

Inviting Difficult Conversation



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Purpose:

To provide immediately implementable tools for you to have an effective conversation

Eliminate awkward, difficult, toxic dynamics at work (and at home)

Create authentic connection and build trust

When we avoid difficult conversations
we trade short term comfort
for long term dysfunction



Be brave enough to start a
conversation that matters.

If you don't you will repeat what
you don't repair.

Moments of Truth Survey – CCRC Client

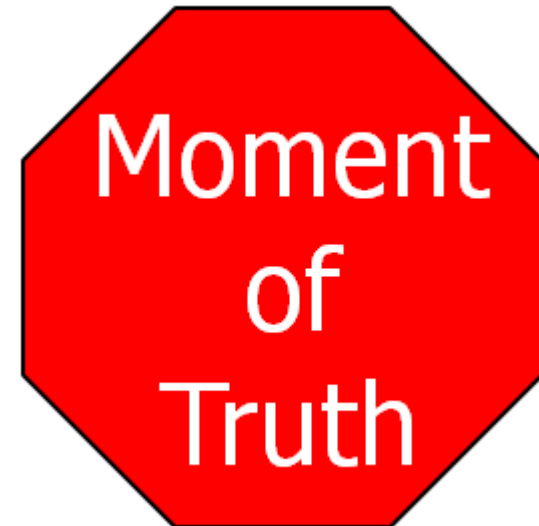
Please answer the following questions on a scale of 1 – 5 with 1 being lowest and 5 being highest. If you answer with less than a 5, please explain why.

What is your comfort level in providing feedback to a colleague? 4.86

What is your comfort level in providing feedback to your supervisor? 4.23

What is your comfort level in providing feedback to someone who is **not** your direct report? 4.86

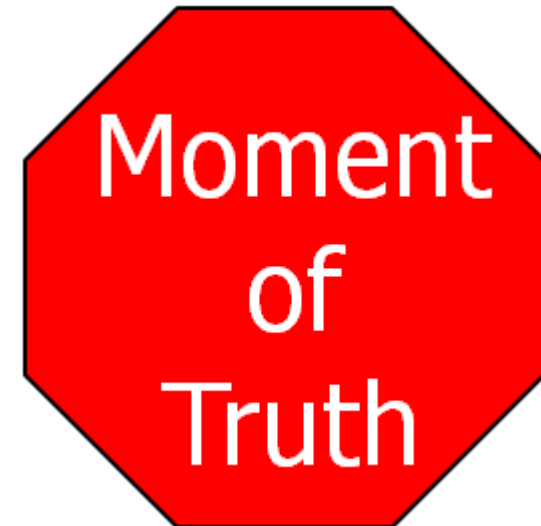
Why I answered with less than a 5:



Moments of Truth Survey

What is the biggest impediment to not being a “5” with the previous three questions?

- Depends on type of feedback
- Worried about overstepping boundaries
- Like to solve problems on my own
- Sometimes difficult talking with co-workers
- Hate confrontation
- Tension when stress is involved and when attitude gets involved
- Sounds better coming from a supervisor
- Awkwardness
- Being short staffed causes stress and feeling less open to communication



Moments of Truth Survey – CCRC Client

Please answer the following questions on a scale of 1 – 5 with 1 being lowest and 5 being highest. If you answer with less than a 5, please explain why.

What is your comfort level in providing feedback to a colleague?

Average = 3.625

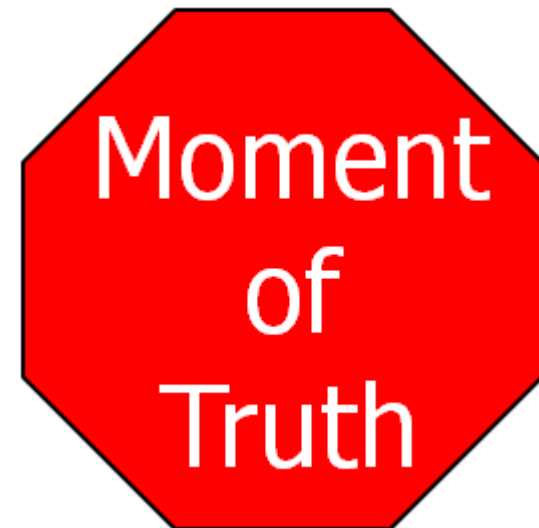
What is your comfort level in providing feedback to your supervisor?

Average = 3.83

What is your comfort level in providing feedback to someone who is **not** your direct report?

Average = 3.66

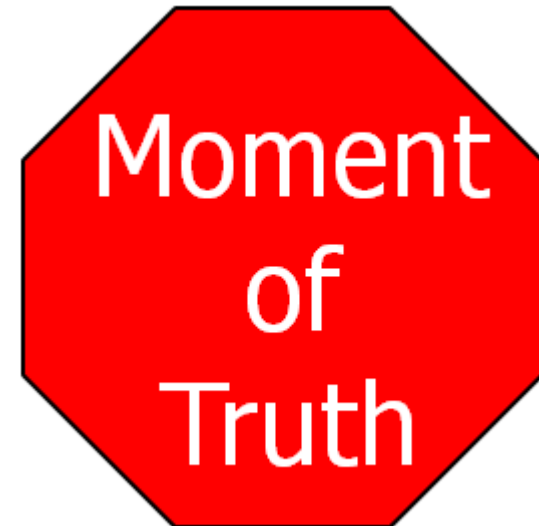
Why I answered with less than a 5:



Moments of Truth Survey

What is the biggest impediment to not being a “5” with the previous three questions?

