Soft skills

Taking the Lead in Difficult Situations

One day to hold your role as a manager when the situation deteriorates: loss of a major customer, a serious incident on a line, a reorganisation, social tension, a critical delivery delay. You learn to read the situation, set a short, clear course, talk to the team without masking reality and sustain commitment over time. The role plays are built from your own experiences.

Duration : 1 day

Objectives

1. Analyse a difficult situation: facts, stakes, actors, room for manoeuvre
2. Adopt a leader's posture: presence, consistency, calm visible to the team
3. Set a short-term course and clear priorities when the horizon is uncertain
4. Announce bad news or an unpopular decision honestly
5. Maintain the team's cohesion and commitment until the way out of the crisis

Programme

Day 1 — morning

• What makes a situation difficult for a manager: uncertainty, pressure, emotions, stakes

• Analysing the situation: established facts, unknowns, actors, what depends on you

• What a team in difficulty expects: a course, information, consideration

• Exercise: re-reading a difficult situation lived by each participant

Day 1 — afternoon (workshop)

• Setting a short course: three priorities, clear roles, a rhythm of team check-ins

• Announcing bad news: preparation, message, questions, follow-up

• Lasting over time: signs of team fatigue, recognition, relays

• Workshop: role plays on cases brought by participants, then knowledge test

Teaching methods

• Lived cases brought by participants, analysed in sub-groups

• Role plays of announcements and crisis meetings, observed and debriefed

• Cases of an industrial site facing a lot withdrawal and a distribution branch after losing a customer

• Reusable situation analysis grid

• Individual feedback from the trainer on each person's posture

Assessment and documents

Knowledge test and an announcement role play assessed against an observation grid. Follow-up evaluation at D+1; numbered certificate verifiable online for each participant, training report for the company.

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

Good to know

For deciding in an emergency, see "Deciding Fast Under Pressure" (half day). Managing your own emotions is covered in more depth in "Staying Calm Under Pressure: Emotions and Stress".

Practical information

Duration	1 day
Audience	Managers, site or department heads, management committee members
Prerequisites	Supervisory experience recommended
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

How does it differ from "Deciding Fast Under Pressure"?
"Deciding Fast Under Pressure" is about the decision taken within minutes or hours. This day is about leading a team through a difficult period lasting several days or weeks.

Do I need to have been through a crisis already?
No, but each participant is invited to bring a tense situation they have lived or fear. Cases prepared by the trainer complete those of the group.

Is external crisis communication covered?
No. The day is about internal leadership: the team, colleagues, the hierarchy. Relations with the press or the authorities belong to the company's own crisis communication arrangements.

Can a management committee take it together?
Yes. Bringing the members of the same committee together makes it possible to work on scenarios specific to the company and to clarify everyone's role in advance.