# Design Document: Navigating Difficult Conversations, Module 1 (of 3)

**Company Name: Impact Solutions**
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**2/11/23**

| | Section | Item | Notes |
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| **1** | **Notes to Reviewers** | **Focus** | Please focus on the **accuracy** and **completeness** of the high-level overview of content during this review cycle. Consider how well it solves the problem at hand. Does it meet user goals? Is it feasible? Will it move the metrics needed? Does this plan outline cover needed topics? Are there topics that do not need to be covered or some that need to be added? |
| | | **Questions** | Questions for reviewers will be highlighted in yellow. All questions will need to be answered before design can begin. Look to the right of the screen for notes from the designer with the questions articulated. |
| | | **Feedback** | In the top right corner of the screen, there is a pencil icon showing that you are in editing mode. You will want to select this and choose "Suggesting." This will look like a piece of paper with a pencil in it (square with pencil icon). Anything you type directly on the document will be tracked and will appear as a suggestion to be reviewed.<br><br>You may also add off screen comments without typing directly on the document by highlighting the text you'd like to comment on and using the command "Insert Comment" (command-option-M) or going to the "Insert" Menu at the top of the page and choosing "Insert Comment." |
| | | **Optional Tip** | For simplicity of viewing, I recommend choosing a pageless set up. To do this, go to the File drop down menu and choose "Page Setup." Select the "Pageless" view from the choices on the top. |
| | | **Timeline** | XXX |

| | | for Review | |
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| **2** | **Business Purpose** | **Company** | Impact Solutions is a growing engineering consulting group that works in teams to support client needs. |
| | | **Need** | Because teamwork can be challenging but is essential for developing high-quality, creative, and successful solutions for clients, it is essential that company culture support staff disagreement and positive resolution strategies.<br><br>Impact Solutions has grown over the last two years, nearly doubling their staff numbers. At the same time, more staff are working remotely. The small company culture of positive communication has been challenging to maintain with new hires coming into the company at a rapid pace. Therefore, Impact Solutions would like to develop training to orient new staff to company expectations for positive communication.<br><br>Currently at Impact Solutions, 86% of employees cite the lack of effective communication as the main cause for workplace failures in self-reported questionnaires. Productivity of teams has also dropped by an average of 11% as the company has grown.<br><br>The McKinsey reports in 2012[1] and 2021[2] show a marked increase in productivity, up to 5 times, for teams that practice open communication. A 2022 Gallup Report[3] found that disengaged employees cost the economy 7.8 trillion dollars. |

[1] Chui, Michael, James Manyika, Jacques Bughin, Richard Dobbs, Charles Roxburgh, Hugo Sarrazin, Geoffrey Sands, and Magdalena Westergren. "The Social Economy: Unlocking Value and Productivity through Social Technologies." *The Social Economy: Unlocking Value and Productivity through Social Technologies*, McKinsey & Company, 1 July 2012, https://www.mckinsey.com/industries/technology-media-and-telecommunications/our-insights/the-social-economy.

[2] Alexander, Andrea, et al. "What Employees Are Saying about the Future of Remote Work." *What Employees Are Saying about the Future of Remote Work.*, McKinsey & Company, 19 Nov. 2021, https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/what-employees-are-saying-about-the-future-of-remote-work.

[3] Gallup, Inc. "State of the Global Workplace Report." *Gallup.com*, Gallup, 20 Feb. 2023, https://www.gallup.com/workplace/349484/state-of-the-global-workplace.aspx.

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| **3** | **Target Audience** | | Impact Solutions is committed to developing and maintaining an environment of open and transparent communication as a way to increase employee engagement, decrease company failures, increase team productivity, and increase staff longevity. |
| | | **Immediacy** | Because Impact Solutions anticipates hiring to continue throughout the next year, they would like training to be implemented by XXX. |
| | | **Goals** | The goal of this series of trainings is to:<br>a. introduce the company culture of embracing healthy disagreement<br>b. provide resources for staff members to access during conflicts,<br>c. emphasize soft skills in dealing with conflicts in the workplace,<br>d. support project and administrative managers in dealing with conflict in the workplace, and<br>e. reduce time that project and administrative managers need to spend assisting team members with minor, individual conflicts. |
| | | **Primary** | The primary target audience for this training are incoming staff members and new hires. This includes engineers, project managers, and administrative support staff within the USA who have differing backgrounds surrounding open communication policies. |
| | | **Secondary** | All current staff, with an emphasis on those hired within the last year, will also undertake this training to refresh their familiarity with company policy and begin a process of company culture transformation. |
| | | **Tertiary** | Project managers and office managers (Module 3 is designed as an additional course for this population.) |
| **4** | **Training Time** | **Estimated Time** | 3 modules of 35 minutes each |
| | | **Rationale** | Breaking this complex topic down into manageable 30-40 minute chunks ensures that learners have an opportunity to digest the information before moving onto more detailed learning and can be spread out over the course of weeks or months. It is short enough to be accessible, but long enough to adequately introduce complex, foundational ideas in a meaningful way. |