- Depends on the colleague relationship
- Unsure how people will respond
- Leadership team lacks cohesiveness/camaraderie
- Some a 5, some a 1
- No having approval/authority to do so
- Preparation prior to conversation
- No accountability so why give feedback when nothing will happen
- Need to be truthful and constructive
- Need for comfort in working relationships
- My opinion does not count
- Have to be thoughtful
- Others not understanding managers true roles
- Worried about overstepping boundaries



Every Organizational Culture Possesses 5 Dysfunctions:

Absence of Trust

Fear of Conflict

Lack of Commitment

Avoidance of Accountability

Inattention to Results

Small Group Activity

Take 15 minutes to do the following:

1. Please appoint a scribe and a spokesperson for your group and discuss the following:

2. What are we good at with inviting difficult conversation?

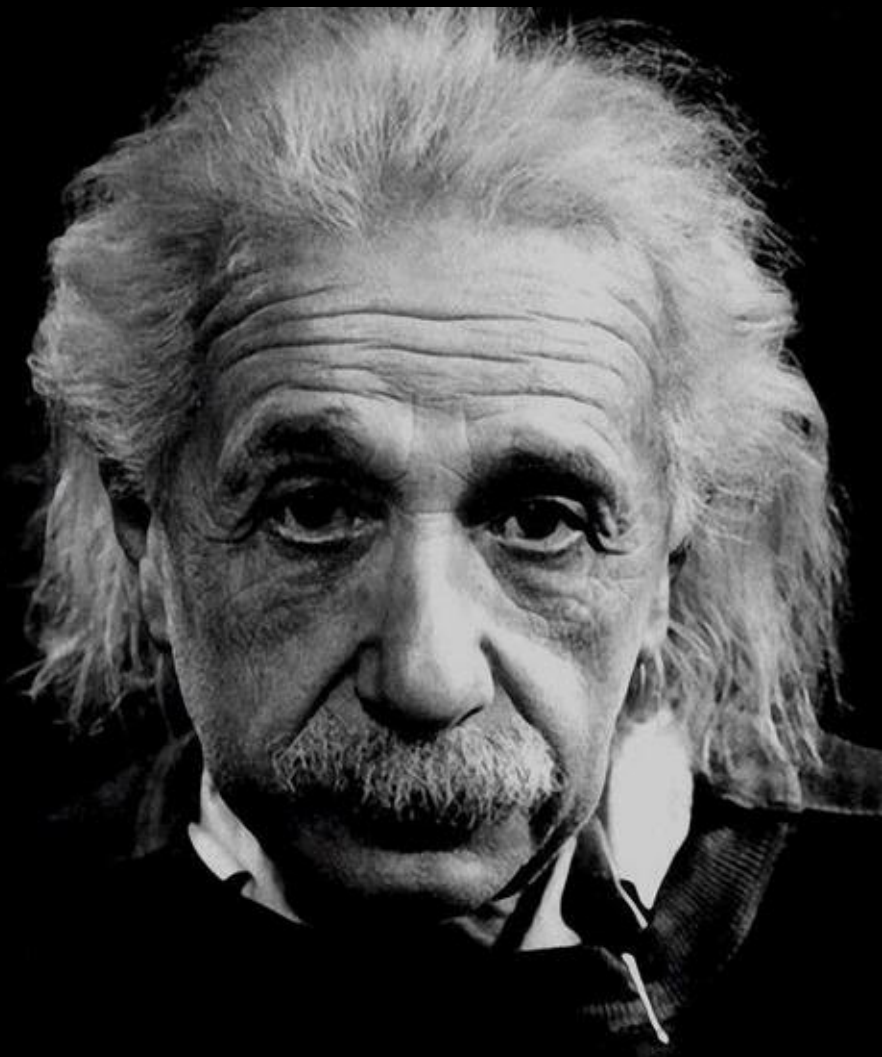
3. What do we need to work on to be better at inviting difficult conversation?

4. How can we make difficult conversations easier to deliver and receive?

Reconvene as a larger group to discuss your findings.

“I am neither clever nor especially gifted. I am only very, very curious.”

-Albert Einstein





Curiosity killed the cat...but
for a while I was a suspect.

