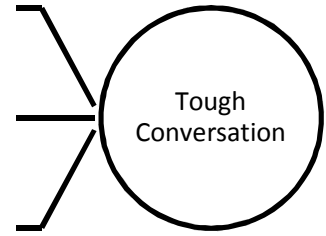
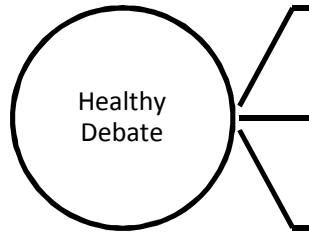




What makes for a Tough Conversation?



Individual Activity: The Tough Conversation I Need To Have

Instructions:

1. In the space below, write a brief summary of a tough conversation that you need to have.
2. Thinking about this conversation, answer the questions that follow.

Why haven't you had the conversation yet?

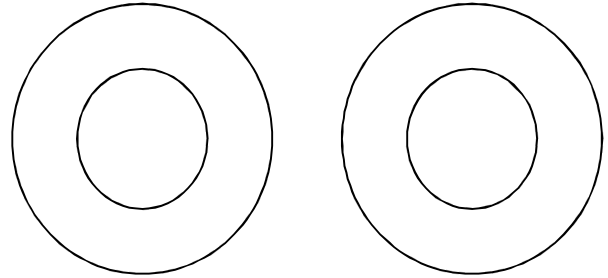
What is the worst outcome that could happen if you have the conversation?

What is the best outcome if you have the conversation?

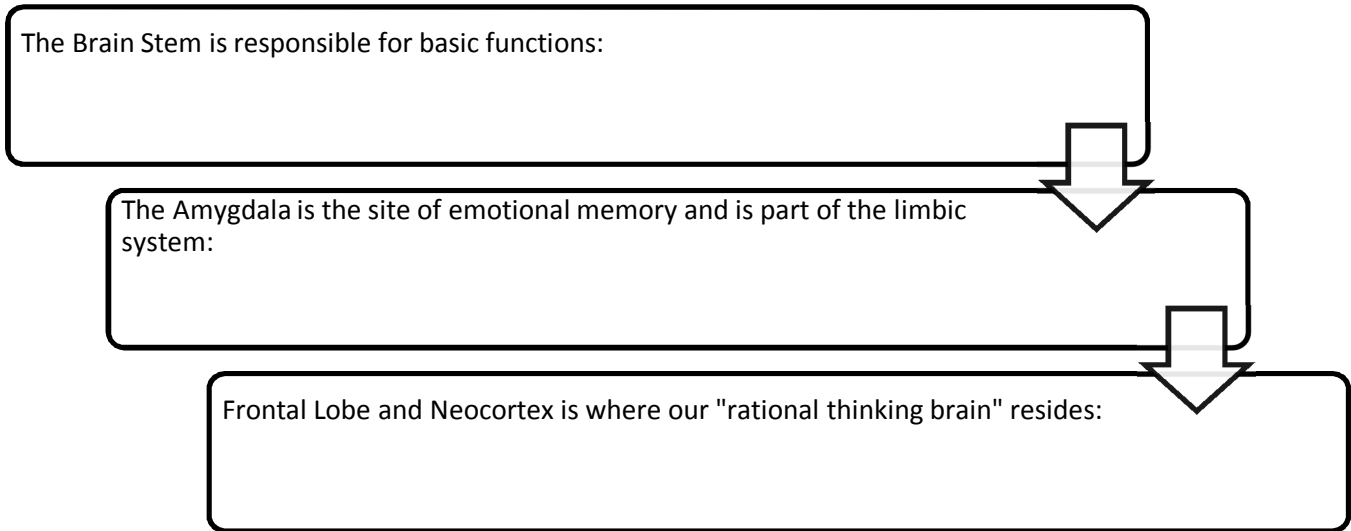
What are the potential risks or consequences if you DO NOT have the conversation?



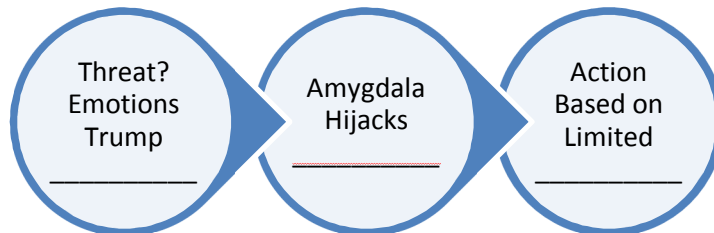
Fear vs. Purpose¹: Avoiding 'Yes...But...'



Evolution of the Brain



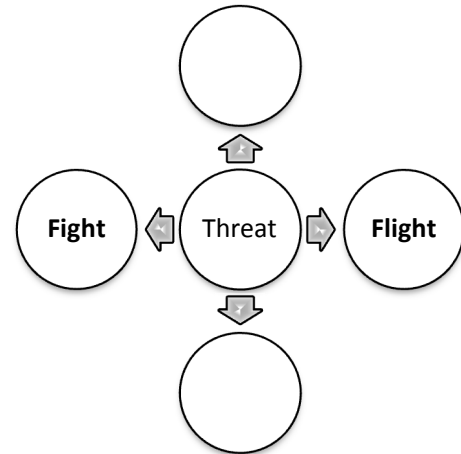
An Amygdala Hijack



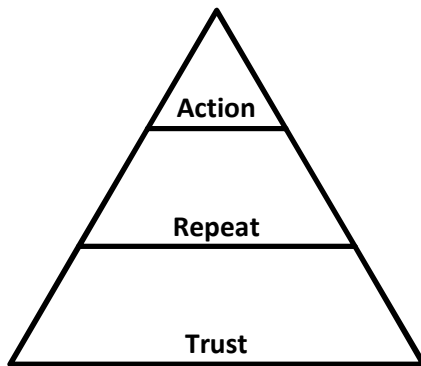
¹ Steven Covey, Seven Habits of Highly Effective People



Degrees of Hijack



Which Tough Conversation²



Delivering Tough Messages

Situation

Describe the Situation: The first step is to describe the situation or what you need to discuss.