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| **5** | **Training Recommendation** | **Format** | Three eLearning Modules developed in Articulate Storyline 360 followed by recommendations for Instructor-led training or virtual Instructor-led training. |
| | | **Rationale** | Because Impact Solutions has staff working remotely and would like to use a standard training with future hires, they should use eLearning modules as a training tool for their staff at this time. This can be supplemented with ongoing vILT or ILT in the future. |
| | | | Soft skills including communication strategies and a changing company culture both require extended work and trainings over a period of time. These three modules are understood to be the introduction to that work which will continue over the next months and years. |
| | | | Using Articulate Storyline 360 allows for complex, scenario based learning that engages learners in scaffolded practice with feedback before they attempt new skills with their colleagues. |
| | | **Module 1** | Module 1: Navigating Difficult Conversations in the Workplace<br>- eLearning created with Articulate Storyline<br>- Includes voiceover narration<br>- Multiple scaffolded interactions to introduce company culture, company policy, and high level overview of dealing with conflict in the workplace.<br>- 2 Knowledge Checks<br>- Final evaluation |
| | | **Module 2** | Module 2: Effective Communication Strategies<br>- eLearning created with Articulate Storyline<br>- Includes voiceover narration<br>- 2 short (2-3 minute) example videos created in Camtasia for analysis during module<br>- Primarily Scenario based to allow the learner to practice communication strategies<br>- 4 scenarios<br>- 4 Knowledge Checks, 1 following each scenario<br>- Final evaluation |
| | | **Module 3** | Module 3: Managing During Conflict -<br>- eLearning created with Articulate Storyline<br>- Includes voiceover narration<br>- 2 short (2-3 minute) example videos created in Camtasia for analysis during module<br>- Primarily scenario-based (with 4 scenarios) to practice effective management strategies during conflict<br>- 4 Knowledge Checks, 1 following each scenario<br>- Final evaluation |

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| | | **Timeline** | XXX |
| **6** | **Deliverables** | **Storyboard** | 3 storyboards, including script |
| | | **eLearning Modules** | 3 eLearning modules developed in Articulate Storyline with VoiceOver narration<br>- Navigating Difficult Conversations in the Workplace<br>- Effective Communication Strategies<br>- Managing During Conflict |
| | | **Video** | Two 2-3 minute video developed in Camtasia for managers to review culture building practices; embedded into Module 3: Managing During Conflict |
| | | **Job Aids** | 5 Job Aid PDFs to coincide with training<br>1. the steps to navigate difficult conversations (Module 1),<br>2. company policy and company resources (Module 2),<br>3. effective communication strategies (Module 2),<br>4. Conflict Resolution worksheet (Module 1 or 2), and,<br>5. For Managers: Managing During Conflict (Module 3). |
| | | **Future** | Recommendations for future trainings |
| **7** | **Overarching Learning Goals** | | **At the end of this series of courses, all learners will::** |
| | | **1** | Recognize why open communication is beneficial. |
| | | **2** | Outline reasons that conflict can occur. |
| | | **3** | Describe company policy regarding conflict. |
| | | **4** | Identify effective communication strategies. |
| | | **5** | Point out active listening behaviors and physical emotional body language with 80% accuracy. |

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| | | 6 | Recommend a plan for dealing with minor, individual conflicts without managerial support. |
| | | 7 | Indicate when support is needed and who to speak to / report to in the case of conflict that can not be resolved individually. |
| | | | **At the end of this series of courses, Project and Administrative Managers will:** |
| | | 1 | Describe the role that company culture plays in effective work patterns. |
| | | 2 | Create a plan to develop company culture for positive communication. |
| | | 3 | Outline the steps a manager should take in the event of conflict, including when to include HR. |
| | **Learning Objectives** | | **At the end of Module 1 (Navigating Difficult Conversations in the Workplace) all learners will be able to:** |
| | | 1 | List four reasons that having difficult conversations is beneficial in the workplace. |
| | | 2 | Identify causes of conflict in the workplace. |
| | | 3 | Differentiate between workplace misconduct and conflict. |
| | | 4 | Summarize effective thinking and communication strategies to use in the workplace. |
| | | | **At the end of Module 2 (Effective Communication Strategies) all learners will be able to:** |
| | | 1 | Describe the 5 "C's" in relation to effective communication (clear, complete, correct, concise, compassionate). |
| | | 2 | Identify company policy regarding conflict. |
| | | 3 | Recommend a plan for dealing with minor, individual conflicts without managerial support. |
| | | 4 | Indicate when support is needed and who to speak to / report to in the case of conflict that can not be resolved individually. |

