



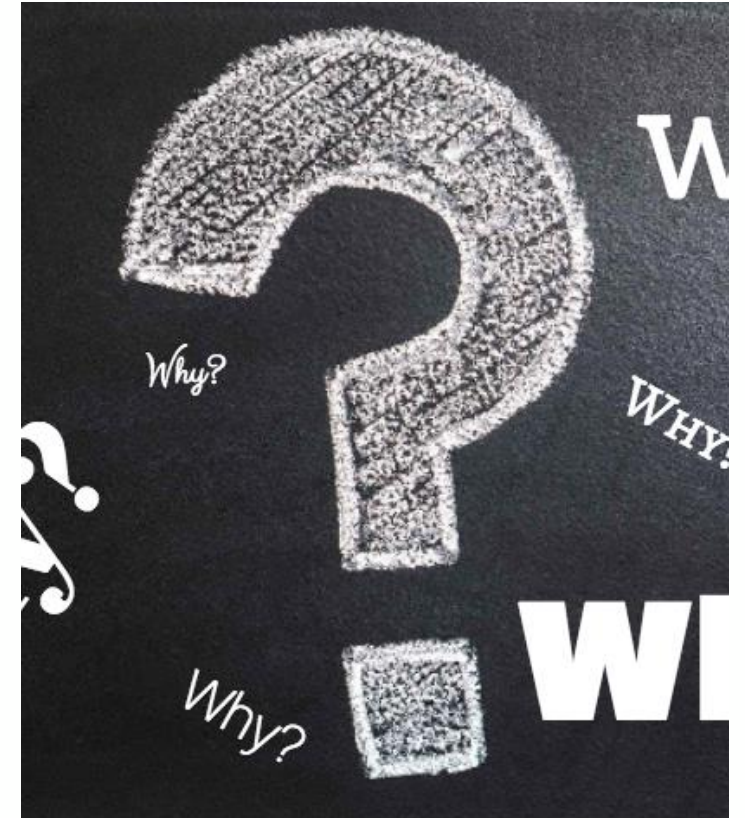
CRUCIAL CONVERSATIONS – SIMPLIFYING THE DIFFICULT

AGENDA

- Introduction
- Outcomes and Aims
- Why don't we like to have difficult conversations and why do we need to?
- Tools and a structure, process and outcome
- Characteristics and the “how” of the crucial conversation
- So what.....

INSIGHTFUL MATRIX

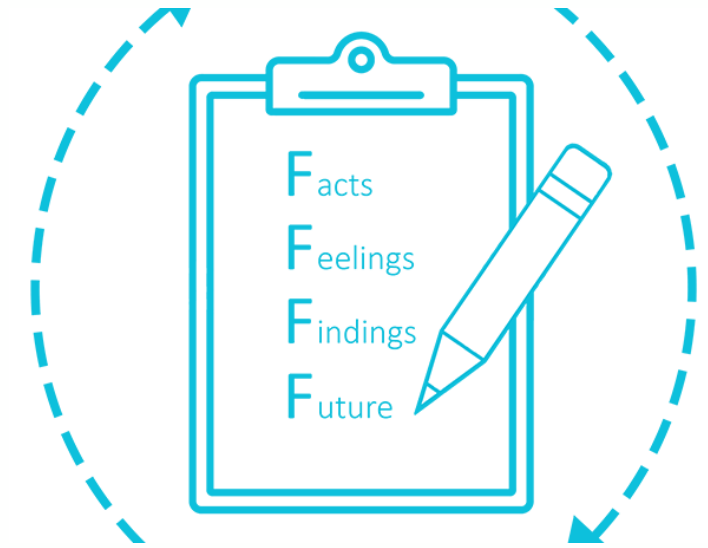
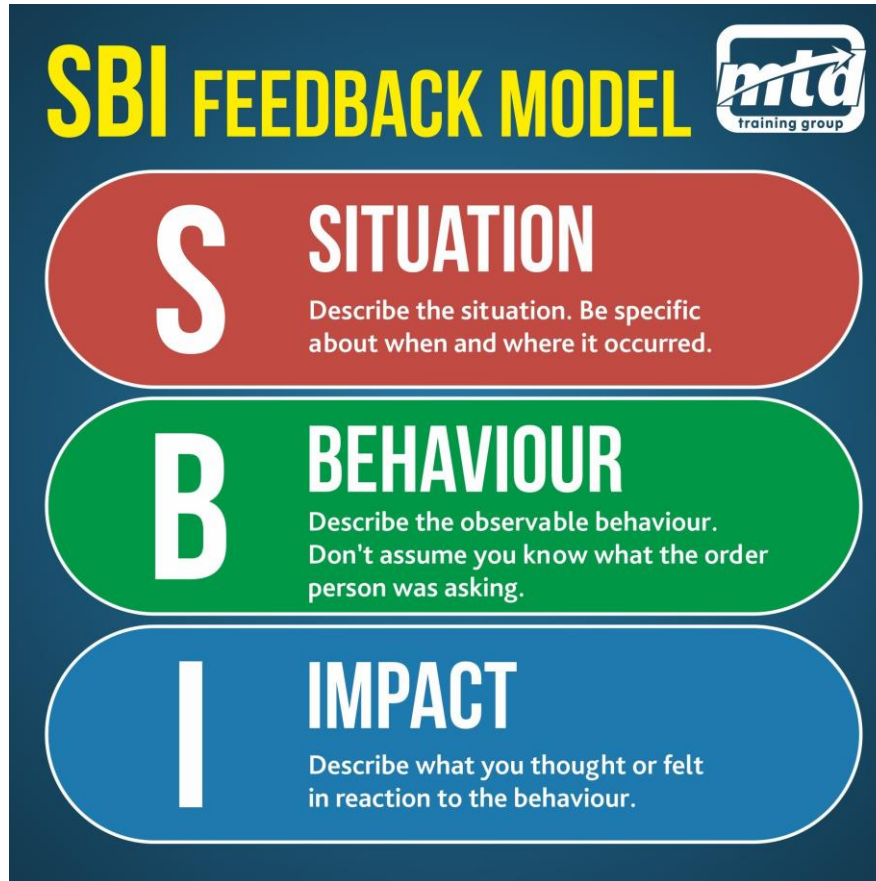
	Acknowledging	Developmental
To help them	Build their self esteem	Support their development
To meet my need	Reinforce desired behaviours	Change or correct behaviour



