

# Managing Workplace Discussions

## OVERVIEW

Not every aspect of business is visible. Meaningful dialogue is one example. It is the place where work gets done. It is the place where objectives are set, feedback is given, problems are resolved, praise is received, support is offered, and where trust and relationships are maintained or restored. In a very real sense, a business is the sum of a thousand everyday conversations.

Yet, far too often these performance conversations are not dynamic and responsive, but are instead uncomfortable, stiff, or just plain non-productive. Recent research shows that:

- *40% of employees have a topic they want to discuss with their manager, but say they cannot.*
- *Employees with issues they want to discuss are 20% less engaged with their jobs.*
- *Employees with issues they want to discuss are 30% less satisfied with their development.*

Closing this conversation gap in the workplace can be one of the most significant contributors to a healthy and high-performance work environment. Productivity, discretionary effort, tenure, and employee satisfaction are all enhanced by the amount and quality of workplace conversations. Skill deficiency in this area will lower the commitment of employees, especially high performing employees who know their talents can be taken elsewhere.

This workshop helps managers understand and execute effective conversations about performance, development and success at work. This workshop addresses paradoxes effecting communication including:

- *Certainty behaviors and Open/Reflective behaviors: the ability to feel confident in one's opinions while being open to reflect on new information or another's viewpoint.*
- *Frank behaviors and Diplomatic behaviors: the ability to be straightforward, direct to the point, and forthright while using tactfulness in appropriate situations.*
- *Enforcing behaviors and Warmth/Empathy behaviors: the ability to insist upon necessary rules being followed while expressing positive feelings and affinity toward others.*



## GOAL

Engage managers and supervisors in an activity based session that will develop their interpersonal communication skills and provide a framework for holding effective performance and workplace conversations. This session will give managers a higher return on their time and influence—the two resources they have to invest in their employees.

## BUSINESS RESULTS

- Increased employee productivity.
- Improved relationships between manager/supervisor and employees.
- Positive impact on employee retention.
- Increase in employee discretionary effort.
- Higher degree of employee engagement in the goals and objectives of the organization.

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