| | | At the end of Module 3 (Managing During Conflict), Project and Administrative Managers will be able to: | |
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| | | 1 | Explain the role that company culture plays in effective work patterns. |
| | | 2 | Recommend a plan to develop company culture for positive communication. |
| | | 3 | Outline the steps a manager should take in the event of conflict, including when to include HR. |
| 8 | Training Outline Module 1: Navigating Difficult Conversations in the Workplace | **Introduction** | 1. Welcome<br>2. Navigation<br>3. Learning Objectives |
| | | **Why Having Difficult Conversations is Important** | 1. Clarity - creates the foundation<br>2. Positive Environment - value perspective and experience of others<br>3. Problem Solving - greater ability to solve complex solutions and develop creative solutions<br>4. Growth - doing hard things causes growth |
| | | **Causes of Workplace Conflict** | |
| | | **Sub-Topic: Understanding Differences** | 1. Why understanding foundational identity differences is important<br>2. Summary of 13 facets of identity that affect our viewpoints<br>   a. Background, age, experience, culture, native language, gender, values, religion, interests, abilities, ethnic background, needs, beliefs |
| | | **Sub-Topic: Reported Causes of Workplace Conflict** | 1. Graph showing data around workplace conflict origin<br>2. How communication can stop workplace conflict<br>3. Layers discussing each of the bars on the graph: personality clashes, stress, inadequate resources, poor leadership, lack of honesty, lack of role clarity, lack of accountability, clash of values, lack of teamwork, taboo topics, poor office management, bullying/harassment, discrimination |
| | | **Differentiating Conflict from Misconduct** | 1. Definition "conflict," and "misconduct"<br>2. Conflict embraced, misconduct - not tolerate<br>3. What to do if witness / experience misconduct |

| | | **Framing Our Thinking Around Conflict** | 1. How thinking changes success in conversation<br>2. Constructive thinking strategies: humor, courage, neutral emotions, straightforward, honest, assume positive intent<br>3. Not constructive thinking strategies: make assumptions, exaggerate, vengeful, blaming |
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| | | **Sub-Topic: Conflict Model** | 1. Thomas and Killmann model<br>   a. X-axis = value of the relationship, Y-axis = value of the outcome<br>      i. Low-low: Avoidance<br>      ii. Low-High: Accommodation<br>      iii. High - Low: Competition<br>      iv. Medium - Medium: Compromise (able to do when we engage in difficult conversations)<br>      v. High - High: Collaboration (able to do when we engage in difficult conversations) |
| | | **Effective Use of Non-Verbal Communication** | |
| | | **Sub-Topic: Body Language Introduction** | 1. Classifying positive, negative, and neutral behaviors based on facial expressions and body position of characters<br>2. Neutral - does not impact the verbal message<br>3. Neutral - arms at sides, facing speaker, relaxed |
| | | **Sub-Topic: Active Listening Introduction** | 1. Why active listening is important<br>2. What active listening looks like<br>3. Physical signs of active listening |
| | | **Effective Verbal Communication** | |

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| | | **Sub-Topic: 5 Steps to Having Difficult Conversations** | 1. Prepare (ideas, thoughts, goal, best case scenarios, challenge self, curious about other person, neutral time)<br>2. Clarify the purpose (listen carefully, open mind, communicate perceptions, focus on experience, assess)<br>3. Establish common goals (brainstorm solutions, barriers)<br>4. Create a resolution plan (fair solution, timeline, responsibilities)<br>5. Reflect |
| | | **Sub-Topic: What to Do When You're in the Wrong** | 1. Apologize<br>2. Listen<br>3. Repair<br>4. Be Kind<br>5. Acknowledge Growth |
| | | **Summary** | 1. Summary |
| | | **Quiz** | 1. Introduction<br>2. Graded Quiz Questions with review layers<br>3. Results |
| | | **Congratulations** | 1. Congratulations! |
| **9** | **Training Outline Module 2:**<br><br>**Effective Communication Strategies** | **Introduction** | 1. Welcome<br>2. Navigation<br>3. Learning Objectives |
| | | **Why Communication Matters, Extension** | 1. Definition of communication<br>2. Forms of communication<br>3. How communication impacts our work<br>   a. Economic impact of effective communication<br>   b. Teamwork<br>   c. Enhanced creativity and innovation<br>   d. Strong relationships, enhanced client retention, etc. |

