

CONDUCTING DIFFICULT CONVERSATIONS™

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CONDUCTING DIFFICULT CONVERSATIONS

- Definition
- Anecdotes
- Scenarios
- Preparation to Conduct Difficult Conversations
- Considerations:
 - Relationships Within the Organization
 - Perception to Degree of Incident
 - Etc.
- “Silver Bullet”

CONDUCTING DIFFICULT CONVERSATIONS

“DIFFICULT CONVERSATIONS”:

- The anticipation of a dialogue (giving or receiving) that causes one to sense anxiety and/or experience an emotional response to a perceived negative outcome with another human being.
- In essence anytime one human being is in a position to provide feedback due to a less than optimal scenario of another human being, will create the platform for a “difficult situation.”
- We are humans because we have emotions and respond to criticism whether solicited or not. We start thinking that we cannot experience emotions in the workplace and worse, cannot express them. We try to become inhuman. This resistance to expressing our emotions, in an appropriate fashion, is part of what is at the root of what causes the “difficult conversation.”

CONDUCTING DIFFICULT CONVERSATIONS

Poor Performance – Formal Annual Review Documentation Prepared

- Describing Performance of Individual
- What Individual did well
- What Individual can do Different (their own observations)
- Appropriate Venue

Poor Performance – Casual Feedback, Not Formal Thoughts Outlined, Not Formalized

- Describe Observation of Individual's action(s)
- What Individual did Well
- What Individual can do Differently (their own observations)
- Timing/Venue

CONDUCTING DIFFICULT CONVERSATIONS

- Inappropriate Behavior – Formal Annual Review
 - Documentation Prepared
 - Describing Performance of Individual
 - What Individual did well
 - What Individual can do Different
 - Appropriate Venue
- Inappropriate Behavior – Casual Feedback, Not Formal
 - Thoughts Outlined, Not Formalized
 - Describe Observation of Individual's action(s)
 - What Individual did Well
 - What Individual can do Differently
 - Timing/Venue

CONDUCTING DIFFICULT CONVERSATIONS

- Personal Hygiene – Formal Annual Review
 - Documentation Prepared
 - Describing Performance of Individual
 - What Individual did well
 - What Individual can do Different
 - Appropriate Venue
- Personal Hygiene – Casual Feedback, Not Formal
 - Thoughts Outlined, Not Formalized
 - Describe Observation of Individual's action(s)
 - What Individual did Well
 - What Individual can do Differently
 - Timing/Venue

CONDUCTING DIFFICULT CONVERSATIONS

- Inappropriate Attire – Formal Annual Review
 - Documentation Prepared
 - Describing Performance of Individual
 - What Individual did well
 - What Individual can do Different
 - Appropriate Venue
- Inappropriate Attire – Casual Feedback, Not Formal
 - Thoughts Outlined, Not Formalized
 - Describe Observation of Individual's action(s)
 - What Individual did Well
 - What Individual can do Differently
 - Timing/Venue

“CHALLENGING”:

- To Question...
- No Other Perspective for Receiver of Message

CONDUCTING DIFFICULT CONVERSATIONS

- Challenging Without Being Confrontational
- Challenging Without Being Antagonistic
- Challenging Without Being Offensive
- Challenging Without Being Demeaning
- Challenging and Being a Teacher
- Challenging and Being a Mentor
- Challenging and Being Compassionate *

WITH WHOM ARE YOU CONDUCTING DIFFICULT CONVERSATIONS

- Conversation with Your Subordinate
- Conversation with a Subordinate Under a Different Supervisor
- Conversation with Your Teammate
- Conversation with a Peer on another Team
- Conversation with Your Immediate Supervisor (superior...)
- Conversation with Someone Else's Supervisor (superior...)
- Conversation with Compassionate Intention *

SILVER BULLETS FOR CONDUCTING DIFFICULT CONVERSATIONS

- Know Your Outcomes Before Conducting Difficult Conversation
- Know Your Personal/Professional Relationship with Individual
- Can You Anticipate The Reaction of the Individual
- Can You Anticipate The Emotions of the Individual
- How Might YOU Respond in a Similar Conversation
 - Embarrassed
 - Anger
 - Etc.
- What is Impact on:
 - Self Confidence
 - Productivity
 - Relationship

SILVER BULLETS FOR CONDUCTING DIFFICULT CONVERSATIONS

- Know Why You're Having the Conversation
- Have Specific Examples Supporting the Conversation
 - Illustrating Preferred Behavior From Respective Individual
 - Illustrating Behavior Requiring Modification
 - Representing Your Outcomes Before Conducting Difficult Conversation
- Offer Support – What Do You Need From Me...

THE SILVER BULLET TO CONDUCTING DIFFICULT CONVERSATIONS

- Any Specific Behavior You Want to Emphasize with an Individual(s)
 - New Assignment
 - New Skills
 - New Experiences
 - Etc.

- Share Your Expectations
 - Specific Outcomes
 - How You Will Measure
 - Discuss Actions
 - Discuss Reasonableness
 - Share Timing

- Supervise
 - Observe New Individual in New/Same Activity
 - Feedback
 - What Individual did Well
 - What Individual can Improve Upon (their own observations)
 - Observe
 - Feedback
 - What Individual did Well
 - What Individual can Improve Upon (their own observations)
 - Observe
 - Feedback
 - What Individual did Well
 - What Individual can Improve Upon (their own observations)
 - Decision Time?

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QUESTIONS?

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