

Leadership Development ▶ Training

Crucial Conversations

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Agenda

- ▶ Opening and Introduction
- ▶ Mastering Crucial Conversations- Part I
- ▶ Breakout Session I
- ▶ Large Group Report Out
- ▶ Mastering Crucial Conversations- Part II
- ▶ Breakout Session II
- ▶ Large Group Report
- ▶ Questions and Answers
- ▶ Session Closing

Ice Breaker

In five words or less, write in the chat,

“What has been your greatest challenge already this morning?”

Steady Yourself

Steady yourself exercise

Today's Learning Model EAA

- ▶ Education
- ▶ Application
- ▶ Action

The Human Experience

- ▶ Life is made up of our experiences
- ▶ These experiences and their images, meanings, stories and feelings shape who we are
- ▶ The way we process our past experiences and images becomes shared as part of our current experiences
- ▶ Our life experiences of the past 18 months have been different than anything else in our lifetime
- ▶ Life has changed

The Human Experience

- ▶ Nothing is the same
- ▶ We are forever changed
- ▶ Paying closer attention to ourselves

Mental Models

- ▶ Deeply held beliefs about how the world works
- ▶ They serve us in important ways
- ▶ They can “distort” the way we process and interpret what we hear and see
- ▶ They can “add our meaning” in ways that are not intended by the messenger or the situation.
- ▶ They can “extrapolate” meaning and assign it inappropriately

Mental Models

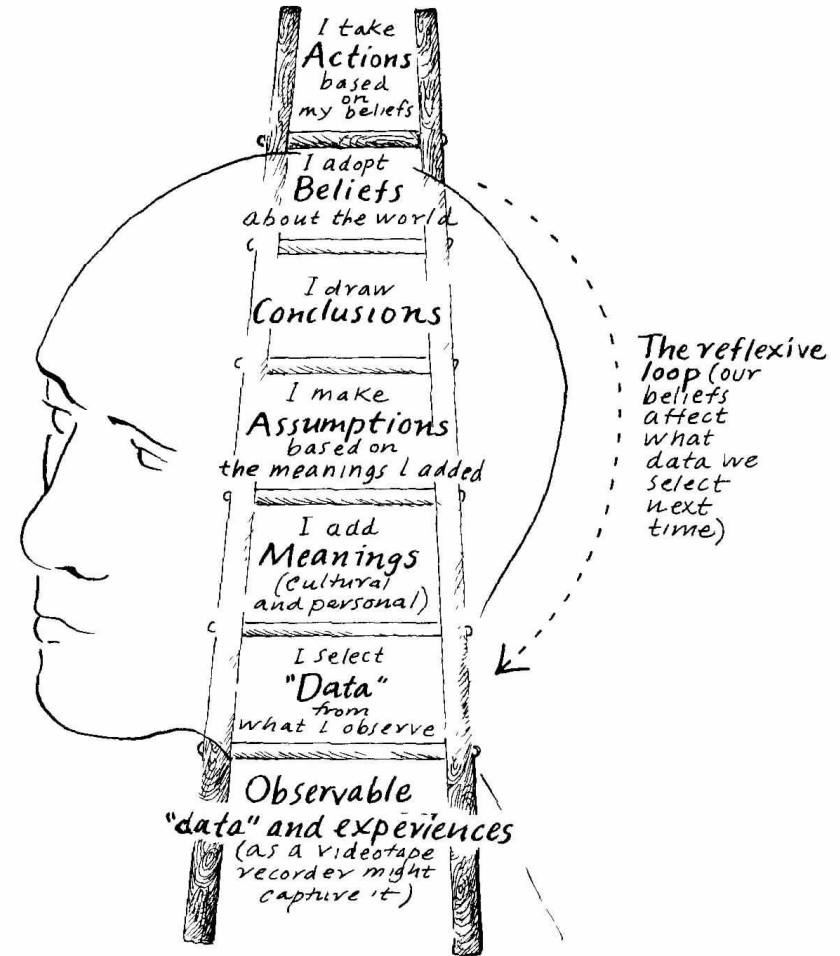
AND

THIS IS ALL

GOING ON

INSIDE YOUR HEAD

The Ladder of Inference



Crucial Conversations

- ▶ Opinions Vary
- ▶ Stakes are High
- ▶ Emotions run strong
- ▶ The results could have a huge impact on the quality of your life
 - ▶ When someone violates a procedure or otherwise acts unsafely
 - ▶ When an employee underperforms
 - ▶ When someone feels offended, threatened, insulted or harassed
- ▶ Crucial conversations are about tough issues

