

# THE COUNTER-INTUITIVE APPROACH TO COMMUNICATING WHEN OUTCOMES ARE CRITICAL



“ Open and effective communication is to relationships like soil and water are to a seed. ”

## Improving Workplace & Stakeholder Relationships

### Program Overview

This program is focused on the core skill sets to best manage strained communication within working relationships either internal or external to the organisation. Challenges can appear in the form of conflict, hostility, threats, harassment or even bullying behaviours incorporating passive or active aggression. These behaviours can affect an individual's health, wellbeing and motivation as well as team cohesiveness and performance including the organisation's performance and bottom line.

The program incorporates a number of proprietary tools, diagnostics and models. These are underpinned by both emotional and social intelligence competencies that are pivotal for success in maintaining and managing respectful working relationships. Through raising awareness, challenging thinking & guiding communication and dialogue respectfully forward, participants engage in a learning experience that will provide significant benefits to improving working relationships and enhancing their professional development.

The program concentrates on raising awareness to factors that contribute towards behaviours including the role and impact of emotions, the alignment of personal values and challenges around working relationships and how these factors importantly connect with emotional intelligence.

We consolidate this awareness with an emotional and social intelligence (ESI) diagnostic, along with a cognitive mindset and behavioural map which helps participants

to understand and manage negative emotions and improve communications and dialogue so we can successfully pursue outcomes whilst respectfully managing the relationship.

The program incorporates a range of tailored activities including customised case study reviews, interpersonal & values based diagnostics, self assessment instruments and criterion based behavioural observations and coaching. Informed discussions invite participation and the sharing of experiences, challenges and ideas. There are a number of training support materials supplied, which include models and frameworks. There are opportunities for experiential learning through skills practice sessions to consolidate the learning.

Programs if required can also include formal competency assessment with detailed individual feedback and reporting to support ongoing professional development.

*“If something in the process of communicating can be taken the wrong way, rest assured it probably will”.*  
(Osmo Wiio Communication Maxims 1978).

The program will increase self awareness & competency in how to raise difficult issues and behavioural concerns with others. A key objective is to influence a change in thinking and behaviour of participants to cultivate respect into working relationships.



## Key Content Areas

### Defining Behaviour

We explore the interdependence of communication and relationships and the underpinning reasons why both can be disrupted and derailed. We also focus on building emotional awareness and examining the alignment between “intentions” and “actions”.

### Emotions – Thinking and Behaving

Learn Emotional and Social intelligence and develop a sense of awareness about emotions in self and others. Review instinctive and habituated modes of human behaviour via a Cognitive and Behavioural Map, which demonstrates how and in what way our thoughts and feelings influence actions that can be viewed as counterproductive to achieving good outcomes and positive relationships. Review attribution error and its influence on “assumptions”. Complete a diagnostic to highlight the relationship between interpersonal success and emotional and social intelligence.

### Values – Personal and Relationship

Engage in a process to identify core personal values and their alignment to working relationships vs potentially limiting values/behaviours and their negative impact.

Examine how our personal values underpin our decision making and the logic in our thinking/mindset as well as the role they play in how and what we communicate to others.

Engage in a process of positive values adoption and learn values based decision making.

### Intra-personal skills

Review and practice a series of behavioural and mindset interventions for both proactive and reactive environments helping to reduce stress, build courage, increase authenticity, manage obstacles in thinking, improve alignment of personal values and minimise negative emotions associated with challenges in communication. Develop and exercise self control to help manage the impact of negative emotions and build resilience/coping skills (‘strengthening your tipping point’).

### ESI Influencing Skills

Review and practice ESI competencies that create influential communicators. Learn a model for influence where collaboration and respect are central themes.

Review attributes and apply behaviours that establish and build trust. Manage personal expectations while learning to effectively empathise and demonstrate this through your ‘Actions’ and ‘Words’. Build appeal in your messages through using persuasive communication techniques as a guide to improving your level of influence. In addition to learning the key steps for raising contentious issues with others that focuses on task and relationship in pursuit of the best possible outcome.

Creating the ‘right voice the right appearance and the right message’ designed to appeal and improve openness and receptiveness whilst challenging assumptions, clarifying intentions, raising points of difference, identifying and discussing mutual needs, suggesting and agreeing to changes and following up on agreements.

“Do you have the courage to move outside your comfort zone when it comes to improving your relationships in the workplace?”



## Key Benefits

- ✓ Empowering individuals to take more appropriate interventions to improve workplace relationships. (ie. Employees, and Managers dealing internally or with external Stakeholders).
- ✓ Reduced need for more adversarial interventions around workplace conflict, harassment and bullying by leading with a proactive program.
- ✓ Increased levels of workplace collaboration, improved team performance and outcomes, healthier workplaces and improved organisational performance.
- ✓ Reduced levels of individual stress and associated health impacts including sick leave, negative feelings and motivation.
- ✓ Improve stakeholder relationships both internal and external ie. customers, suppliers, colleagues, peer to peer and peer to manager etc.
- ✓ Greater levels of job satisfaction and employee retention.
- ✓ Supporting and improving organisational cultures through developing a 'Respectful Workplace'.
- ✓ Demonstrating a proactive organisational initiative towards improving the workplace culture and processes around internal/external communications and relationships.

## Who would benefit

This program is designed for anyone who is looking to develop excellent interpersonal communication skills in the workplace whilst reducing the negative impacts associated with strained or challenging working relationships. The program will deepen knowledge and skill in important emotional and social intelligence competencies and align personal values with working relationships which is fundamental to both personal and professional effectiveness when working with others.

In addition:

- Anyone seeking to develop higher order skills in communicating through challenging stakeholder circumstances
- Managers and Senior Executives dealing with internal staff or external stakeholder challenges
- Supervisors who need to raise performance management issues with teams or individuals
- Staff who may be experiencing difficulties with others in the workplace either colleagues, managers/supervisors
- Staff who have raised complaints about bullying or harassing type behaviours
- Staff identified as needing to improve interpersonal communication techniques and working relationships.

## Duration

This program can be flexibly delivered to meet your specific needs.

We offer the following options:

- Two day (2 day) nationally accredited competency based training program with individual assessment, reporting and feedback
- One day (1 day) training awareness program
- Half day (1/2 day) Short Intensive Training Sessions (SITS) scenario based exercises with reporting and feedback
- Three hour (3 hour) Individual Coaching Sessions (Professional Development).

## Methodology in Training

Our learning approach incorporates a number of methodologies to ensure participants' needs are thoroughly met. Throughout the training, participants are actively engaged and encouraged to participate in the learning process. We combine formal information presentations with detailed situational case studies, interactive discussion activities and skill development sessions. Our presentations are supported by a range of mediums to stimulate interest, thought and learner retention.

We deliver a range of specifically designed proprietary diagnostic tools including a Relationship Values Based Assessment, Emotional and Social Intelligence Assessment and a Cognitive and Behavioural Map for Conflict. These are designed to help participants reflect on their current capabilities whilst providing guidance and direction for ongoing personal and professional development.

Participants leave our programs enriched with ideas as well as being equipped with a number of tools for ongoing personal and professional development, that are invaluable to the process of improving workplace and stakeholder relationships.

“*What you say about others and how you judge them, reflects and defines your character more than theirs.*”

## Further Information

For more comprehensive information about these CARM® Training Program or other CARM professional development courses, including detailed course outcomes, learning and assessment methodology and delivery options please phone email us on the following: **1300 367 475** or email [contact@cartraining.com](mailto:contact@cartraining.com)

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The CARM® Approach

- essential for your customers
- critical to your business