

About Julie



- Certified Master Coach and MBA
- Collaborative and flexible to customer needs
- Passionate about driving impact for customers

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BREAKING THE ICE

Think of someone who once had a tough conversation that they initiated with you...and it went well!

What are two words that you would use to describe them or that conversation?

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STRATEGIC CONVERSATIONS: FEARS AND BEHAVIORS

What prevents you from having courageous conversations?

Fears	Behaviors
<ul style="list-style-type: none"> • Others get uncomfortable or defensive • The conversation will go badly and you will be misunderstood • What else? 	<ul style="list-style-type: none"> • When you are uncomfortable raising tough issues, you may: <ul style="list-style-type: none"> – Withhold information – Disengage – What else?

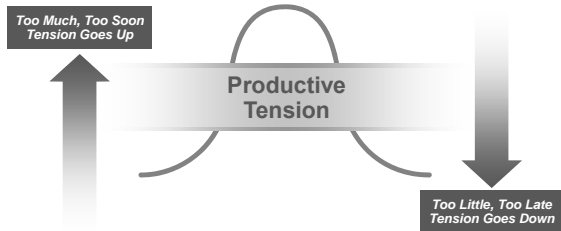
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PRODUCTIVE TENSION

Productive Tension is a tool to diagnose and monitor tension.

If there is too much – or too little – people withdraw, attention is squandered and progress suffers



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PREDICTABLE BEHAVIORS

- Natural reactions
- When we engage in important but challenging conversations, we react in two predictable ways:

Minimizing (Flight)	Winning (Fight)
<ul style="list-style-type: none"> • Keeping conversation comfortable at the expense of being effective <ul style="list-style-type: none"> – Easing into the conversation – Withdrawing when things become difficult – Asking a series of leading questions – Weakening your position – Covering up 	<ul style="list-style-type: none"> • Getting people to see things your way; convincing others you are right at the expense of being effective <ul style="list-style-type: none"> – Arguing – Doing little or no listening – Blaming and finger-pointing – Dismissing the views of others – Adopting a strong position

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NATURAL TENDENCIES

PEER PARTNER INTERVIEW



ACTIVITY 5 MINUTES



With a partner, interview each other on the following questions:

How do you typically react (your predictable behavior/natural reaction) when facing a difficult conversation?

What do you think causes this reaction?

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Active Listening & Asking Questions

Start with...

Open-ended questions

soliciting detailed information

Tell me about...

Please describe...

What...?

How...?

Help me understand...



Be a
Communication
Detective

End with...

Closed-ended questions

"yes" or "no"; one word, short phrase; asking for specific data

When do you want me to follow up?

Do we have what we need?

Do you understand?

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Practice Time...



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IDENTIFYING OPPORTUNITIES



ACTIVITY 10 MINUTES

Think of a conversation you want to have.

What is holding you back from having the conversation?

What needs to happen in order to have the conversation and ensure it is effective?

What is your desired outcome? Be open to all possibilities.

Find a partner in the room and talk about what you came up with.

Bring your ideas forward and make them real – commit to action.

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COURAGEOUS CONVERSATIONS

High Quality Advocacy

- Sharing your thinking – **Effectively**
- Expressing your opinion
- Urging a course of action
- Requesting action from someone
- Providing data on which you base your thinking/reasoning

High Quality Inquiry

- Seeking others views
- Probing for understanding
- Encouraging others to challenge your perspective
- Requires active listening and effective questioning
- "What information did you use to reach that conclusion?"

Objective: *Promote and Enforce Mutual Learning & Understanding*

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PRACTICE THE CONVERSATION



ACTIVITY 20 MINUTES



Individually, prepare a plan for a conversation you want to have professionally.

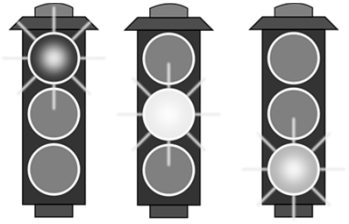
Share your plan for the conversation with a partner, highlighting these key areas:

- What you want
- Questions you will have in your "back pocket"
- Information you will advocate for

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PUTTING IT ALL TOGETHER



What will you do as a result of what you learned today?

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Questions and Comments?

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