Crucial Conversations

- ▶ When conversations turn crucial, people tend to follow one of two ineffective paths
- ▶ Speak directly and abrasively to get the results we want and harm the relationship
- ▶ Remain silent with the hope of preserving the relationship and sacrifice having their meaning shared

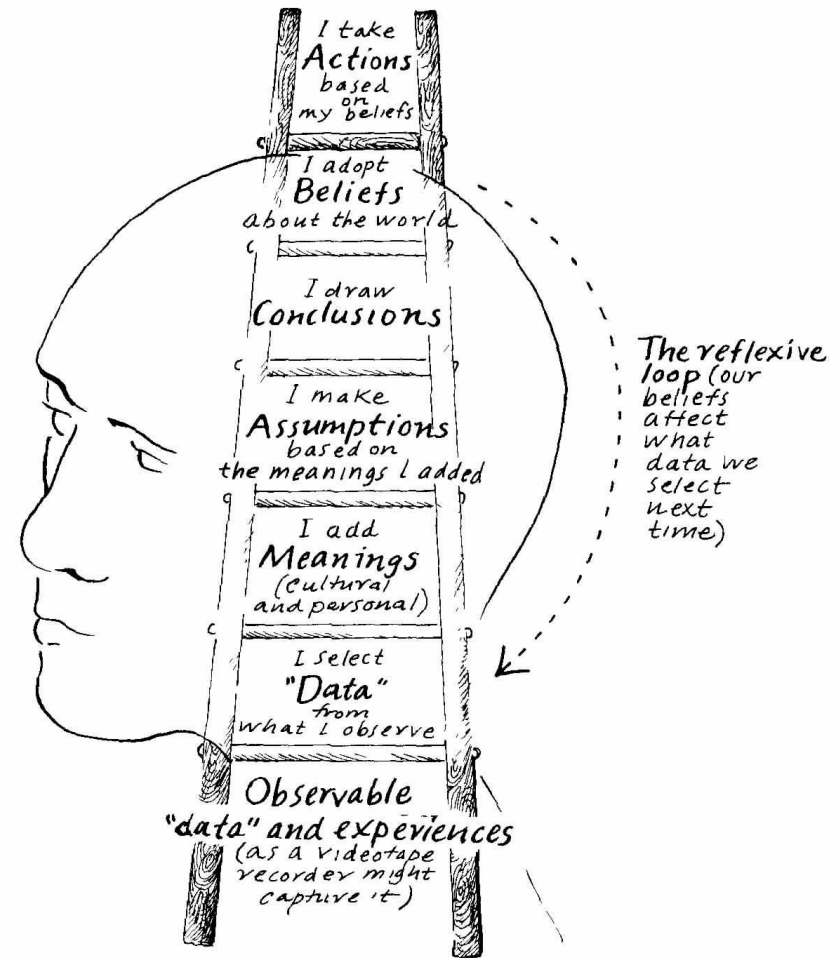
Application

- ▶ Take a sheet of paper. Draw a line vertical down the page with $\frac{1}{4}$ of the space on the left side and $\frac{3}{4}$ of the space on the right side of the paper
- ▶ Think of a crucial conversation. (You may think of more than one.) It can be one that didn't go well or one that did.
- ▶ Write the name of the person you had the conversation with on the left
- ▶ Write down what made it a crucial conversation
- ▶ Write the major points you remember about the conversation

Pool of Shared Meaning

- ▶ Crucial conversations require the development of dialogue to get all relevant information out into the open
- ▶ Dialogue is the free flow of meaning between two or more people.
- ▶ In crucial conversations, by definition, we don't share the same pool. Our opinions differ
- ▶ Individuals skilled at dialogue do their best to make it safe for everyone to add their meaning to the shared pool
- ▶ Dialogue skills are learnable

The Ladder of Inference supports shared meaning.



