

The Leadership Series[®]

Al Switzler November 19, 2002 • 8:30 - 11:30 a.m.



Advance Intelligence

Crucial Conversations: Tools for Talking When The Stakes Are High



When it matters most, are you brutally honest, saying what needs to be said, or do you sidestep “Crucial Conversations”, hoping to avoid uncomfortable situations? Switzler says you don’t have to choose one or the other. If you’re skilled in “Crucial Conversations”, you can disagree with the boss, confront someone who has let you down, and say “No” while still building relationships. Sound intriguing? Switzler, faculty member at the University of Michigan, Brigham Young, and Auburn University, helps you master the art of productive conversation at the leadership level.

SPEAKER BACKGROUND

- Faculty Member, University of Michigan, Brigham Young, and Auburn
- Author of several books including:
 - Crucial Conversations: Tools for Talking When the Stakes Are High
 - The Balancing Act: Mastering the Competing Demands of Leadership
- Consultant to major businesses and government organizations

LEADERSHIP COMPETENCIES

Gain skills and enhance the following capabilities:

PEOPLE LEADERSHIP

- Managerial Courage: Refrain from holding back on things that need to be said. Face up to problems regardless of the person or the situation.
- Peer Relationships: Represent personal interests and opinions while maintaining fairness to the interests and opinions of others.
- Perseverance: Refrain from giving up before finishing a necessary conversation, especially in the face of resistance and setbacks.

PROBLEM SOLVING ORIENTATION

- Conflict Management: Step up to conflicts without being seen as overly assertive or aggressive. View differing opinions and disagreements as opportunities. Find common ground to gain cooperation of all involved.
- Confronting Direct Reports and Peers: Do not allow problems to go unaddressed. Deal with problem direct reports firmly and in a timely manner. Deliver negative messages to direct reports, peers, and supervisors in a comfortable and effective manner.

COMMUNICATION

- Informing: Communicate clear standards, expectations, and feedback. Provide accurate and timely information people need to do their jobs.
- Interpersonal Savvy: Relate well to all kinds of people - up, down, sideways, and inside and outside the organization. Exhibit fairness and have candid discussions. Build appropriate rapport. Diffuse high-tension situations comfortably.

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