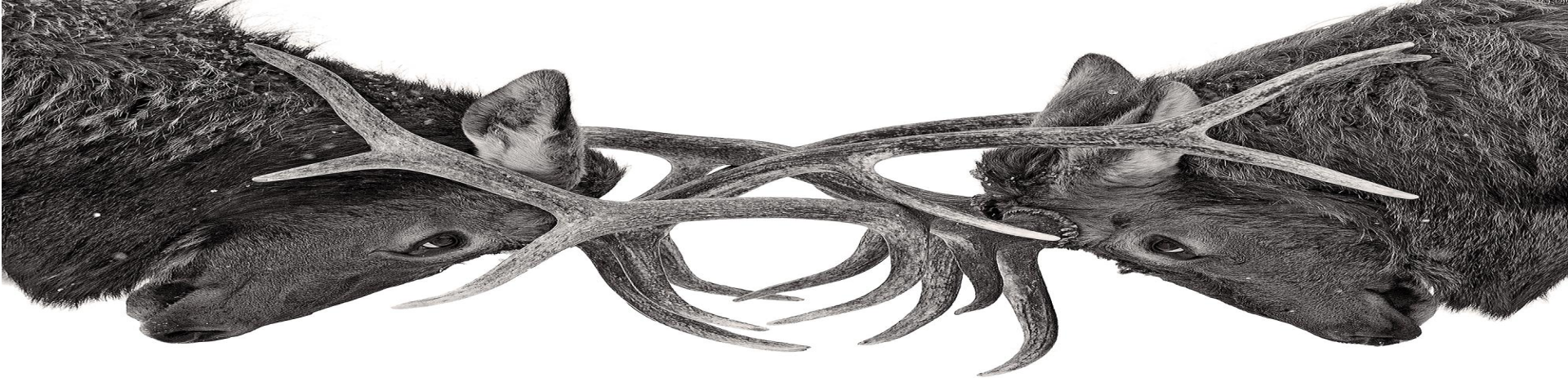




Each of us has preferences in communication.

When two people in conflict have opposite preferences, misunderstandings are likely to occur.

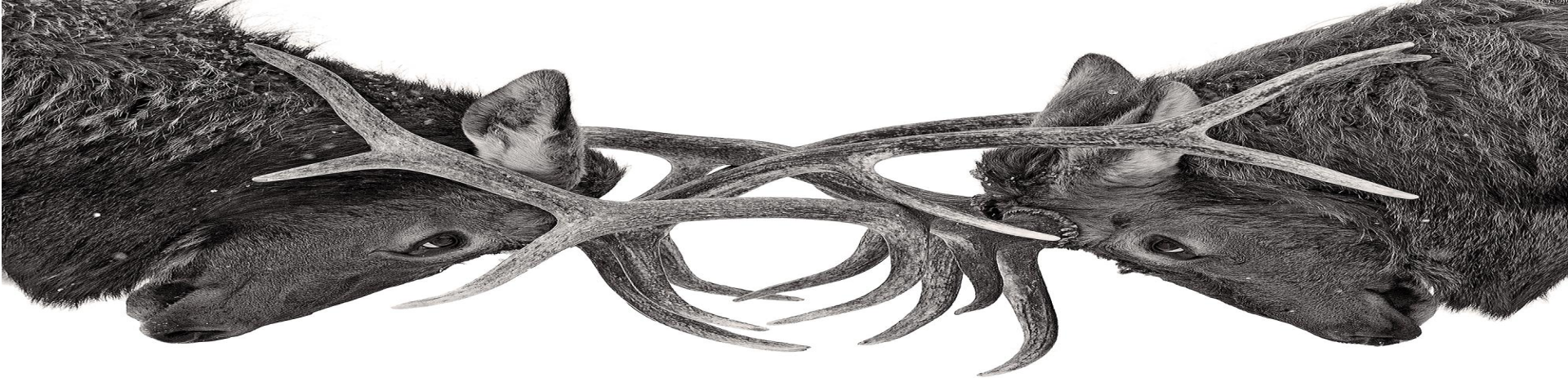
Becoming more aware of the effects of your differing communication styles can go a long way toward preventing misunderstandings.



Conflict Styles: Avoidance

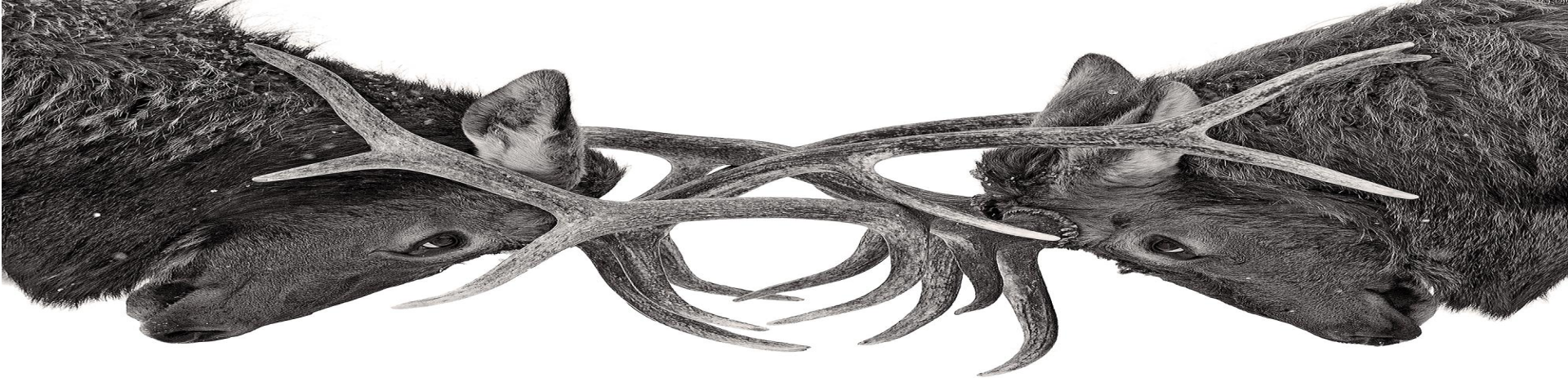
Reaction to conflict, which attempts to avoid directly confronting the issue at hand.