The How of Dialogue

- ▶ Start with heart
- ▶ Stay focused on what you really want
- ▶ Be open for the possibility
- ▶ You must have a genuine desire to relate to others with dignity and curiosity. That flows from the heart.

Learn to Look

- ▶ Dialogue happens in safe environments
- ▶ Watch for conditions
- ▶ Stay alert for when a conversation moves from casual to crucial
- ▶ Catch yourself when you are not feeling safe. Nothing kills the flow of meaning like fear.

The Look of Fear

- ▶ Notice your physical signs
- ▶ You got hooked
 - ▶ Wanting to win
 - ▶ Seeking revenge
 - ▶ Hoping to remain safe
- ▶ Silence and Violence

Crucial Conversation I Small Groups

Small Groups

- ▶ Choose a facilitator
- ▶ Read the conversation scenario
- ▶ Discuss the questions in the group
- ▶ Refresh your cup

Silence

Any act to purposefully withhold information from the pool of meaning

Desire to avoid potential problems

Restricts the flow of meaning

Three most common forms are masking, avoiding and withdrawing



Silence

- ▶ Masking is understating or selectively showing our true opinions. Sarcasm, sugarcoating and couching are popular forms.
- ▶ Avoiding by steering completely away from sensitive subjects.
- ▶ Withdrawing is pulling out of a conversation altogether

Violence

Verbal Strategy that attempts to convince, control or compel others to your point of view

Violates safety by trying to force meaning into the pool

Most common methods are controlling, labeling and attacking



Violence

- ▶ Controlling is coercing others to your way of thinking by forcing your views on others or dominating the conversation.
- ▶ Putting a label on people or ideas so they can be dismissed under a general stereotype is labeling.
- ▶ Attacking speaks for itself. You have moved from winning the argument (where you are already outside of dialogue) to making the person suffer.

The Circle of Fear

Ineffective conversation

Unsafe

Fear

Negative Impact

Silence/Violence



Master Your Stories

- ▶ Where are you on the ladder?
- ▶ We see or hear something
- ▶ Tell ourselves a story about what we saw or heard
- ▶ Feelings tied to the stories
- ▶ Action

High Quality Advocacy

Advocacy is stating your position

Here is where you share risky meaning

STATE- Start with Heart

- Share your facts
- Tell your story
- Ask for others input
- Talk tentatively
- Encourage testing

High Quality Inquiry

- Start with Heart
- Start with Listening
- Be sincere
- Be patient

Crucial Conversations II “Yeah, But”

Odd numbered groups

- ▶ The person I’m thinking of doesn’t do blatantly unacceptable things, but subtle stuff that’s annoying and getting disturbing. It wouldn’t matter except he’s on my board.
- ▶ Use STATE to outline your crucial conversation
- ▶ STATE- Start with Heart
 - Share your facts
 - Tell your story
 - Ask for others input
 - Talk tentatively
 - Encourage testing

Crucial Conversations II “Yeah, But”

Even numbered groups

- ▶ You have a coworker who you don't trust. You don't believe that they respect women and you have been assigned to team with them on an assignment within the communities that you serve.
- ▶ Use STATE to outline your crucial conversation
- ▶ STATE- Start with Heart
 - Share your facts
 - Tell your story
 - Ask for others input
 - Talk tentatively
 - Encourage testing

Our New Reality

- ▶ More remote meetings and conferences
- ▶ More emails and texts
- ▶ Less personal interaction
- ▶ Possibility for fewer crucial conversations
- ▶ Requires more self-awareness and consciousness

Application

- ▶ Take that sheet of paper where you recounted your crucial conversation
- ▶ Now look at it and answer these questions as honestly as you can:
 1. What was your intent?
 2. Was there a pool of shared meaning?
 3. What was your emotional state?
 4. Did you get hooked?

Go into small groups. As much as you are comfortable, share and listen to support a pool of shared meaning.

ACTION

- ▶ Consider a crucial conversation you need to have.
- ▶ Write down why it is crucial
- ▶ Take account of your heart
- ▶ Use STATE to outline your conversation
- ▶ Consider how you will know when fear creeps in and you no longer feel safe
- ▶ Recognize whether your tendency is to move to violence or silence

Questions

