



# Negotiating Difficult Conversations



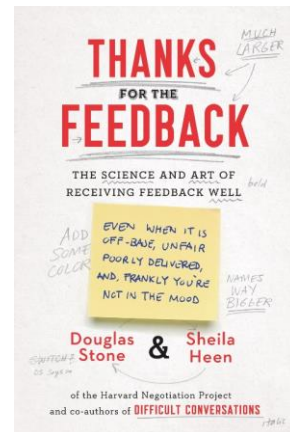
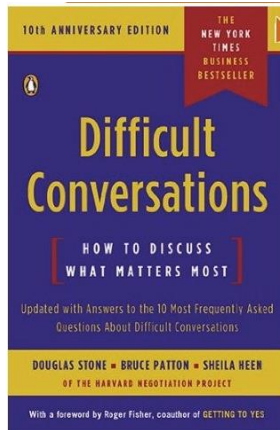
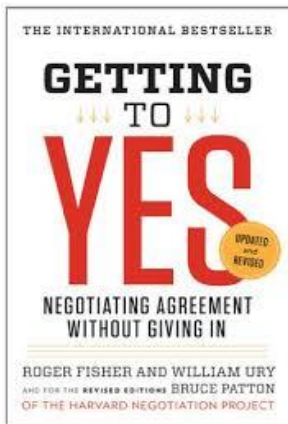
Date: May 26, 2016  
Time: 1:00 – 2:30 Eastern Time  
Presenter: Michele Gravelle  
Senior Consultant  
Triad Consulting Group





# Agenda

- ❖ Intro and background of material
- ❖ Underlying structure of a Difficult Conversation
- ❖ Understanding the Three Conversations:
  - ❖ Facts
  - ❖ Feelings
  - ❖ Identity
- ❖ Q & A





# Typical Conversations avoided or handled badly (by me or in our organization)

Your donor has asked you to intervene in family business.

The amount of the actual gift is 50% less than you expected.

The donor's list of conditions is unreasonable



# Self-Assessment

How are you when you are...



**Effective?**

**Ineffective?**



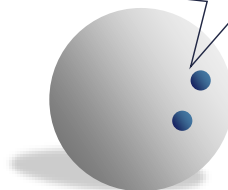
see  
the underlying structure



## The Internal Voice

What I'm  
thinking and  
feeling but not  
saying...

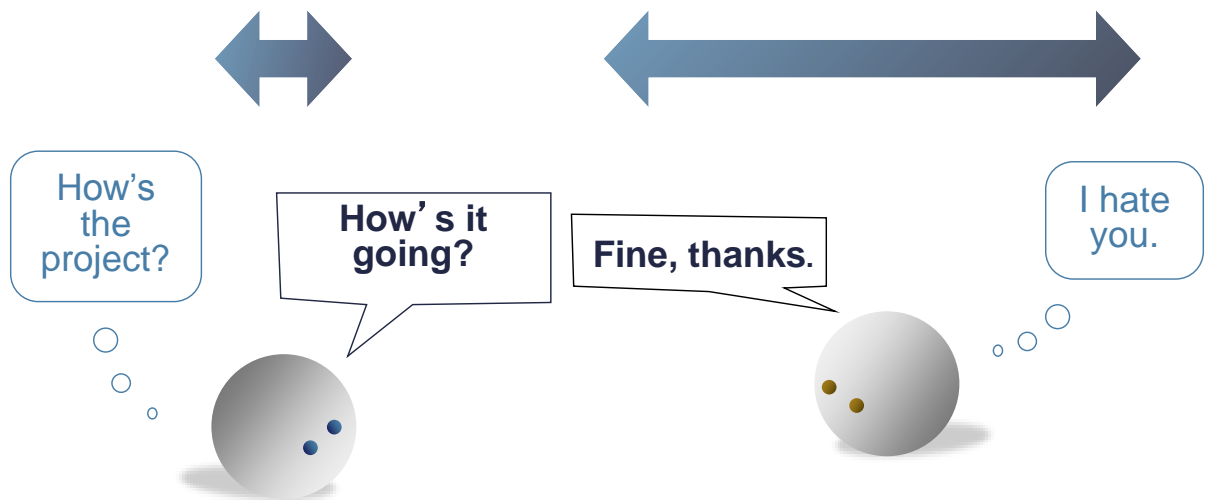
**What is  
actually  
said.**



If you want to understand what's really happening,  
you must look to what people are thinking and feeling  
but *not* saying



# The Bigger the Gap the harder the conversation







## The 3 Conversations

### “Facts”

Who’s right?

