Soft skills

# Speaking Up: Difficult Feedback and Managerial Courage

One day to say what is not working without hurting or watering it down, and to hold an unpopular position. Managers, team leaders and supervisors learn the facts, impact, request structure, then practise on camera with situations they actually face: a repeated delay, a bypassed safety instruction, a refusal to put to their own manager.

**Duration : 1 day**

## Objectives

1. Structure feedback in three steps: observed facts, impact, specific request
2. Tell corrective feedback, positive feedback and a formal warning apart, and choose the right moment for each
3. Handle the other person's reactions: denial, justification, emotion, counter-attack
4. Say no to a manager or a colleague while offering a reasoned alternative
5. Identify what holds you back from speaking up and decide to deal with a situation left pending

## Programme

**Day 1 — morning**

• Why people stay silent: fear of conflict, need to be liked, lack of precise facts

• Facts, impact, request: the structure of feedback that lands

• Precise positive feedback: recognising a behaviour, not a person

• Preparing feedback: the place, the moment, the first sentence

**Day 1 — afternoon (workshop)**

• Filmed practice on situations the participants have lived, followed by group analysis

• Correcting a team member after a repeated lapse: restating the rule, consequences, commitment

• Saying no to your own manager: restating the request, setting out constraints, proposing an option

• Personal plan: the conversation you keep putting off, prepared for the following week

• Knowledge test and each person's commitment on their next conversation

## Teaching methods

• Filmed practice on cases brought by participants, reviewed with the trainer and the group

• Facts, impact, request grid completed before each role play

• Typical industry and logistics situations: safety, quality, working hours, cooperation between teams

• Peer feedback under clear rules of rigour and respect

• Written preparation of the real conversation each person has to hold after the session

## Assessment and documents

Knowledge test and a filmed role play observed against a common grid, with a follow-up evaluation at D+1. Numbered training certificate, verifiable online, for each participant; training report handed to the company.

Bilingual materials for every participant; each classroom course comes with its digital twin on OmniLearn.

**Good to know**

Third module of the "Front-Line Manager Cycle". For a formal meeting after repeated lapses, the course "Conducting a Corrective Meeting" covers preparation, running the meeting and follow-up in detail.

## Practical information

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| **Duration** | 1 day |
| **Prerequisites** | Managing a team or about to do so |
| **Group size** | Groups of 6 to 12 participants, in-company |
| **Format** | In-company, face to face on your site |
| **Language** | French, Darija or English; bilingual materials |
| **Funding** | OFPPT special training contracts (TFP), GIAC, Maroc PME: we prepare the applications with you, at no extra cost. |
| **Programme customisation** | Programme adapted to your procedures, your equipment and your audience |

## Frequently asked questions

**Is the filmed practice compulsory?**

It is the core of the day, because seeing yourself speak reveals what you do not notice: tone, eye contact, phrases that soften the message too much. A participant who is uneasy can start as an observer before playing their own role.

**How does it differ from "Conducting a Corrective Meeting"?**

A corrective meeting is a formal, prepared conversation that follows repeated lapses. This day deals with what comes before: everyday feedback, given before the situation sets in, and the courage to say no to your own manager.

**Can managers from different levels attend together?**

Yes, provided no participant is in the same group as their direct manager. Situations where you have to say no to your superiors are easier to work on freely without them.

**Can the session be run in Darija?**

Yes. Exchanges with field teams are often in Darija; practising in the language actually used makes the prepared phrases directly usable. Materials are bilingual.