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Program Title:

Discussions that Enhance Productivity

Program Description:

Delivering difficult messages to those they supervise can be one of the toughest jobs an associate has. Particularly those new to manager roles. The need to have difficult conversations can be frequent and take many forms. Giving negative feedback on performance; holding someone accountable for not delivering results or meeting expectations; addressing unproductive behavior; highlighting a problem, are just a few examples. Having such conversations are a critical business reality that contribute to and keep focus on productivity.

Whether correcting undesirable behaviors quickly, clarifying direction to ensure forward progression or surfacing necessary information (to name a few), having difficult conversations save time and money. Happily, difficult conversations do not have to be as hard or anxiety provoking as most people think if they are approach strategically and skillfully. Essentially, this is done by contracting with people ahead of time about how and why difficult conversations will take place and then by sticking to the contract.

Learning Objectives:

- Understanding the importance of having difficult conversations
- Assessing individual skill with respect to having difficult conversations
- Identifying when difficult conversations need to happen
- Acquire tools for having difficult conversations
- Understanding/clarifying “roles” in a difficult conversation (ex: associate; supervising attorney; firm)
- Understanding how MBTI® type and its role in communication style
- Practice having difficult conversations
- Create a strategic plan for reinforcing learning around communicating with associates and having difficult conversations

Program Length/Size:

This workshop is designed to run all day (9:00am to 5:00pm). It can be scaled back to fit client objectives.

Components:

- Participants are asked to come to the workshop with particular examples of difficult conversations in mind.
- The workshop is highly interactive, involving group work, case studies and role plays.
- Participants take a self-scorable version of the MBTI®
- Difficult conversations self-assessment
- Difficult conversations checklist
- List of suggested readings and resource materials.

Target Audience:

This workshop is ideal for mid-level and senior associates; partners; law firm administrators.

Optional Components for Additional Cost:

- Pre or post-workshop 360° feedback of up to five people per participant soliciting specific competencies with respect to having difficult conversations.
- Individual one hour one-on-one coaching sessions for each participant specific to their skill set around having difficult conversations.