Fierce CONVERSATIONS® O2™

Participant Workbook
Confrontation Conversations

AVEDA

confrontation conversations

- · Context about confrontation
- · Confrontation model
- · Practice

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confrontation

Who do you need to confront?

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What do you feel?

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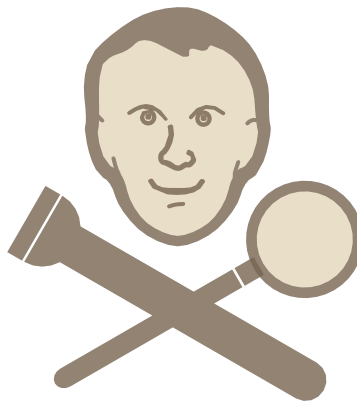## All confrontation is a search for the truth.

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sam & jackie

Sam is the CEO of a software development company, who was being coached by Susan. Sam is a thoughtful leader and a truly good human being, who was beaming when Susan walked into his office for their monthly one-to-one. He reported that he had successfully recruited Jackie, known in the software industry as a miracle worker with a reputation for never missing a deadline. Jackie had agreed to head up Sam's software development team for the eight months Sam estimated it would take to move the latest version of their software from concept to reality. Sam and his competitors run neck and neck in their attempts to introduce the newest, slickest versions of their products to the marketplace, and Sam felt, "With Jackie heading up the team, we'll hit our target delivery date. Getting Jackie is a real coup. She had lots of options, including working with one of our competitors. But she chose us and she starts tomorrow. This is too good to be true!"

A mere thirty days later, Sam groaned when Susan asked, "What is the most important thing you and I should be talking about today?"

"If you ever hear me say that something is too good to be true, kick me."

"What's happened?"

"About a week after Jackie came on board, John (a member of the software development team) and I pulled into the parking lot at the same time, so I asked him how things were going. He said things were a little tense. I asked him what he meant, and he told me that the day before, he had been in Jackie's office asking her questions, and she had said, 'I don't have time for private tutoring sessions. Work this out on your own time.' John told me this seems to be typical of how Jackie deals with people. Of course, I was sure they'd get through this. After all, they're all adults, professionals in their fields. I assumed this was just a bump in the road.

"A week later, Sarah passed me in the hall and said, 'Guess you heard about the meeting?' 'What meeting?' I asked. She told me that the software team had met, and at one point they were all stumped. Seems there's a glitch in the software and nobody knows how to resolve it. So they were just sitting there, looking at a diagram Jackie had drawn on the flip chart, when suddenly Jackie ripped the page off the flip chart, crumpled it up, and pitched it over her shoulder. She said, 'I thought you guys were better than this. This team is not what I signed up for.'

sam & jackie cont'd

And she walked out the door. Left them all sitting there.

"You know what really frustrated me? I still didn't do anything. You know how much I hate conflict, so I clung to the fantasy that somehow this would all go away and they'd play nice.

"This morning Peter (Sam's first employee, his alter ego, and the single individual besides Sam who most influences the culture of the company) came into my office, closed the door, and said that something had happened that I needed to know about.

"Peter admitted that he gets calls from headhunters from time to time but that he never takes those calls, never listens to the pitch. He told me that yesterday he got a call and this time he listened. He scheduled a meeting with the recruiter."

Sam said his face must have turned white because Peter told him he would cancel the meeting and that he didn't want to leave.

Sam said, "Of course, I asked him what was going on, and he said, 'The thought of working with Jackie for another seven months is not a good one. She's brilliant, no question. But she's got some seriously sharp edges, and people are getting hurt. I doubt I'm the only person wondering if I can endure the next seven months.'"

Sam sighed. "I've got to talk to her. Today."

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common confrontation errors

How's it going?

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confrontation model

preparation

1. Name the issue.

   "I want to talk with you about the effect ....

   is having on ...."

2. Select a specific example that illustrates the behavior or situation you want to change.

   "For example, ...

   ....

   ...."

3. Describe your emotions around this issue.

   "I feel ...."

4. Clarify why this is important - what is at stake to gain or lose for you, for others, for the team, or for the organization.

   "From my perspective the stakes are high.

   .... is at stake.

   And, most importantly, ... is at stake."

5. Identify your contribution(s) to this problem.

   "I recognize my fingerprints. I have ....

   .... For this, I apologize."

6. Indicate your wish to resolve the issue.

   "I want to resolve this with you — (re-state the issue)."

7. Invite your partner to respond.

   "I sincerely want to understand your perspective. Talk to me."

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confrontation model

interaction

8. Inquire into your partner's views. Use paraphrasing and perception check. Dig for full understanding; don't be satisfied on the surface. Make sure your partner knows that you fully understand and acknowledge his/her position and interests.

resolution

9. What was learned? Where are we now? What is needed for resolution? What was left unsaid that needs saying? What is our new understanding? How can we move forward from here, given this new understanding?

10. Make a new agreement and have a method to hold each other able.

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your 60 second opening statement

Write a rough draft of your 60 second opening statement

1   Name the issue.

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2   Select a specific example that illustrates the behavior or situation I want to change.

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3   Describe my emotions around this issue.

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4   Clarify why this is important - what is at stake to gain or lose for me, for others, for the team, or for the organization.

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5 | Identify my contribution(s) to this problem.

6 | How I will state my wish to resolve this issue.

7 | What I will say to invite my partner to respond.

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practicing your opening statement

You will work in pairs to complete this exercise.
You will have a total of 20 minutes.

10 mins {

1   One person delivers opening statement

2   Partner coaches to provide feedback

10 mins {

3   Second person delivers opening statement

4   Second partner coaches to provide feedback

5   If you finish early, practice again, incorporating the feedback you have just received

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three common reactions

DENY

"It wasn't me!" or *"It never happened!"*

....

....

DEFEND

"It wasn't my fault, it was because of .... *."*

....

....

DEFLECT

It's not about this it's about .... *."*

....

....

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I. the 3 transformational ideas

1   Our careers, our companies, our relationships and our very lives succeed or fail gradually, then suddenly, one conversation at a time.

2   The conversation **is** the relationship.

3   All conversations are with myself, and sometimes they involve other people.

?   Which of the ideas is your personal favorite?

....

....

?   What event(s) has triggered you to reflect on one of the transformational ideas?

....

....

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?   What impact has any of the transformational ideas had on you?

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II. the 7 principles

1 Master the Courage to Interrogate Reality®

2 Come Out From Behind Yourself, Into the Conversation, and Make It Real®

3 Be Here, Prepared to Be Nowhere Else®

4 Tackle Your Toughest Challenge Today®

5 Obey Your Instincts®

6 Take Responsibility For Your Emotional Wake®

7 Let Silence Do the Heavy Lifting®

? Which of the 7 principles are you currently focused on living?

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? How are you making it present in your life?

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III. | fierce conversations?

? What fierce conversation did you engage in?
(or which fierce conversation is waiting for you?)

? What went well? What worked?

? What was unexpected?

? What help can others offer?

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my "apostrophe"

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