



Using Difficult Conversations to Build Consensus

Agenda

Thinking/Behavioral/Conflict Profiles

What Motivates Humans

Difficult Conversations Defined

5 Types of Communication

Effective Feedback Processes



fei financial executives
international

ferf financial executives
research foundation

Task / Unfavorable

Procedures / Constraints

Emotion - Fear

Fear - Criticism of Work, Being Wrong, Sloppy Methods

AVOID

Introvert / Less Powerful

Implementor

Pace / Consistency

Emotion - Non-emotional

Fear - Loss of Security, Change, Loss of Harmony

ACCOMMODATE

D

Problems / Challenges

Emotion - Anger

Fear - Being Taken Advantage Of, Loss of Control, Vulnerability

COMPETE

Extrovert / More Powerful

Innovator

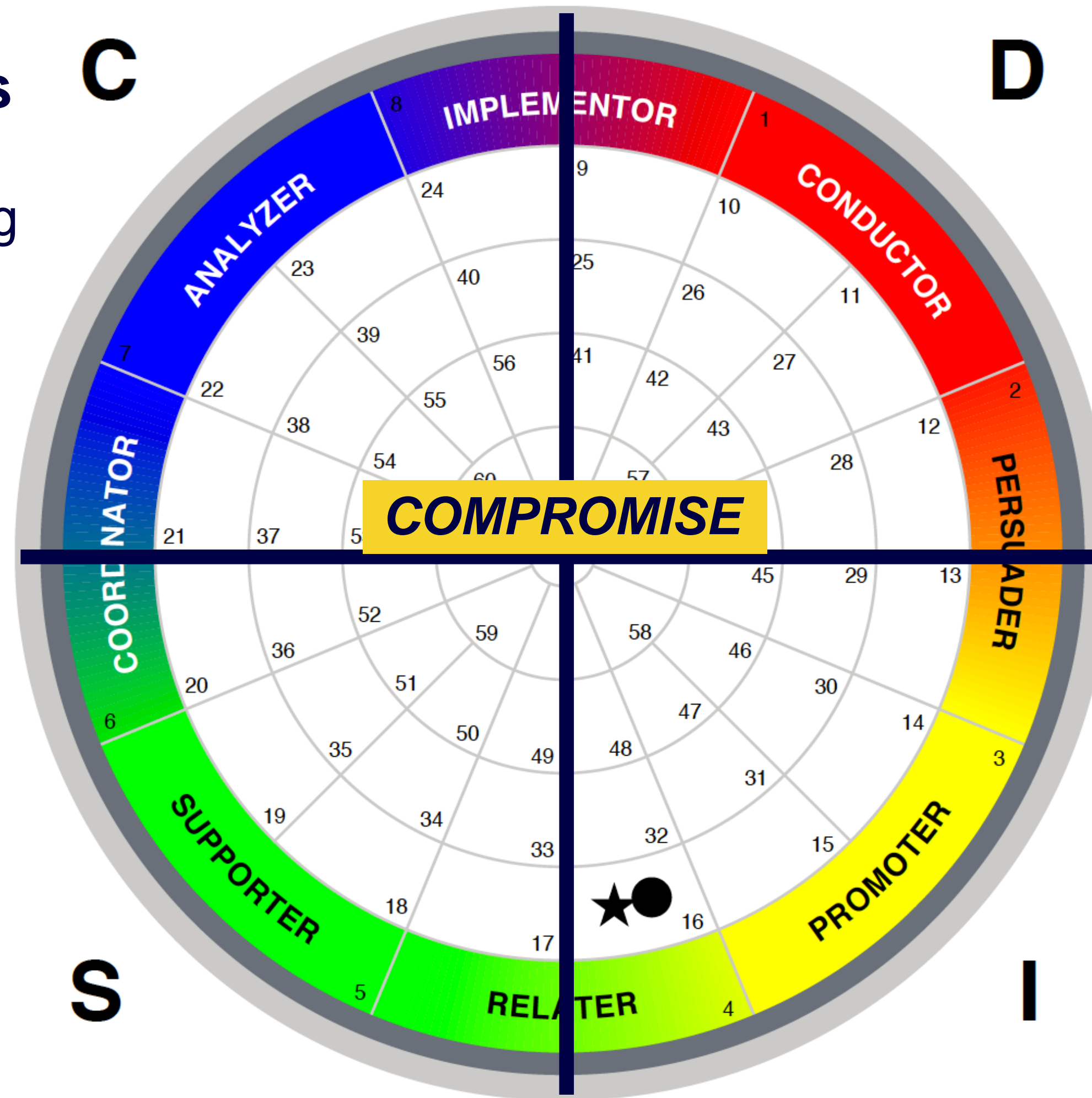
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People / Contacts