Methods of doing this can include changing the subject, putting off a discussion until later, or simply not bringing up the subject of contention.



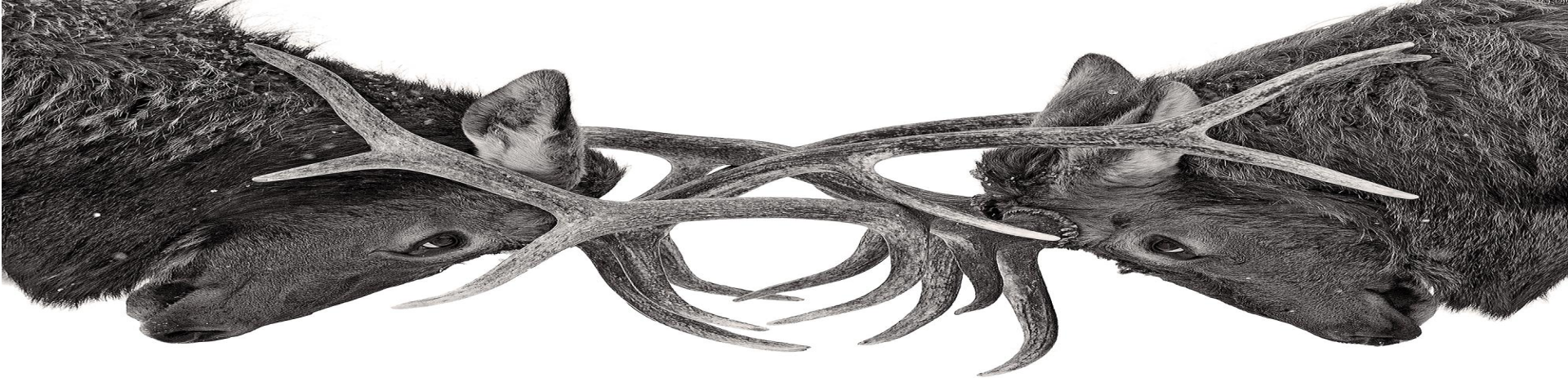
Conflict Styles: Avoidance

- Saying the issue isn't important enough to spend time on
- Saying there isn't enough time to do the topic justice
- Gunny-sacking
- Being overly polite
- Defining any emotion as discord and calling for objectivity when discussing differences
- Smoothing over discord whenever a difference arises, so differences never are discussed



Conflict Styles: Avoidance

- Focusing on details to the exclusion of the real issues
- Demanding rationality whenever emotions arise
- Attacking the other person verbally
- Shifting the topic away from the conflict
- Avoiding topics where conflict may occur
- Making noncommittal statements that sound like, but are not really, agreement
- Joking to distract from the real issues in a conflict