STRUCTURE

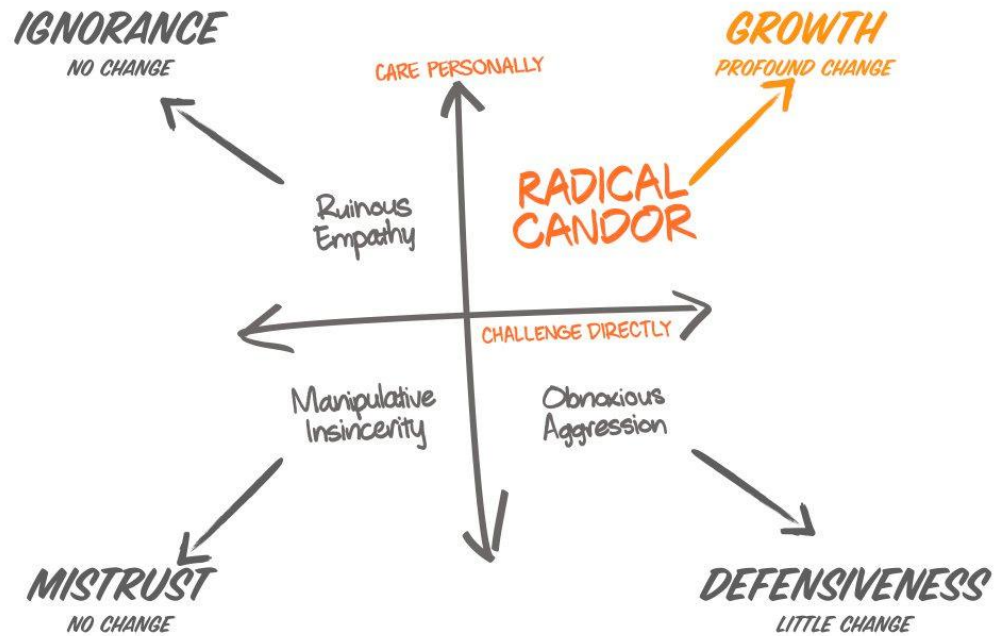


FEEDBACK MODELS



- I** • Identify the *specific* behaviour that requires feedback
- D** • Describe the *impact* of the behaviour
- E** • Encourage continuation or change
- A** • Agree on an *action* plan

PROCESS



Emotional Intelligence Domains and Competencies

SELF-AWARENESS	SELF-MANAGEMENT	SOCIAL AWARENESS	RELATIONSHIP MANAGEMENT
Emotional self-awareness	Emotional self-control	Empathy	Influence
	Adaptability		Coach and mentor
	Achievement orientation	Organizational awareness	Conflict management
	Positive outlook		Teamwork
			Inspirational leadership

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OUTCOME



10 PRINCIPLES IN GIVING EFFECTIVE FEEDBACK

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- UNDERSTANDABLE**
expressed in a language that people will understand
- SELECTIVE**
cover 2/3 areas in reasonable detail that the person can actually do something about
- SPECIFIC**
lose generalisations, feedback must be specific and focused
- TIMELY**
provided at the moment of need so the person can remember the incident and improve
- CONTEXTUALISED**
framed with reference to what the intended outcomes should be
- NON-JUDGEMENTAL**
descriptive rather than evaluative. Focus on the facts
- BALANCED**
pointing out the positive as well as areas in need of improvement
- FORWARD LOOKING**
suggesting or pointing to areas of improvement in the future
- TRANSFERABLE**
focused on outcomes, skills and behaviours that the person can actually do something about
- NOT-PERSONAL**
don't make it about the person, only on what happened and the outcome



SO WHAT... TOP TIPS

- Get comfortable with the uncomfortable- change your mindset from 'difficult' to 'critical'. Going into a conversation thinking it will be difficult sets up barriers straight away
- Change your mindset
- Be curious, ask questions, and avoid assumptions
- Prepare, prepare, prepare
- Tools, structure and a process
- Setting standards and clear objectives provides clarity and ensures that in these conversations you have something to put your back against
- Focus on what you are hearing, not just what you are saying
- Do not delay

TOP TIPS CONTINUED..

- Follow up and focus on the future
- Give something back
- Reflect and learn
- Be compassionate
- Ensure that you are both learning from the experience in a positive way by looking to future changes, not re-visiting the past
- Expect a positive outcome
- Be prepared to receive feedback as well as give