PDIG: Courageous Conversations

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Top three hardest conversations we face in our lives are all work-related

PAY

33%

COLLEAGUES' INAPPROPRIATE BEHAVIOUR

31%

FEEDBACK ON POOR PERFORMANCE

31%

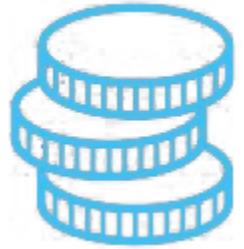
Challenging conversations at work are dreaded more than talking about personal issues

SEX

19%

RELATIONSHIP BREAK-UPS

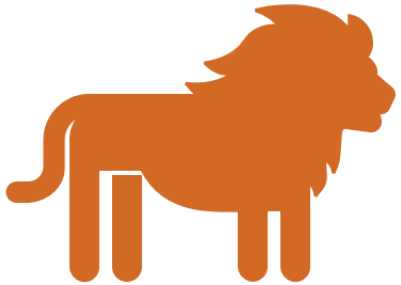
17%



MONEY

16%

Requires a mindset shift....from thinking



"I have to have a *courageous* conversation"

……to

“I need to have a *learning* conversation"

> In a Learning Conversation, instead of wanting to persuade and get your way, you want to understand what has happened from the other person' point of view, explain your point of view, share and understand feelings, and work together to figure out a way to manage the problem going forward.

Source: Douglas Stone – Difficult Conversations

ALL DIFFICULT CONVERSATIONS HAVE:

THREE COMPONENTS

01

The
'What Happened'
conversation

02

The
Feelings
conversation

03

The
Identity
conversation

The
‘What Happened’
conversation

SHIFTING THE **‘WHAT HAPPENED’** CONVERSATION

From the truth
“What’s my story?”

to perception.
“What’s their story?”

From blame
“What have we each contributed to this situation?”

to contribution.
“How can we fix things going forward?”

From intentions
“What assumptions am I making about their intentions?”

to impact.
“What is the impact on me?”

CARE PERSONALLY

IGNORANCE. NO CHANGE

Silence — to avoid hurting the person's feelings

RUINOUS EMPATHY

Silent — worried about **HIS** feelings

TRUST. FUNDAMENTAL CHANGE

Respectful confrontation

RADICAL CANDOR

Whisper, *"Your fly is down."*

CHALLENGE DIRECTLY

MISTRUST. NO CHANGE

MANIPULATIVE INSINCERITY

Silent — worried about **YOUR** feelings

DEFENSIVENESS. LITTLE CHANGE

OBNOXIOUS AGGRESSION

Shout, *"Look, his fly is down!"*

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THE CONVERSATION:

BALANCING CANDOUR WITH CARE

01

Care without candour creates dysfunctional relationships

02

Candour without care creates distant relationships

03

Care balanced with candour creates developing relationships

3 STEPS TO A SUCCESSFUL CONVERSATION

REFLECT

CONVERSE

PLAN

WHERE ARE YOU ON THE MOOD ELEVATOR?

E2C2 MODEL FOR FEEDBACK

EXAMPLE

Example With Evidence

Directly observed behaviour

Demonstrated Performance

FACTUAL & DIRECT

TACKLE THE BALL, NOT THE PLAYER!!!

Recommended word choices

YOU

SHOULD

BUT

TRY

I / WE

COULD

AND

WILL

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INEFFECTIVE 'YOU' LANGUAGE versus **EFFECTIVE 'I' LANGUAGE**

You are constantly asking for exceptions when it comes to proper documentation.	**I** see documentation procedures being sidestepped, and **I** want to explore with you how to make it better. **I**'d like to begin meetings with you once a week to look at specific tension spots and brainstorm solutions.
You are continually late, and **you** show up unprepared for **your** meetings.	**I**'ve noticed your meetings aren't as effective as the rest of the team's, and **I** want to discuss how we can improve them. What do you think is important for an effective meeting?
You aren't collaborating with the rest of the team and you've managed to make them all dislike you.	**I** received feedback team projects aren't getting much of everyone's full attention and I would like to change this so every team member is helping them. Let's talk about how we should be contributing to these projects.