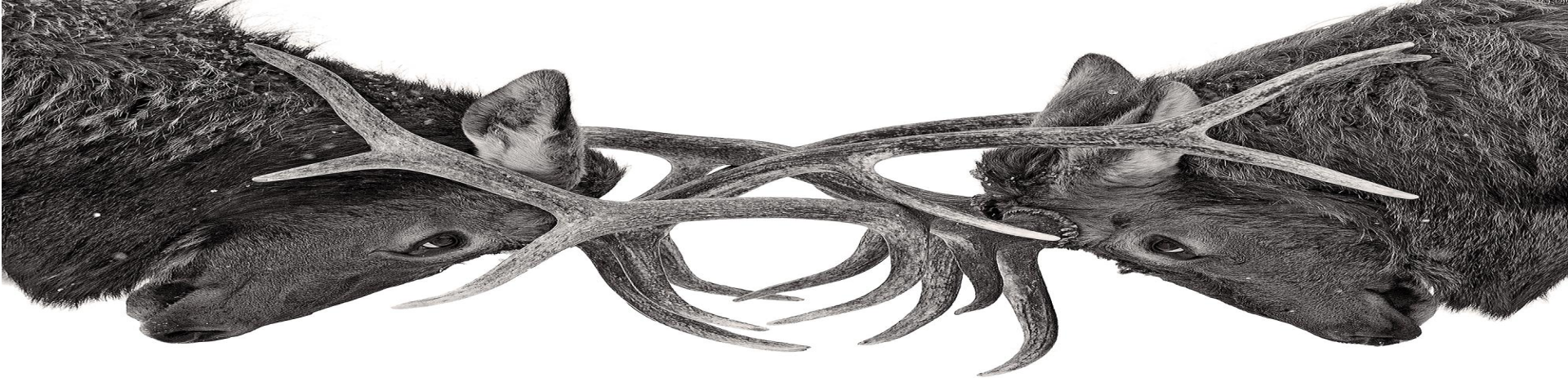


Conflict Styles: Competition

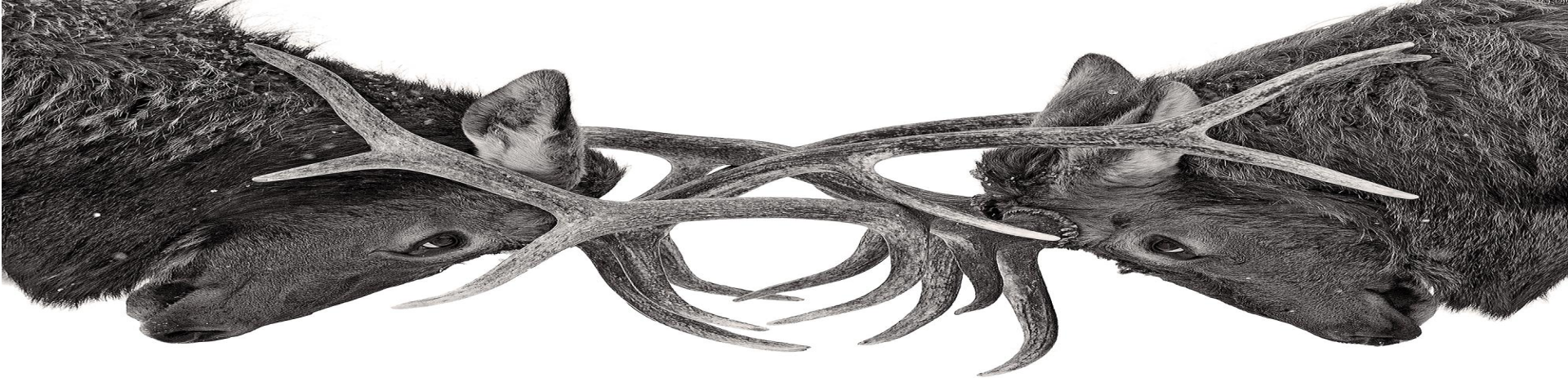
Maximizes reaching one's own goals or getting the problem solved at the cost of the other party's goals or feelings.

Competition has negative repercussions for relationships, businesses and cultures but can occasionally be the right style to choose if the other party is firmly fixed in a competitive style or there are genuinely scarce resources.

Competition can easily slide into a destructive scenario. Win or lose.



- Lying
- Concealing one's own goals
- Concealing one's own interests
- Attacking or criticizing the other person verbally
- Becoming positional, and then incrementally compromising toward a middle ground
- Elevating one's own arguments
- Denigrating or rejecting the other's arguments
- Threatening and bluffing
- Denying responsibility
- Pretending to be or actually being hostile



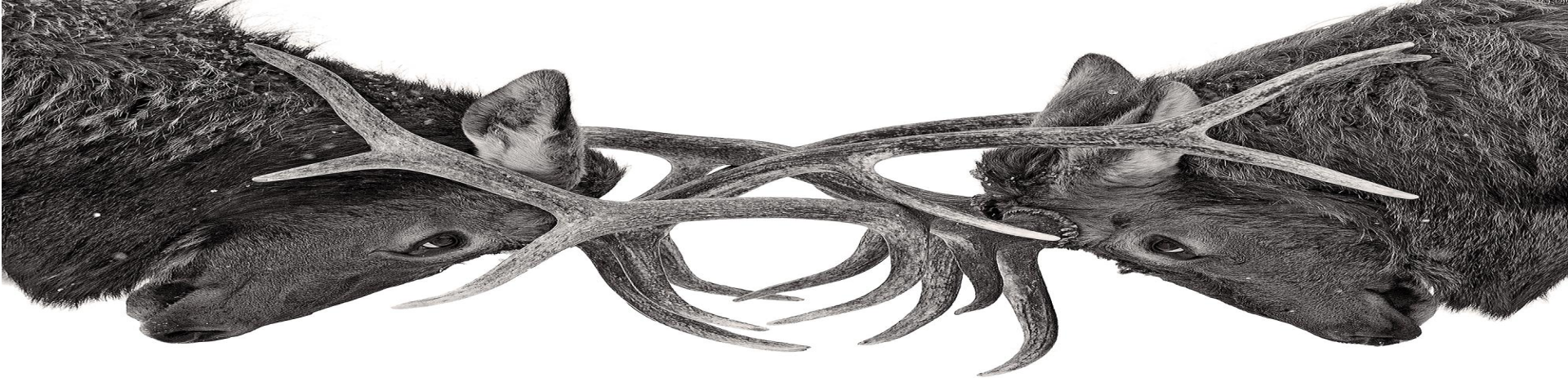
Conflict Styles: Accommodation

Involves giving in to the other's wishes to smooth the choppy waves of conflict. Accommodation sacrifices one's own goals for the sake of the other person.

Accommodators often use phrases like: "Whatever you want is fine with me."

When one party in conflict genuinely does not care about the outcome of the conflict, accommodation may be the right choice for that situation.