Whose fault?

Why are they doing this?

Why do we see this differently?

What have we each contributed?

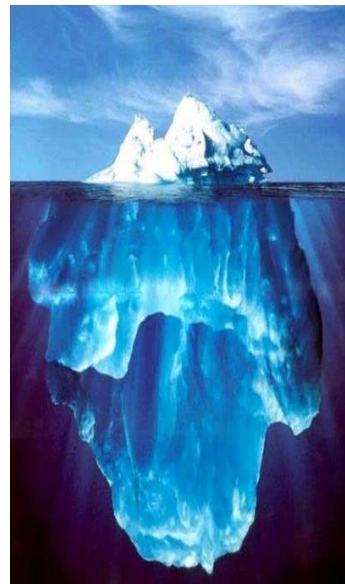
What’s the impact on me?

### Identity

What do I fear this says  
about me?

### Feelings

What do we do with the strong  
feelings we each have?





# Shift Your Internal Stance

## “Facts”

Who’s right?

## Blame

Whose fault?

## Intent

Why are you acting this way?

## Feelings

What do I do with the strong feelings I have?

## Identity

What does this situation say about me?

## Perceptions

Why do we see this differently?

## Contribution

How did we each contribute to the problem?

## Impact

What is the impact I’m concerned about?

## Feelings

Autonomy, Affiliation, Appreciation, Role, Status  
How can I protect my relationship while being transparent about my internal voice?

## Identity

What does this situation say about each of us?  
What can I learn from it?

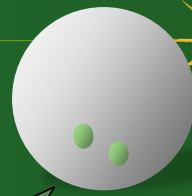
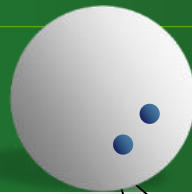
# My (Less Than) Collaborative Dialogue



What I was thinking & feeling...

What we each said....

# My Difficult Conversation



A large, empty white rectangular box with a thin blue border, intended for writing notes or a script for a difficult conversation.

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Understand the  
**facts**



# How Perceptions Work

## The Ladder of Inference

based on Chris Argyris of Harvard Business School and Don Schon of MIT

**Conclusions:** *Our headline or shorthand beliefs, judgments and views*

**Reasoning & Interpretations:** *The meaning we give or the story we tell about what we see*

**Selected data:** *What we notice*



**Available data:**

*Everything in the environment that we could smell, touch, feel, hear or remember*