EFFECT

Effect / Impact
of the behaviour or performance
to the…..

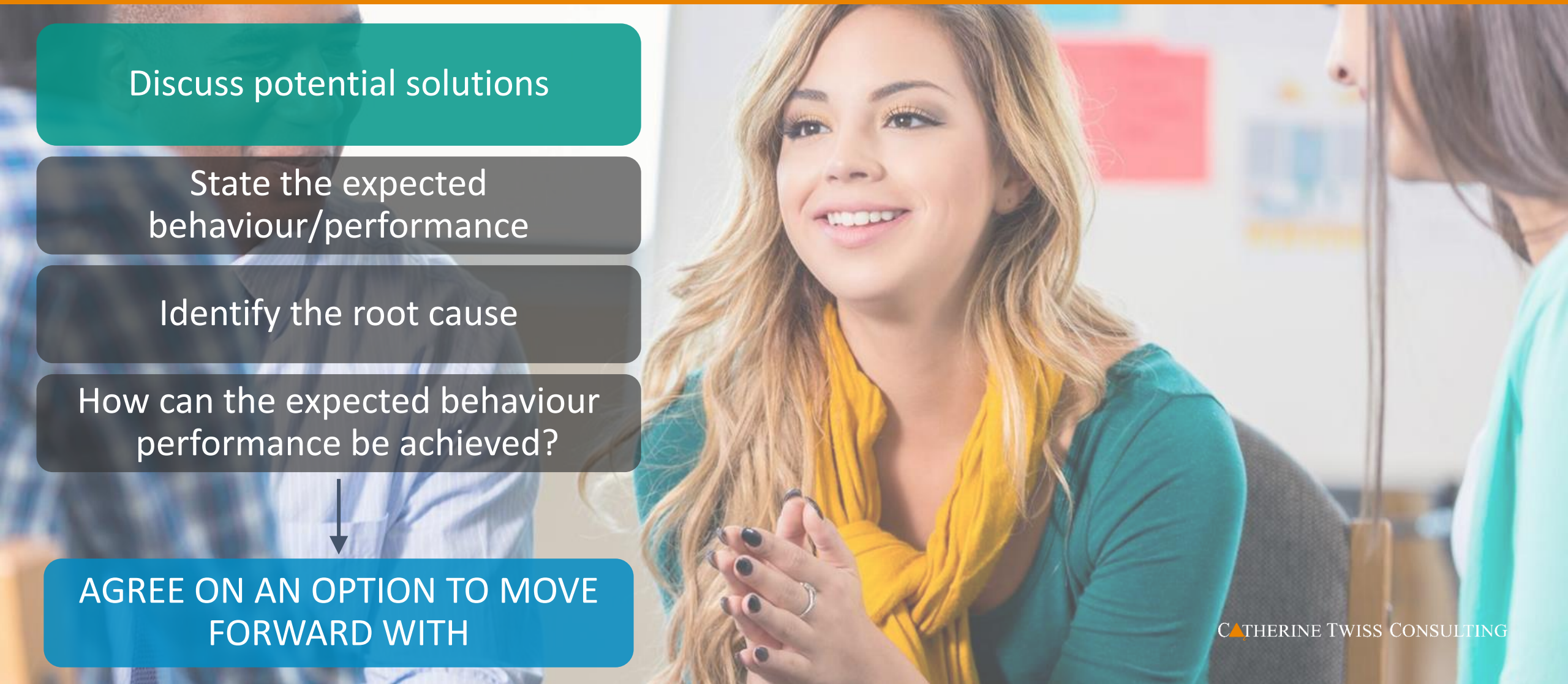
The Individual?

The team?

The organisation?

STICK TO FACTS,
BE CLEAR AND FACTUAL

CHANGE



Discuss potential solutions

State the expected behaviour/performance

Identify the root cause

How can the expected behaviour performance be achieved?

AGREE ON AN OPTION TO MOVE FORWARD WITH

COMMITMENT

Agree on….

Action Plan

Next Steps

How you will support/monitor?

Thank you

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