| | | The 5 C's of Communication | 1. Clear, correct, complete, concise, compassionate<br>2. Short video created in Camtasia (2-3 minutes) — example to analyze |
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| | | Sub-Topic: Improving Communication Skills | 1. Consider audience, practice active listening, use the right medium or platform |
| | | Sub-Topic: Body Language Review & Extension | 1. Makes up 55% of what others "hear"<br>2. Tone of voice - another 38%<br>3. = 93% of communication is non-verbal<br>4. Positive body language (open, upright posture, palms open, lean in)<br>5. Negative body language (closed, crossing arms, looking bored, biting lip, hands on hips, tapping foot)<br>6. Short video created in Camtasia (2-3 minutes) — example to analyze |
| | | Sub-Topic: Active Listening Review & Extension | 1. Definition of active listening<br>2. Outcomes of active listening compared to others<br>3. Visual signs of active listening (leaning in, facing speaker, eye contact, nodding, silence or interested noises)<br>4. Audible signs of active listening (restating, reflecting emotion, open-ended question) |
| | | **Company Policy** | |
| | | | **Sub-Topic: Knowing Where Resources are Available**<br>**Sub-Topic: Knowing When to Involve Supervisor / HR** |
| | | Topic: Practice - 4 Branching Scenarios | 1. 2 engineers, conflict over how to deal with client need<br>2. 2 engineering teams, conflict over overlapping roles in a multi-team project<br>3. Support staff member feeling overworked, needing to talk to supervisor<br>4. Personality conflict (different work flow expectations and different communication strategies) between two people on the same team |
| | | Summary | 1. Summary |

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| | | **Quiz** | 1. Introduction<br>2. Graded Quiz Questions with review layers<br>3. Results |
| | | **Congrat-ulations** | 1. Congratulations! |
| **10** | **Training Outline Module 3:**<br><br>**Managing During Conflict** | **Introduction** | 1. Welcome<br>2. Navigation<br>3. Learning Objectives |
| | | **Why an Environment Where Disagreement is OK is Important in the workplace** | Benefits of disagreements in the workplace (increased creativity, business growth, more engaged employees, better work outcomes, opportunities to grow, improved relationships, better teamwork, higher job satisfaction, more inclusive work environment, empowered employees) |
| | | **Sub-Topic: Strategies to Build Culture** | 1. Model getting and giving feedback respectfully<br>2. Respect individuality, autonomy, and abilities / Trust your team / allow everyone an opportunity to speak (multiple outlets and avenues)<br>3. Give credit where credit is due<br>4. Don't take sides except in misconduct; stay impersonal; detach from your biases<br>5. Stand up for individual voices<br>6. Be empathetic<br>7. Short video created in Camtasia (2-3 minutes) — example to analyze |
| | | **Topic: Steps to Managing During Conflict** | 1. General outline<br>2. Mediation practices<br>3. De-escalating conflict<br>4. Short video created in Camtasia (2-3 minutes) — example to analyze |
| | | **Topic: Practice - 4 Branching Scenarios** | Same branching scenario as in Module 2, but from manager's perspective.<br>1. 2 engineers, conflict over how to deal with client need<br>2. 2 engineering teams, conflict over overlapping roles in a multi-team project<br>3. Support staff member feeling overworked, needing to talk to supervisor<br>4. Personality conflict (different work flow expectations and different communication strategies) between two people on the same team |

| | | Summary | 1. Summary |
|---|---|---|---|
| | | Quiz | 1. Introduction<br>2. Graded Quiz Questions with review layers<br>3. Results |
| | | Congrat-ulations | 1. Congratulations! |
| 11 | Assessment Plan | Knowledge Checks | 2-3 non-graded Knowledge Checks embedded in course with scaffolded learning and review |
| | | Graded Quiz | - End of course quiz requiring an 80% passing score<br>- Multiple opportunities to review and retake quiz, if necessary<br>- Minimum 5 questions to address Learning Objectives; to be developed with Subject Matter Expert for each module<br>- Minimum 1 question per Learning Objective<br>- Questions will be created during alpha programming (after the script / storyboard have been fully approved); will include a variety of quiz question types<br>    - Module 1 - graded quiz, One question for LO 1, 2, 3, and two questions for LO4.<br>    - Modules 2 and 3 - interactive scenario based, 2 questions per LO.<br>- Questions will be created during alpha programming (after the script / storyboard have been fully approved). |
| 10 | Evaluation of Success | Pre- and Post-Training Surveys | Pre-/post training surveys of staff rating their confidence in communicating with team |
| | | Managerial Time Comparison | The amount of time that managers have to spend on employee conflicts after training as compared to before training |