



The Institute for Management Studies, 201 West Liberty Street, Suite 100, Reno NV 89501

SUBJECT

**HOW TO PROFIT FROM CHALLENGING CONVERSATIONS:  
FOSTERING EXCELLENCE**

FACULTY

MR. PAUL HELLMAN

LOCATION

Rivers Club (One Oxford Centre)  
301 Grant Street, Pittsburgh, PA 15219  
(412) 391-5227

DATE

Wednesday, September 22, 2010

REGISTRATION 8:30 AM

SESSION

9:00 AM - 4:00 PM

**TIME TOPICS**

**60%**

**Manage the conversation as effectively as possible, from beginning to end**

- Learn a dynamic, 5-step methodology – that's systematic, practical, plus easy-to-remember.
- Apply this methodology to your situation.
- Prepare for the conversation with 3 questions to dramatically improve your chances for success.
- Open the conversation so that you immediately engage the other person and signal mutual benefit.
- Practice powerful listening techniques.
- Learn how to explain your perspective in a way that gets heard.

**20%**

**Increase your resilience - before, during and after the conversation**

- Learn 4 techniques to increase your confidence and effectiveness.
- Practice how to focus and really pay attention.
- Challenge your assumptions and discover how to separate facts from story.
- Learn how to avoid getting triggered - and what to do if you, or the other person, do get triggered.

**20%**

**Flex your style with the right combination of talking and listening**

- Identify your preferred conflict style.
- Learn how to complement your conflict style with other options.
- Identify when you should start by listening to the other person's story – and when you shouldn't.
- Discover how to resolve conflict by re-defining the problem.

**SEMINAR DESCRIPTION**

It's tempting to avoid difficult conversations at work. They feel uncomfortable; they seem risky. But often there's a risk in not having these conversations. At meetings, people may not be straightforward about their true opinions. "Agreements" that are reached may lack real buy-in. Problems may be allowed to go on, and on, and on. The issue is how to conduct these conversations with skill. In this program, you'll identify a specific, challenging conversation that you intend to have at work in the next 30 days; then you'll learn the skills to manage it effectively. Throughout the workshop, you'll apply new tools, tactics and techniques to your situation. The purpose of the workshop is to jump-start your conversation.

**FOR RESERVATIONS**

Mark J. Spear

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## FACULTY



**MR. PAUL HELLMAN** has worked with leading organizations in the U.S. and abroad, including Analog Devices, Biogen Idec, Fidelity Investments, Merck, Readers Digest, United Technologies, Young Presidents Organization (YPO). His columns (he's written over 100) have appeared in the *New York Times*, *Wall Street Journal*, *Washington Post*, *Boston Globe*, *San Francisco Chronicle*, and regularly on the back page of (the former) *Management Review* where he was a contributing editor for 10 years. He is also the author of *Naked at Work: How to Stay Sane When Your Job Drives You Crazy* (Penguin) and *Ready, Aim, You're Hired!* (Amacom). Mr. Hellman has appeared multiple times on CNN's financial network as a commentator about office life. He has also contributed to Public Radio's Marketplace, delivering on-air commentaries to their 900,000 listeners. He has taught MBA courses at Northeastern University, and organizational psychology courses at Bentley College, where he was nominated twice by the management department for an outstanding teacher award. Mr. Hellman received an MBA from MIT's Sloan School of Management, as well as undergraduate and graduate degrees in psychology. He graduated Phi Beta Kappa from Clark University.

## GUIDE TO PARTICIPANT SELECTION

SENIOR EXECUTIVE  
(Pres, Exec & Sr. VP)

EXECUTIVE  
(VP & General Mgr)

SENIOR MANAGER  
(Div. & Reg. Mgrs)

MIDDLE MANAGER  
& SUPERINTENDENTS

3	3	3	3	3	3	3	3	3	3	3	3	3	3
2	2	2	2	3	3	2	2	2	2	2	2	2	2
1	1	1	1	2	2	1	1	1	1	1	1	1	1
1	1	1	1	2	2	1	1	1	1	1	1	1	1
Admin	Distrib	Engr	Finc	H.R.	Legal	Mktng	IT	Ops	Ping	Pchsg	R&D	Sales	

### APPLICABILITY

"1" indicates primary target audience

"2" indicates a good fit if the level of material is appropriate

"3" indicates (in the opinion of the Institute and faculty) limited applicability.

## FOCUS

PRIMARY

### LEADERSHIP DEVELOPMENT:

Adaptability, Communication, Creativeness, Developmental Perspective, Empathy, Interpersonal Relations, Motivation, Timing, Effective Decision Making

SECONDARY

### EXECUTING/CONTROLLING/EVALUATING:

Use of Authority, Direction, Guidance, Discipline

TERTIARY

### PLANNING/ORGANIZING:

Generate and Obtain Plan Support

## LEVEL

Introductory  Intermediate  Advanced