If accommodation is the only style a person utilizes, he or she is advised to learn more skills.



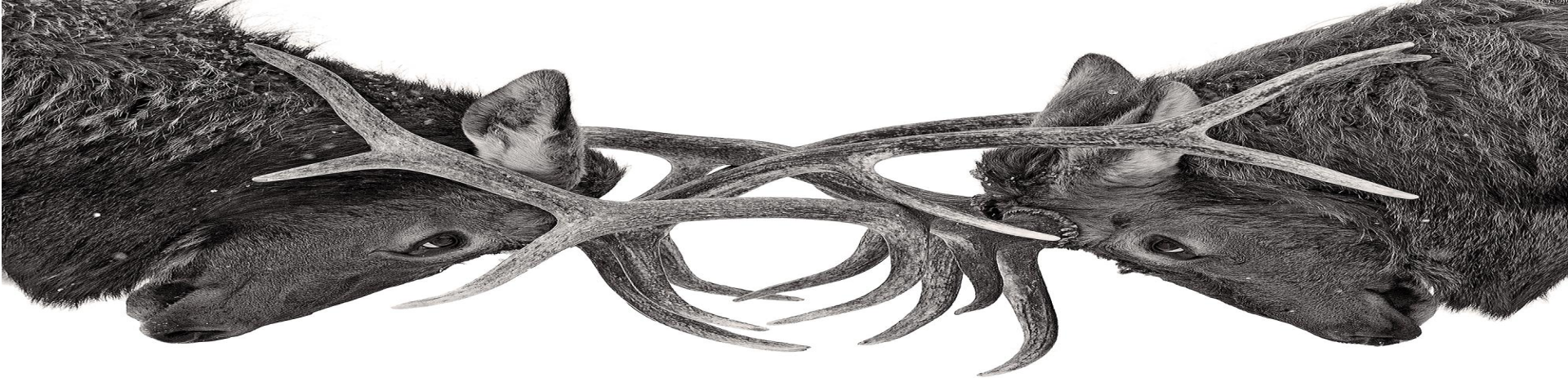
Conflict Styles: Yielding

A give and take of resources.

The classic compromise in negotiating is to "split the difference" between two positions.

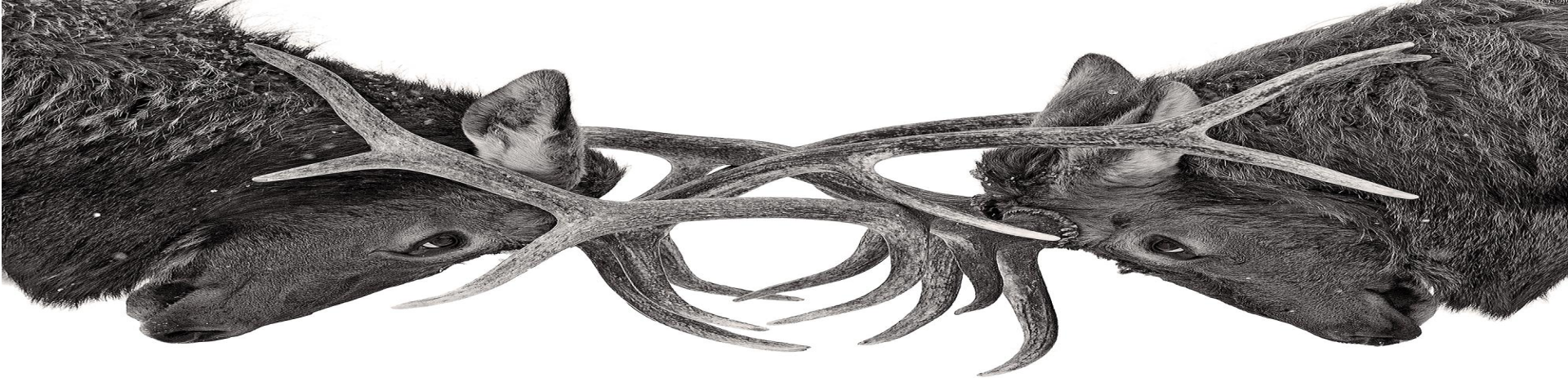
Compromise.

While there is no victor from yielding, each person also fails to achieve her or his original goal.



Conflict Styles: Cooperative

Collaboration occurs when parties cooperatively work together until a mutually agreeable solution is found.



Small Group Exercise:

Which is your predominate style?

Which conflict style is most productive?

Why?

What do you need to do to change to a more productive style?

What help do you need in making these changes?

Introspection....



9 Points of Introspection...

Preparing Yourself for Successful Outcomes:

1. What is the purpose for this conversation?
2. What assumptions have you made about the other person?
3. What buttons of yours are being pushed?
4. Who is the “opponent”?
5. How is your attitude toward the conversation influencing your perception of it?

6. What are your needs and fears?

7. Have you contributed to this problem?

8. Practice, practice, practice

9. Are you ready emotionally and with an open mind to have this conversation?

Thought Outline to Make Difficult Conversations Effective Conversations

Sometimes when we have a prickly situation with a co-worker (or any other important person in our lives) and we avoid resolving it because we create too much “stuff” around it. The “stuff” is given life because of emotion. The emotion makes it a bigger, hairier, uglier deal than it often times actually is.

