

Productive Conflict Difficult Conversations Part 2

How to have the conversation you have been avoiding



Session Downloads

<https://inspired-engagement.com/workshop-resources/>

- ✓ Session Handout
- ✓ PPT
- ✓ References
- ✓ Session Evaluation

Session Topics

Part 1

- Productive Conflict
- Civility
- Interest Based Dialogue

Part 2

- Crucial Conversations
- Personal Script a Difficult Conversation

Opposing Opinions

Strong Emotions

Crucial Conversations

High Stakes

4 MILLION COPIES SOLD

crucial conversations

TOOLS FOR TALKING WHEN STAKES ARE HIGH

VitalSmarts

Identify a recent crucial conversation that did not go well

What was your response?

We Toggle between Silence & Violence

SILENCE
withdrawal
avoidance
silence

Pool of SHARED MEANING

VIOLENCE
blame
accusations
violence

Silence doesn't work, so we get frustrated.

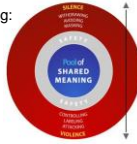
When we get too frustrated, we jump to violence.

We Make a Fool's Choice

When facing a crucial conversation, we often feel like we have only 2 options for responding:

- Silence
- Violence

We are often blind to the option of dialogue



This is your brain...

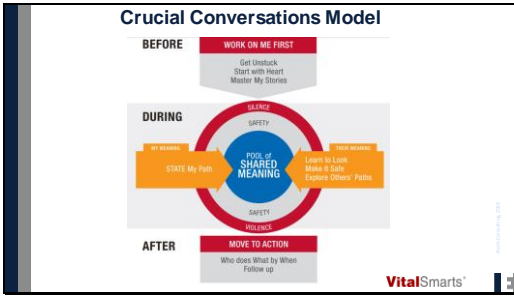
Most of the Time!

When it Matters Most, We Do the Worst

This is your brain during a crucial conversation

Fight or Flight



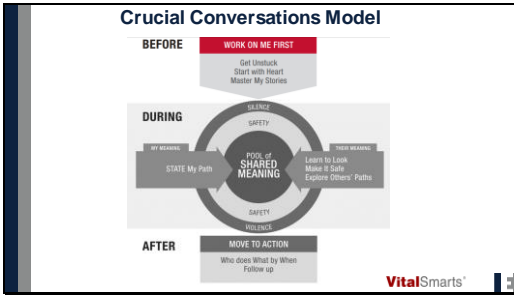


Where are you stuck?

On Your Worksheet:

- Identify a Crucial Conversation:
 - you have been avoiding
 - you know will be uncomfortable
 - that you feel will “not be worth it”
- Address a performance issue
- Discuss undesirable behavior
- Give constructive feedback
- Solve a problem/find a solution

VitalSmarts



- ### Hold the Right Conversation
- Crucial Conversations can be handled at different levels:
- **Content**
 - a single instance of a problem (may be the action itself or the immediate consequences)
 - **Pattern**
 - a recurring problem – a pattern of behavior
 - **Relationship**
 - how the problem is affecting your working relationship (i.e. trust is suffering, or competence is in question)

- ### Get Unstuck
- On Your Worksheet:
- Unbundle the issue with C-P-R
 - What is the right level for the conversation?
 - Content
 - Pattern
 - Relationship
 - Which issue do you need to address, and with whom, to get unstuck?

Start with Your Heart

On Your Worksheet:

- What do you really want as a result of this dialogue?
- What are your interests?
 - For yourself?
 - For others?
 - For the relationship?
 - For your department?
 - For the college?



Master Your Story

- First, you see and hear
- Second, you tell yourself a story
- Third, you generate a feeling
- Fourth, you act



Master Your Story

- First, you see and hear
- You are working on a report and your "manager" checks up on you three times in one hour, offering suggestions

Master Your Story

Second, you tell yourself a story

- Your manager is questioning your capabilities.
- She doesn't believe you can complete the task on your own.
- She thinks you are incompetent.

Master Your Story

Third, you generate a feeling

- You feel hurt and defensive.
- This leads to anger
- And adds to your story that your manager obviously hasn't paid attention to the other reports you have turned in in the past

Master Your Story

Fourth, you act

- You hold a grudge and don't listen or respond to your manager's feedback
- You tell others on campus what a horrible manager she is



Master Your Story

Suspend Judgment

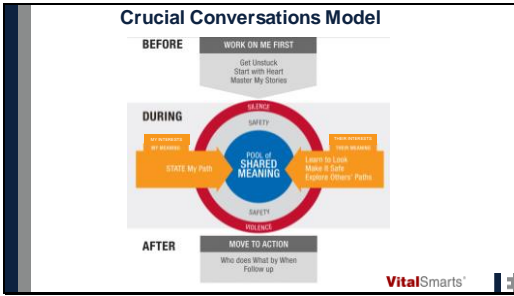
Ask and Listen with
Curiosity
And
Wonder

A young boy with brown hair is lying on his stomach in a grassy field. He is holding a magnifying glass over a small white flower, looking through it intently. The background is a soft-focus green field under a bright sky.