# Ladder Worksheet



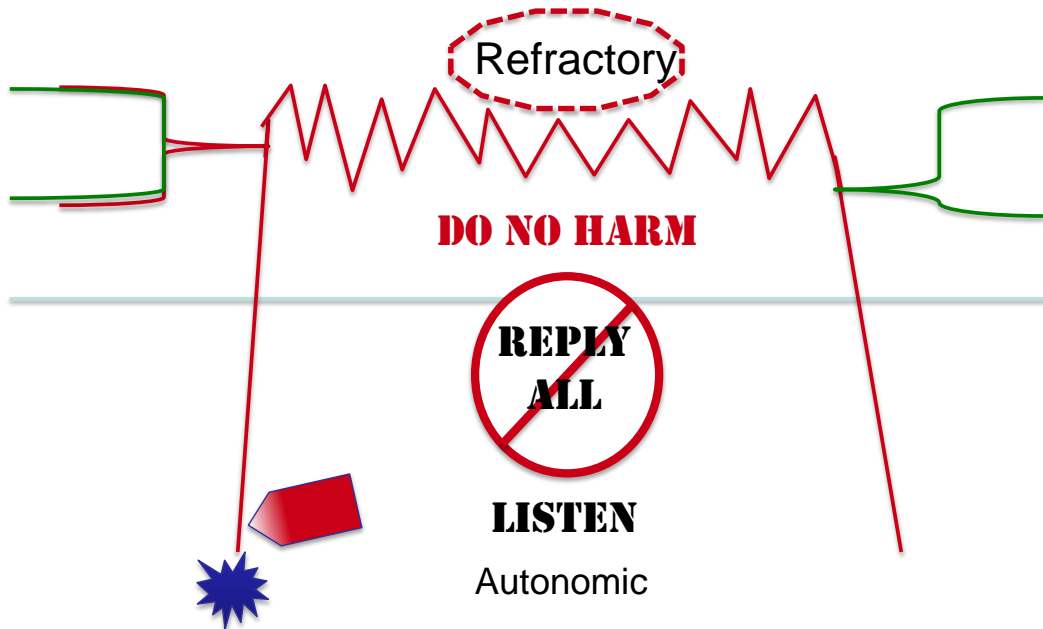


handle strong  
**feelings**





# What Helps?

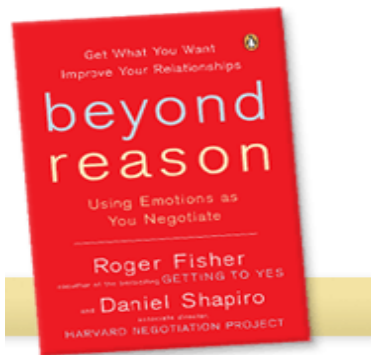




## Core Emotional Concerns

We are all driven by core concerns

When we step on these, we trigger strong negative emotions



**Autonomy**

**Affiliation**

**Appreciation**

**Role**

**Status**

**Fairness**



## Core Concerns As Common Emotional Triggers

\* **Autonomy**

\* **Appreciation**

\* **Affiliation**

\* **Role**

\* **Status**

\* **Fairness**



**Commitment**

**Productivity**

**Morale**

**Persistence**

**Loyalty**

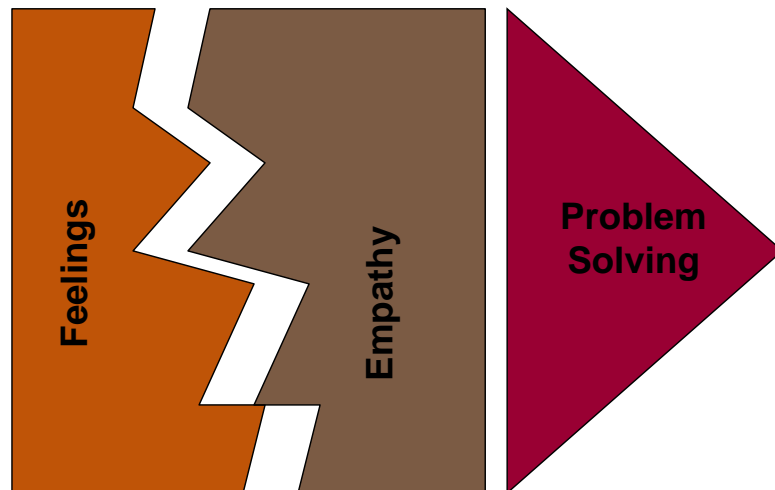


## ...as Positive Levers

*Can you make a positive move toward someone to help protect the relationship as you work through the real issues?*



# Is Problem-Solving Stuck? Look at Feelings . . . .





ground your  
**identity**



## My Identity Triggers



- Why is this conversation difficult for me when I've handled others easily?
- Losing my balance in the midst of the conversation.
- Dwelling on what happened a week/month/year/decade ago



# Reacting to an Identity Quake





# Reacting to an Identity Quake



## Identity Quake Exercise

If I know nothing else about myself,  
I know that I am a \_\_\_\_\_ person.

*Ethical*

*Open-minded*

*Competent*

*Thorough*

*Compassionate*

*Responsible*

*Organized*

*Fair*

*Well-intentioned*

*Sensitive*

*Honest*

*Open*

*Hard-working*

*Fun-loving....*



## Ground Your Identity

- >What is the worst thing that they could say or think about you?
  - *In what ways might they be right?*
  - *In what ways might they be wrong?*



## You Are the Message



Who you are matters even more than what you say.

**Are you:**  
Open to persuasion?  
Willing to own up to mistakes?  
Seeking feedback yourself?

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## Questions and Answers

- To ask a question:
  - Send a message via chat box.





## Still Have a Question?

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