If we can just separate ourselves from the emotion and stick to the facts we can be more effective in addressing and finding resolution for the issue. This worksheet is designed to do just that. Answer all the of the questions below to peel away the emotion and get to the real issue that needs to be addressed and the key to successful resolution.

What is bothering me?

Why is it bothering me?

How did this happen?

How does not discussing it and not handling it effect/impact the dynamic of this relationship as well as the company at large?

How does it effect/impact the outcomes of the relationships with others (co-workers, residents, etc)?

What would I like to see as fair resolution?

What do we each need to do to achieve fair resolution?

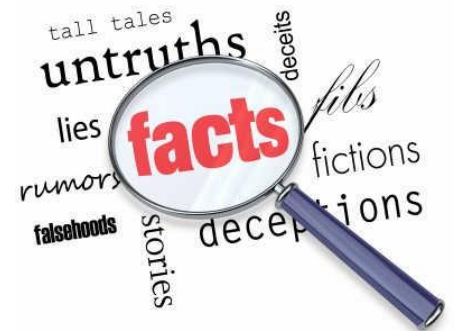


Conversational Tools for a Successful Outcome

1. Problem solving perspective
2. Inquiry – be curious
3. Acknowledgement
4. Advocacy
5. Patience

Moments of Un-Truth...

Why do people lie?

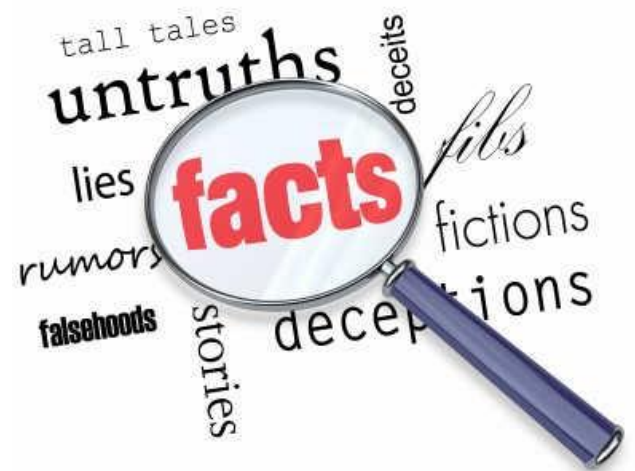


Moments of Un-Truth

What to do with colleagues who are not being completely honest...

“Women were more likely to lie to make the person they were talking to feel good, while men lied most often to make themselves look better.”

Robert Feldman, University of Mass.



Moments of Un-Truth...

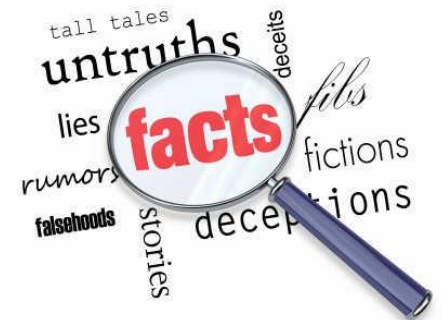
Three truths about liars:

1. Liars believe lying is wrong but do it anyway.
2. Lying is always about some form of advantage.
3. Liars place their interests ahead of yours.



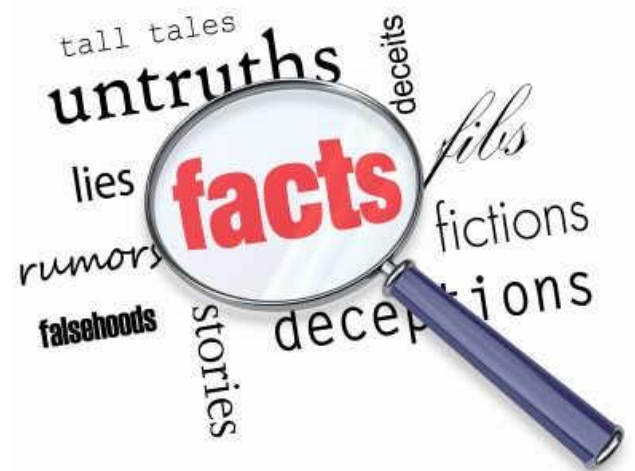
Moments of Un-Truth...

1. Act quickly. Time is the liar's friend.
2. Research the facts and understand what the liar has to win or lose.
3. Always begin with empathy...tender hearts are vulnerable to lies. Develop skepticism.
4. Be interested and expose by asking questions:
 - Can you share with me what happened?
 - Who did you speak with?
 - When did that happen?
 - Who was there?
 - What happened next?



Moments of Un-Truth...

5. Include others. Don't talk to liars alone, have witnesses.
6. Validate by follow up communication with email.
7. Call them out.



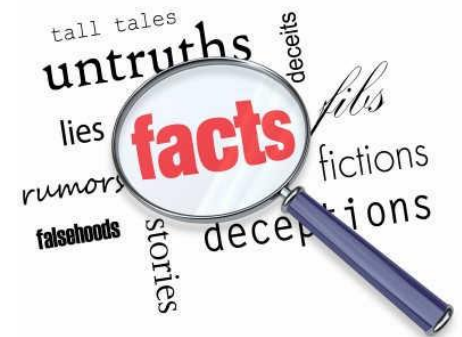
Moments of Un-Truth...