Behavior

Describe the Behavior: The second step is to describe behaviors of the person/people involved in the situation.

Impact

Deliver the Impact: The third step is to relay the *impact* for you or the other person.

Explore

Explore: The final step is asking a question that brings the other person into the conversation and checking for their / your understanding.

² Adapted from *Crucial Conversations: Tools for Talking When Stakes are High*, Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler, McGraw-Hill; New York; 2002



Group Discussion: How Did They Do?

Instructions: Review each of the examples below. Using the tables that follow, indicate which elements of the delivering tough messages model are present and which are missing.

Example 1: One of your team has recently completed a research project for you.

“John, thank you for completing the research documents two days early. I appreciated having the extra time to review them and to prepare to present to the rest of the team. Good job. I really liked the creative graphics; they helped to reinforce the impact and communicated the ‘numbers’ we normally present in a different but effective way. We should look at incorporating that into future strategy documents. Good job!”

Situation	Behavior	Impact	Explore

Example 2: You recently gave a presentation about a future process change that could save the area you are responsible for a substantial amount of time and money. A week later your boss approaches you and says:

“Sorry I haven’t caught up with you before; the last week has been frantic. I thought your presentation went very well; nine out of ten for effort! Parts of it were quite detailed and others seemed to be listening and interested in what you were saying. It probably went on too long and maybe you need to think of ways of involving your audience more, but overall, I think you hit the mark.”

Situation	Behavior	Impact	Explore

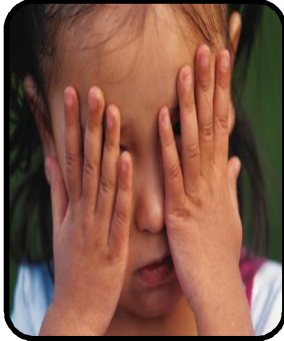
Example 3: James is one of the smartest people on your team; however his interpersonal skills are letting him down. Once again, you have received a complaint from another manager about James’ abruptness.

“James, I would like to talk to you about your communication skills. I realize that it isn't your intent, but when you refuse to help others without offering alternative solutions, it is being misinterpreted as rudeness and being obstructive. I realize that you have other deadlines to meet; however, it is important that we find a way for you to turn away requests for information in a way that is professional and preserves the relationship. What could you do differently to avoid this misunderstanding in the future?”

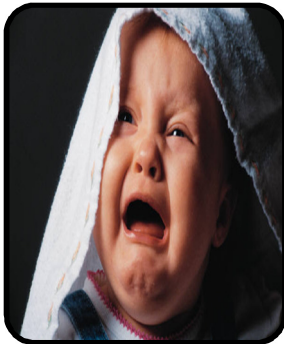
Situation	Behavior	Impact	Explore



Managing Emotions



Receiving Tough Messages



SOS Response Plan





Action Planning: Putting It into Practice

INSTRUCTIONS: This session will only be of value if you choose to DO something as a result. This is not about creating a laundry list; it is more about identifying the one or two actions that you are truly committed to implementing. Reflect on the main messages for you from this workshop and identify one action you will take.

Action Item (WHAT)	Resources Needed (WHO and HOW)	Deadline Date (WHEN)	Follow-up Plan (MEASURE OF SUCCESS)

Additional Resources:



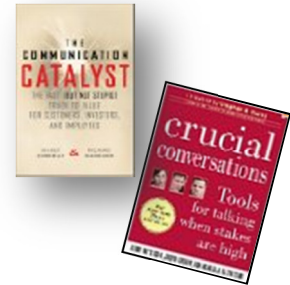
@SkyeMorag



www.facebook.com/SkyeAssociatesLLC



http://skyeassociates.net/leadershipdevelopmentblog/



About Skye Associates LLC

Skye Associates is a women-owned, international leadership development consulting firm fully committed to helping you and your business achieve extraordinary business results. Our experience has shown that companies, teams and individuals do not fail because they weren't "good" companies, teams or individuals. They fail as a result of:

- A lack of clarity about **what** needs to be achieved.
- A lack of alignment around **how** teams and individuals need to work together.
- An inability to **execute** and **deliver results**.

We have a true passion to see your leaders, your teams, and your organization, succeed. Our goal is to understand the context in which you are operating – your industry, your business, and your stakeholders. By working with you to understand your strategic business goals, we can develop and recommend action-oriented solutions that provide your leaders and managers with the **courage** to lead and your employees the **confidence** to deliver exceptional business results.

It is all about **YOU**. **Contact us:** to find out how you and your organization could benefit from a partnership with Skye Associates.



Individual Activity: Delivering Your Tough Message

Instructions:

1. Review the feedback or tough conversation that you identified earlier.
2. Using the Model, prepare what you will say below.

Situation	<hr/> <hr/> <hr/> <hr/>
Behavior	<hr/> <hr/> <hr/> <hr/>
Impact	<hr/> <hr/> <hr/> <hr/>
Explore	<hr/> <hr/> <hr/> <hr/>