

# IMPACTFUL CAREER CONVERSATIONS

Human Resource Business Partners are increasingly looking to position themselves as a value added partner to the business, creating ongoing value for their stakeholders rather than a transactional resource to be called only when needed.

Accordingly, this Impactful Career Conversations training has three primary objectives;

- (i) to position the HRBP as a trusted advisor with their stakeholders, shifting the relationship towards one of ongoing value added advisory;
- (ii) to give the HRBP to tools to conduct career conversations for the purpose of supporting the career progress of their stakeholders;
- (iii) to equip participants with a script for conducting such conversations in a repeatable and effective manner.



## COURSE DURATION

3 X ½ DAY VIRTUAL or  
1 ½ DAY CLASSROOM  
FORMAT

## TRAINER



### NEIL ORVAY

With over 30 years experience in Investment Banking and as an entrepreneur, Neil Orvay has worked with financial and MNC clients globally for over a decade on communication, influence, sales and negotiation based projects and strategies. A graduate of the London School of Economics, Neil holds an Executive Masters in International Negotiation and Policy Making from the Graduate Institute in Geneva, and has studied negotiation at the Harvard Negotiation Institute. Neil is also a trainer of Neuro Linguistic Programming and a certified ICF coach.

# COURSE CONTENT

## MODULE #1 HOW TO BE A TRUSTED HR PARTNER

### The Structure of Career Conversations

Holding a career conversation focused on development and growth is an acquired skill that requires both structure and tools that can be used to drive change. In this opening section, how to structure the career conversation and a series of coaching tools are introduced. During the training this structure introduced will be built upon to achieve one of the primary objectives of this investment; to provide HRBP's with a referenceable and repeatable structure so that they can hold conversations that promote career development and general stakeholder problem solving.

Areas covered include:

- how to build stronger connections with stakeholders;
- framing confidentiality to build trust;
- how to use active listening;
- using the GROW methodology within an active listening framework;
- using linguistic hooks to capture attention and create momentum;
- quick application coaching tools to facilitate personal empowerment as a tool for helping stakeholders to achieve ;
- group exercises to practise the skills taught.

### Review Session

In order to increase the adoption of the skills and techniques taught, the session will conclude with a 15-minute review whereby participants individually list their top takeaways from the training, then as a group discuss. The objective is to identify the minimum skills adoption required by the team and drive commitment to group improvement.

## MODULE #2 TRUST AND LANGUAGE PATTERNS

### Using the Trust Formula to be a Trusted Advisor

After introducing the trust formula, participants are challenged to identify specific actions they can take to address the issue of trust, which are then applied to a bespoke case study which will be developed in partnership with a senior HRBP. The objective is to give every participant a list of actionable best practises for positioning themselves as a trusted advisor and asset to the business.

### Directional Language Patterns

Sometimes it is necessary for a HRBP to control the direction of a conversation in order to keep focus and energy on the correct content. For example, it is easy for an employee to shift a discussion in the direction of salary or promotion, when the relevant focus should be elsewhere in order for the employee to achieve their end goal. In this section a set of directional language techniques are introduced which can be used to shift the focus back on to the employee.

### Answering Challenging Questions

Challenging questions are a fact of life and how we deal with them impacts the perception others have of us. The ability to think on our feet, take a step back and consider options without losing control or visibility of the conversation structure are key attributes to being an effective HRBP. In this section we introduce a series of tools that can be used to deal with such situations and challenging questions, giving the HRBP the confidence required to deal with them. Skills taught include managing emotions, the use of linguistic frames, showing empathy (verbal and non-verbal), and active listening (covered in session #1).

### Review Session

In order to increase the adoption of the skills and techniques taught, the session will conclude with a 15-minute review whereby participants individually list their top takeaways from the training, then as a group discuss. The objective is to identify the minimum skills adoption required by the team and drive commitment to group improvement.

## MODULE #3 MANAGING CAREER CONVERSATIONS

### Future Focus

In this section we cover three areas; (i) how to frame the opportunities in a way that will encourage enthusiasm from the employee; (ii) guidelines for ensuring follow through on discussions and/or action plans, and (iii) how to leave the door open for repeat conversations and empower the stakeholder to initiate such communication/advice seeking. This section is designed to support framing career conversations that generate momentum with the employee. This is an important part of the overall structure as it creates a psychological 'uplift' designed to finish the conversation on a positive note.

### The Final Script, Role Plays and Scenario Sharing

The training concludes with revisiting, enhancing and finalizing the career conversation script template before using it in the preparation of role-playing scenarios where participants are required to hold a career conversation and position themselves as a trusted advisor. Participants will have the opportunity to prepare in groups as both HRBP and stakeholder and then either play the role or be an observer and give feedback with the aim of identifying best practises based on the content taught during this and preceding sessions. Post-role play, participants are invited to share the most difficult interactions they have experienced and reflect how the skills taught could be applied to future such scenarios.

### Review Session

As in module #1, we conclude with a 15-minute review whereby participants individually list their top takeaways from the training, then as a group discuss. The objective is to identify the minimum skills adoption required by the team and drive commitment to group improvement.

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