Emotion - Optimism

Fear - Social Rejection, Disapproval, Being Ignored

COLLABORATE



TTI SUCCESS INSIGHTS®



12 Driving Forces™



INSTINCTIVE People who are driven by utilizing past experiences, intuition and seeking specific knowledge when necessary.	THEORETICAL KNOWLEDGE	INTELLECTUAL People who are driven by opportunities to learn, acquire knowledge and the discovery of truth.
SELFLESS People who are driven by completing tasks for the greater good, with little expectation of personal return.	UTILITARIAN UTILITY	RESOURCEFUL People who are driven by practical results, maximizing both efficiency and returns for their investments of time, talent, energy and resources.
OBJECTIVE People who are driven by the functionality and objectivity of their surroundings.	AESTHETIC SURROUNDINGS	HARMONIOUS People who are driven by the experience, subjective viewpoints and balance in their surroundings.
INTENTIONAL People who are driven to assist others for a specific purpose, not just for the sake of being helpful or supportive.	SOCIAL OTHERS	ALTRUISTIC People who are driven by the benefits they provide others.
COLLABORATIVE People who are driven by being in a supporting role and contributing with little need for individual recognition.	INDIVIDUALISTIC POWER	COMMANDING People who are driven by status, recognition and control over personal freedom.
RECEPTIVE People who are driven by new ideas, methods and opportunities that fall outside a defined system for living.	TRADITIONAL METHODOLOGIES	STRUCTURED People who are driven by traditional approaches, proven methods and a defined system for living.



Polling Question #1

Which do you think best describes difficult conversations?

- A. differing opinions, perceptions, needs/wants
- B. strong feelings/emotions
- C. significant consequences/stakes
- D. All of the above

Difficult Conversations Defined

Definition - anything you don't want to talk about

What makes them challenging?

- Resistance to change
- Different communication preferences
- Playing a role
- Lack of preparation
- Not learned appropriate skills
- Emotions – stress, fear, anger, vulnerability, uncertainty

Communication Types

Passive - the victim; blames others; avoids expressing feelings, protecting their rights, and meeting their needs

Passive-aggressive - two-faced; unreliable; passive on the surface, acting out in anger indirectly, feel incapable of dealing directly with the issue

Aggressive - must win; hostile; expresses feelings and opinions and advocate for themselves in a way that violates the rights of others

Manipulative - cunning; hidden messaging; skilled at influencing and controlling others to their own advantage

Assertive - most effective; least used; clearly states feelings and opinions, firmly advocates for rights without violating the same from others

Polling Question #2

In your workplace, which communication type is most common?

- A. Passive
- B. Passive-aggressive
- C. Aggressive
- D. Manipulative
- E. Assertive

STEP 1

Describe the performance area and why it's important

- Be empathetic, open, and friendly
- State what you observed (not feelings)
- Highlight one area

"I'd like to talk about..."

"I think this is impacting..."

"What I have observed is..."

Effective
Feedback
Process

STEP 2

Seek the other person's opinion

- Use open-ended questions and LISTEN
- Encourage people to analyze their performance
- Do not dominate... build TRUST

"How do you feel you handled the situation?"

"What's your view?"

"Let's analyze the situation for a bit."

Effective
Feedback
Process

STEP 3

Ask the other person to identify specific ways to enhance performance

- Draw out specific suggestions
- This suggests that you respect their ability to solve problems and generate ideas

"What's the one thing that impedes your success?"

"What specific area will you focus on first?"

Effective
Feedback
Process

STEP 4

Give feedback on the other person's ideas

- Encourage, reinforce, and then redirect
- Give big picture details
- Explain how their ideas would affect them/the team

"I think your idea of _____ is a good one."

"I'd also like to suggest that you think about..."

Effective
Feedback
Process

STEP 5

The other person summarizes the action items and sets a follow-up date

- Reaffirms commitment and helps the person get started
- Sets the pace by putting the plan into action
- The other person is accountable for the results

"Can you summarize what you are going to do next?"

"How will you follow up and share your progress?"

Effective
Feedback
Process

STEP 6

Express confidence and support

- Your confidence in others builds their self-confidence
- Describe why you believe the person will be able to achieve the goals

"I have every confidence in your ability to..."

"Please let me know how I can support you."

Effective
Feedback
Process

Polling Question #3

Have you watched Rachel Botsman's TED Talk "We've stopped trusting institutions and started trusting strangers"?

- A. Yes
- B. No

Validation

- Communicate, in your own words, that you understand that person's experience in the moment
- It works because it...
 - Disarms the other person
 - Gets to the root of the problem
 - Builds trust
 - Enhances your own self-respect

Validation

Listen - (1) internal, (2) focused, (3) global

- Actively, with empathy, be open, deeper awareness

Acknowledgement

- Acceptance of their experience

Acceptance Of What Is

- We expect others to experience things the way we do, but experience isn't universal

Validating the Legitimacy of Experience

- If reaction is out of proportion to the event, the reaction is based on past experience

Polling Question #4

Have you read the book Messages: The Communication Skills Book by Matthew McKay

A. Yes

B. No

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