.



FAQ “How can I ensure that I am being assertive?”

Connect with everybody;
make yourself accessible.

Feedback delivered in the wrong way can de-motivate. Feedback that is given in the right way can be hugely encouraging.

Practice what you
preach.

Maintain good
relationships.

Being assertive
doesn't have to
mean being
aggressive or
immovable.

Good judgement
and good
preparation are
more likely to lead
to good decisions

“Yes. But how?”



- **Use "I"** - "I want", "I need" or "I feel" to convey basic assertions and get your point across firmly.
- **Empathy** - Always try to recognize and understand how the other person views the situation
- **Escalation** - If your first attempts at asserting yourself have been unsuccessful, then you may need to escalate the matter further. This means becoming firmer (though still polite and respectful), and may end in you telling discussing what the next steps may be if you aren't satisfied.
- **Verbs** - "will" instead of "could" or "should," "want" instead of "need," or "choose to" instead of "have to."
- Have a clear structure in place – **Action plans** with clear goals and time frames.

Four Styles of Communication

Assertive

I Win - You Win

Passive Agressive

I Lose - You Lose

Agressive

I Win - You Lose

Passive

I Lose - You Win