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Negotiating Difficult Conversations



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



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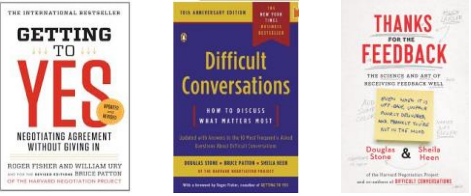
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Agenda

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

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Typical Conversations

avoided or handled badly (by me or in our organization)




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Self-Assessment

How are you when you are...



Effective? **Ineffective?**

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see
the underlying structure

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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

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The Bigger the Gap the harder the conversation

How's the project?

How's it going?

Fine, thanks.

I hate you.

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The 3 Conversations

"Facts"

Who's right? Why do we see this differently?
 Whose fault? What have we each contributed?
 Why are they doing this? 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?

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Shift Your Internal Stance

<p>"Facts" Who's right?</p> <p>Blame Whose fault?</p> <p>Intent Why are you acting this way?</p> <p>Feelings What do I do with the strong feelings I have?</p> <p>Identity What does this situation say about me?</p>	<p>Perceptions Why do we see this differently?</p> <p>Contribution How did we each contribute to the problem?</p> <p>Impact What is the impact I'm concerned about?</p> <p>Feelings Autonomy, Affiliation, Appreciation, Role, Status How can I protect my relationship while being transparent about my internal voice?</p> <p>Identity What does this situation say about each of us? What can I learn from it?</p>
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My (Less Than) Collaborative Dialogue

<p>What I was thinking & feeling...</p>	<p>What we each said....</p>
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My Difficult Conversation

<p>What I was thinking & feeling...</p>	<p>What we each said....</p>
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Understand the
facts


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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

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Ladder Worksheet



my Conclusions

my Reasoning & Interpretations

my Selected Data

my Available Data

their Conclusions

their Reasoning & Interpretations

their Selected Data

their Available Data

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handle strong
feelings

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What Helps?

Refractory

DO NO HARM

~~REPLY ALL~~

LISTEN
Autonomic

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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

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Core Concerns As Common Emotional Triggers

* Autonomy		Commitment
* Appreciation		Productivity
* Affiliation		Morale
* Role		Persistence
* Status		Loyalty
* Fairness		

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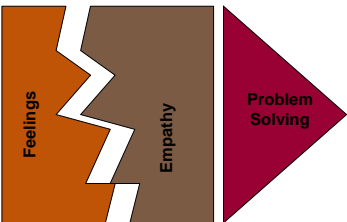
...as Positive Levers

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

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



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ground your
identity

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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


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Reacting to an Identity Quake

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Reacting to an Identity Quake

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Identity Quake Exercise

**If I know nothing else about myself,
I know that I am a _____ person.**

<i>Ethical</i>	<i>Fair</i>
<i>Open-minded</i>	<i>Well-intentioned</i>
<i>Competent</i>	<i>Sensitive</i>
<i>Thorough</i>	<i>Honest</i>
<i>Compassionate</i>	<i>Open</i>
<i>Responsible</i>	<i>Hard-working</i>
<i>Organized</i>	<i>Fun-loving....</i>

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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?*

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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.



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Still Have a Question?

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