Master Your Story

On Your Worksheet:

- What story are you telling your self about this situation or person? Are you telling victim, villain or helpless story?
- What are you pretending not to notice about your role?
- Why would a reasonable, rational and decent person do this?
- What story might the other person be telling about you?
- How do your CliftonStrength Themes impact the issue?



- ### STATE Your Path
- During crucial conversations we often say things in exactly the wrong way
- S** • Share your Facts
 - T** • Tell Your Story
 - A** • Ask for Other's Path
 - T** • Talk Tentatively
 - E** • Encourage Testing



Separate Facts From Stories

Fact:

- An actual occurrence
- Something that can be proven by observation or measurement
- What we actually saw and heard

Story:

- Meaning we attach to facts
- Judgments, conclusions, attributions that we make from the facts
- What we think about what we saw or heard

Share Your Facts

- Start with facts
- Start with what happened, what you saw and heard

Example:

- "I was expecting to receive this at 3 pm and it's now 4 pm..."
- "Today a joint student of ours came to me and said class started 20 minutes late. This is the third student of ours this semester that has shared that class has started late..."
- "Over the past several weeks you and I have had several disagreements that led to us both raising our voices. These disagreements happened in our building within earshot of co-workers and students..."

Tell Your Story

- Facts by themselves don't always paint the whole picture
- Fill in the gaps...help the other person understand why the facts you are sharing are a concern

Example:

- "I'm starting to think..."
- "This leads me to feel..."
- "This leads me to believe..."

Explore Other's Paths

- Ask other person to share his / her view
- Invite the other person to share new ideas / information and to challenge your story

Effective Examples:

- "Can you help me understand?"
- "How do you see it?"
- "What's your view?"

Share Your Path/ Explore Theirs

On Your Worksheet:

Create a script for how you will begin the dialogue.

Start with the facts, then your story, then the question(s) you will ask to explore their path

Explore Other's Paths AMPP

Ask

- Invite them to express themselves
- Easiest and most straightforward
- Show genuine interest

Effective Examples:

- I would really like to hear your opinion on this.
- Can you help me understand?
- "How do you see it?"
- What's your view?

Explore Other's Paths

AMPP

Mirror

- Play the role of a mirror and reflect back their actions
- Useful when tone of voice or gestures are inconsistent with his or her words

Effective Example:

- His response: Don't worry I'm fine. His look and tone indicate he is actually very upset.
- Your mirror response: You say you're okay, but by the tone of your voice, you seem upset

Explore Other's Paths

AMPP

Paraphrase

- Put the message you hear in your own words
- Do not parrot
- Remain calm and collected

Effective Example:

- Let's see if I have this right. You are upset because I've voiced my concern about some of the clothes you wear. And this seems controlling or old-fashioned to you.

Explore Other's Paths

AMPP

- Don't push too hard and push them to silence or violence
- Just asking and starting the dialogue starts the problem solving process

Prime

- If you really think they want to open up, but still don't feel safe try priming.
- You offer your best guess at what they are thinking or feeling
- You pour some meaning into the pool of shared meaning (Shared Interests)

Effective Example:

- Are you thinking the reason I am bringing this up is to make you look bad to the dean and put myself in a better position with him? Or maybe that I don't care about you as a person?

Share Your Path/ Explore Theirs

On Your Worksheet:

How could you use the "AMPP" (Ask, Mirror, Paraphrase, Prime) skills to help the other person come out of silence or violence

Make it Safe

- Step out of the content
- Rebuild safety
- Find shared interests

– **Mutual Purpose:** I believe you care about students as do I

– **Mutual Respect:** I care about you as a person and believe you care about me as a person

Make it Safe

Be Humble
Talk Tentatively

Forceful	Tentative
The fact of the matter is...	In my opinion...
That's a dumb idea...	Maybe it would make more sense...
The only reasonable option is to ...	I believe that what we should do is...
If I agreed with you, then we'd both be wrong...	I'm wondering if that example applied to our college...

Make it Safe

If misunderstanding:

– Create a Don't / Do statement

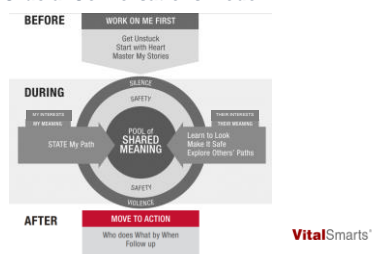
- **I don't** want to just win an argument and force you to do something you do not want to do
- **I do** want us to find a solution to the problem together that we both can be happy with

Make it Safe

On Your Worksheet:

Consider some ways you can "Make it Safe" if the dialogue leads to Silence or Violence

Crucial Conversations Model



Move to action

Who does what by when and how will you follow up?

Crucial Conversation Skills

- Hold the *right* conversation, to solve the *real* problem
- Stay focused on what you really want
- Watch for signs that safety is at risk
- Make it safe to talk about almost anything
- Take control of your emotions instead of losing your cool
- Speak persuasively, not abrasively
- Help others out of silence or violence
- Go from talking to getting results

Crucial Conversations Model





INSPIRED ENGAGEMENT

References, Handout, PowerPoint, Feedback

<https://inspired-engagement.com/workshop-resources/>

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