Calling them out:

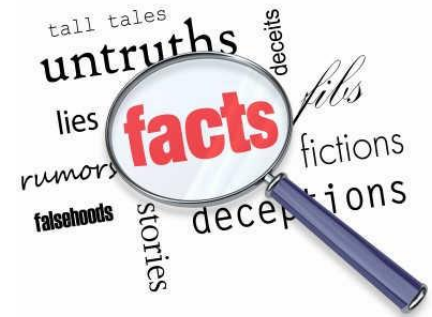
“Bob... something here is not making sense based on what you and others have shared with me. I am concerned that something is either being left out or misrepresented on your part.

I would like to get to the bottom of this so we can all feel good about moving forward with out any question.

What light can you cast on this for me?”



Moments of Un-Truth...

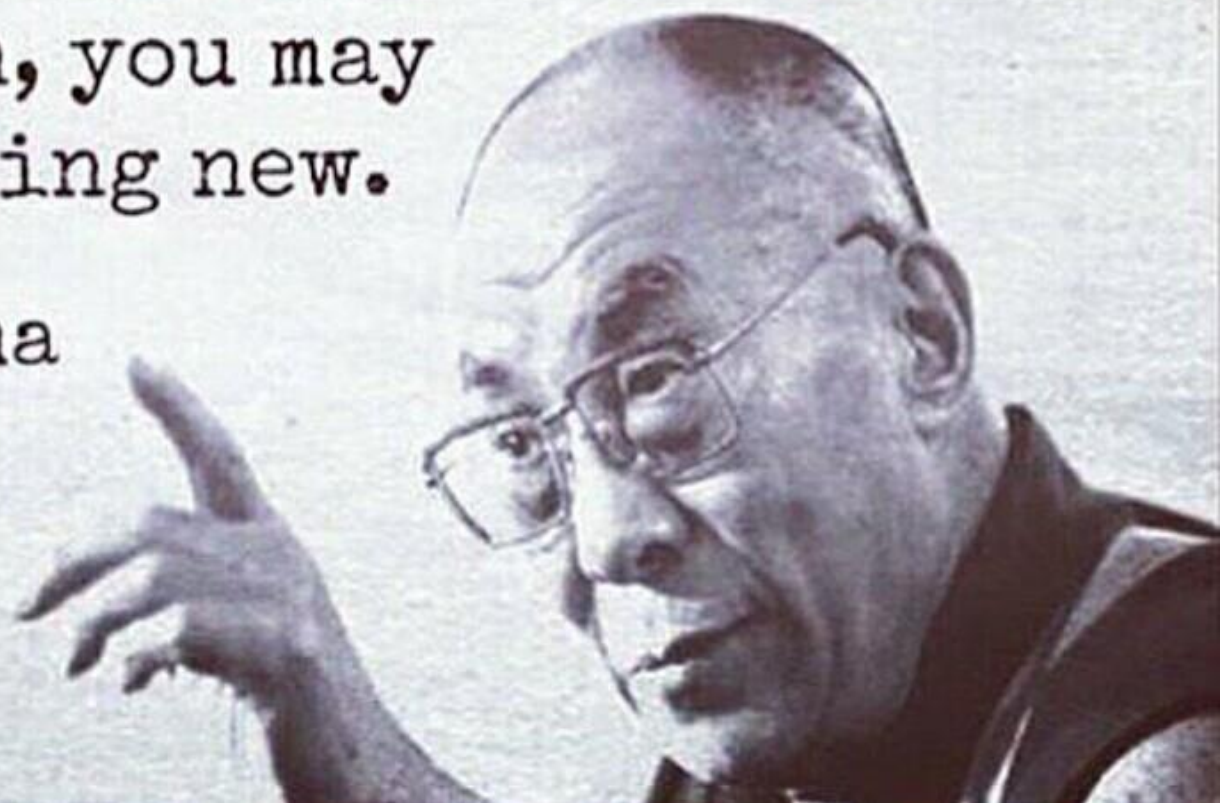


Options:

1. Bob comes clean. You give him credit for doing so, you remind him about the importance of truth in your workplace and that it cannot happen again. Document.
2. Bob holds strong. You acknowledge that you are at an impasse and it causes great concern about what is happening in the workplace. Document.
3. Keep an eye on Bob.
4. Remind all staff involved of the importance of truth in the workplace.

When you talk, you are
only repeating what
you already know. But
if you listen, you may
learn something new.

- Dalai Lama



**Be brave enough to start a
conversation that matters.**

**If you don't you will repeat what
you don't repair.**

Take-A-Ways from the day:



What will I employ from this content today?

What would be good for me personally or us as a management and leadership team to employ from this content today?

**Karen D. Woodard, President of Premium Performance Training
in Boulder, Colorado and Ixtapa GRO, Mexico.**

Sales training

Service training

Management and Leadership training

Be informative, inspirational and persuasive.

Thank you!



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