

STRATEGY. WORK. PEOPLE.

Managing Critical Relationships

Managing Critical Relationships provides the learner with the skills and tools necessary to master the intricacies of relationship management in the contemporary work context. It begins with understanding the implications for those teams and individuals that cooperate and those that don't. It does so with a particular focus on identifying different types of stakeholders in critical relationships. Then, based on that identification, the learner can analyze their stakeholders to determine their level of support and their most important issues with an eye toward creating an engagement plan customized to each stakeholder's needs.

Based on this foundation, the course then uses a blend of facilitated discussions, activities, and case study exercises to help the learner identify their primary and secondary communication styles and how to use conversational cues to better gauge the communication styles of others', all with the goal of promoting better dialogue around critical issues. This in turn helps the learner to determine common sources of conflict, avoid useless confrontations, and employ a robust model for managing opposing ideas. *Managing Critical Relationships* concludes by giving participants the tools and concepts necessary to conduct successful negotiations in high-stress environments by exploring options, changing the frame, and pushing thinking to uncover true "win-win" solutions.



YOU WILL LEARN TO:

- Identify your key stakeholders
- Formulate an effective plan for managing stakeholder and customer relationships
- Communicate effectively with others who have different communication styles
- Manage conflict and overcome obstacles in program/project relationships
- Negotiate for mutual gain

STRATEGY. WORK. PEOPLE.

KEY TOPICS

- Identifying Stakeholders in Relationships
 - The VUCA Environment (Volatility, Uncertainty, Complexity, Ambiguity)
 - The Implications for Project-Based Work
 - The importance of focusing on relationships
 - Defining Different Types of Stakeholders
- Aligning Stakeholders
 - Stakeholder analysis: level of support and key issues
 - Stakeholder Mapping
 - Power / Interest Grid
 - Types/Attributes of Power
 - Building Support
 - Influencing Strategies
- Communicating with Stakeholders
 - Sources and Characteristics of Communication Styles
 - Analytic
 - Driver
 - Amiable
 - Expressive
 - Perceptions of Communication Styles
 - Types of Questions
 - Asking/framing Good Questions
 - Advocacy and Inquiry
 - Engaging Others
 - Start with Why
 - What vs. Why
 - Preparing Your Pitch
- Conflict Management
 - Sources of Conflict
 - Types of Conflict
 - Conflict Management Styles and Attributes
 - Competing
 - Collaborating
 - Compromising
 - Advocating
 - Accommodating
 - LCS Technique: Likes, Concerns, Suggestions
 - Managing Opposing Ideas
 - Opposing Dynamics in Conversations
 - Managing Roles and Responsibilities
 - Managing Personalities and Relationships
- Negotiating for Mutual Gain
 - Defining Negotiation
 - Negotiation Process:
 - Prepare
 - Open Conversation
 - Explore Options
 - Find/Sign Agreement
 - Implement
 - Prepare:
 - BATNA/ZOPA
 - Negotiation Worksheet
 - Open conversation:
 - Options for Opening
 - Learning about Your Partner
 - Explore options:
 - Changing the Frame
 - Pushing the Frame
 - Managing an Idea Session
 - Find/Sign Agreement and Implement:
 - What Makes An Expert Negotiator

"Strategy Execution" refers to TwentyEighty Strategy Execution, Inc., a Virginia, USA, corporation, or an affiliate thereof.

©2018 Duke Corporate Education and TwentyEighty Strategy Execution.