Manager: Use this tool to support your direct reports before, during and after training, to reinforce learning and encourage application on-the-job.

OVERVIEW of Training

The goals of Fierce Conversations training are to help managers become skilled developmental coaches and to enhance their ability to work well with others. Specifically, this program strengthens the ability of managers to develop trusting relationships, to ask questions to uncover unspoken needs, and to listen and respond effectively. These skills lead to more satisfied partners, higher retention rates and a more self-directed, high-performing team.

The online version of Fierce Conversations combines self-analysis, online practice and reflection/application. It includes a combination of eLearning modules, self-study and practice conversations with a Conversation Partner.

The training is organized in three modules (time estimates include pre-and post-work): Fierce Foundations (2 hours), Coaching Conversations (3 hours) and Confrontation Conversations (3 hours). Fierce Foundations must be completed prior to the Coaching Conversations or Confrontation Conversations modules.

BEFORE the Training

- Meet with the learner and help to link the training objectives to current business needs.
  - Discuss difficult conversations that did or did not go well, and why.
  - Talk about the importance of building strong working relationships that enable results.
  - What are the learner’s biggest opportunities to improve key work relationships?
- Guide the learner to define individual goals for the learning experience.
- Discuss your goals for the learner and why you think this training is important.

DURING the Training

- Offer your support and encouragement throughout training.
  - Check in with the learner on his/her progress.
  - Confirm that the learner has completed the training.

AFTER the Training

- Meet with the learner. For each module, use the Discussion Questions in the corresponding manager guide to facilitate a conversation.
  - Ask the learner to share his/her key takeaways from the training.
  - Guide the learner to define goals for follow-up and application: What will the learner do differently after this training? How will his/her next conversation be impacted?
- Over the next 30/60/90 days, look for the learner to demonstrate the Outcomes/Behaviors of the training, and provide timely feedback.

NOTE: If the learner is completing Coaching Conversations and/or Confrontation Conversations, you are responsible to find and schedule a Conversation Partner. (For more information, see the note for the corresponding manager guides.)
OVERVIEW of Module One

**Fierce Foundations** teaches the connection between conversations and results — including individual, team and organizational results. Fierce Conversations is an approach to enriching relationships and improving results. Learning how to have a Fierce Conversation will allow for more effective, open, honest communication and trust between leadership and partners.

**Outcomes/Behaviors:**
- Asking questions to probe deeply into issues
- Listening with full attention without interrupting
- Speaking directly about the root of an issue

**Learning Objectives:**
- Identify the 4 Objectives and 3 Transformational Ideas of Fierce Conversations
- Explain the 7 Principles of Fierce Conversations
- Apply the principles and ideas of Fierce Conversations to real-life situations at Starbucks

DISCUSSION Questions

- Which principle will you focus on for the next 30 days? How will you hold yourself accountable for practicing that principle?
- What three actions will you take immediately to propel yourself toward better results. What steps are you going to take?
- Which On-the-JOB Activities would you like to pursue to practice your new skills? (Sample activities are in the box to the right.)
- What are your goals for application and follow-up? As your manager, how can I support you?

ON-THE-JOB Activities

*Use the following list of activities to help the learner brainstorm ways to apply what he/she has learned on the job.*

- When preparing to send an email, ask yourself: “Is this enriching the relationship?” If not, use the phone or meet face-to-face. Note how doing this changes the quality of your relationships over time.
- Find peers who have also taken the Fierce Foundations module. Form a discussion group. Meet regularly and support each other in applying Fierce Conversations in your daily work.
- Change how you approach 1:1 meetings with your team members. Apply Fierce principles, such as “Be here, prepared to be nowhere else” and “Let silence do the heavy lifting.” Note what is different about your meetings.
OVERVIEW of Module Two

Coaching Conversations teaches how to have developmental coaching conversations using the Mineral Rights Model. “Mineral Rights” is a metaphor for a deep, meaningful conversation. Fierce Coaching builds on the ideas, objectives and principles of Fierce to help support others as they clarify and solve issues. Fierce Coaching helps to engage people’s emotions in order to truly affect change.

Outcomes/Behaviors:
- Focusing conversations on what is most important
- Asking questions and allowing space and silence to encourage problem-solving, rather than giving immediate answers or advice

Learning Objectives:
- Accurately define coaching according to the Fierce context
- Lead a coaching conversation using the Mineral Rights Model
- Correct (and proactively avoid) common Fierce coaching mistakes
- Guide another manager through the Mineral Rights Model

DISCUSSION Questions

- How have your ideas about “coaching” changed after this training?
- What did you learn from meeting with your Conversation Partner?
- How did you answer the Reflection questions in your journal? (For example: “What does ‘coaching’ mean to you?”)
- Which On-the-Job Activities would you like to pursue to practice your new skills? (Sample activities are in the box to the right.)
- What are your goals for application and follow-up? As your manager, how can I support you?

NOTE: As the manager, you are responsible for finding and scheduling a Conversation Partner (peer) for the learner to practice with, in person or via phone. This peer needs to have completed Fierce Conversations training (online or instructor-led) or be enrolled in the online training.

ON-THE-JOB Activities

Use the following list of activities to help the learner brainstorm ways to apply what he/she has learned on the job.

- Use the Coaching Conversation model with your direct reports in 1:1 and everyday conversations. Remember to let silence do the heavy lifting.
- Use the Coaching Conversation model with peers. Help support each other to solve challenges, obtain clarity and initiate action!
- Using the Coaching Conversation model, determine the root cause for circumstances in which you tend to procrastinate.
- Identify a role model who uses Fierce Coaching effectively. Ask this person how he/she applied these behaviors and the benefits he/she experiences.
## OVERVIEW of Module Three

**Confrontation Conversations** teaches how to confront tough issues with confidence and skill, overcome barriers to meaningful conversations, enrich your most challenging relationships and improve the quality and effectiveness of performance.

**Outcomes/Behaviors:**
- Confronting performance and behavioral issues while enriching the relationship
- Creating an environment in which partners feel permitted to share thoughts and feelings and to create understanding
- Identifying one’s own contribution to a problem
- Taking responsibility for the emotional impact one’s actions have on others

**Learning Objectives:**
- Learn and practice the Fierce Confrontation approach
- Proactively avoid or correct common confrontation errors
- Write an effective opening statement
- Effectively respond to possible partner responses to confrontation
- Guide another manager through a Confrontation Conversation

## DISCUSSION Questions

- How have your ideas of “confrontation” changed?
- What did you learn from meeting with your Conversation Partner?
- In your journal, how did you answer the Reflection question? (For example, “What … will be most challenging … most rewarding …?”)
- Which On-the-Job Activities would you like to pursue to practice your new skills? (Sample activities are in the column to the right.)
- What are your goals for application and follow-up? As your manager, how can I support you?

**NOTE:** As the manager, you are responsible for finding and scheduling a Conversation Partner (peer) for the learner to practice with, in person or via phone. This peer needs to have completed Fierce Conversations training (online or instructor-led) or be enrolled in the online training.

## ON-THE-JOB Activities

Use the following list of activities to help the learner brainstorm ways to apply what he/she has learned on the job.

- Commit to having a Confrontation Conversation about an unresolved issue with someone who is important to you. Initiate the conversation using the opening statement of the Confrontation Model.
- Make a list of the peers with whom you work on a regular basis. Rate the quality of those relationships and identify any problems or barriers to your conversations. Determine what you can do to resolve these issues by using the Confrontation Model.
- Ask a trusted peer for feedback on your opening statement.