

Handling Difficult Conversations

Skills taster



Preparing for difficult conversations

Aim

To have a "taster" of the key emotional behavioural skills needed to conduct a "difficult conversation"

Objectives

- to identify the keys skills required
- to understand how these can be developed
- to have an appreciation of further development and reading on the subject

What makes them so difficult?

- Feeling uncomfortable because you are giving bad news?
- Feeling exposed in case you can't respond with the right answer?
- Feeling anxious you might be attacked if someone is angry?
- Feeling underprepared, exposed and vulnerable?
- Feeling you may say something wrong and cause problems?
- Feeling you may damage the relationship?
- Feeling out of control?

What can you do?

***Prepare** so you feel you know what information you can give?*

***Plan** so you are ready for any question?*

***Practice** so you feel ready to be challenged?*

Risks

what if....?

- People may want information you have prepared for
- People respond differently than anticipated
- Set responses to expected questions could sound scripted and disconnected

CIPD
viewpoint
change leadership

- **Relational leadership:** transformational change is achieved through relationships and social interactions with organisational members rather than authority and control
- **Building trust:** delivers the enabling conditions in which significant change can thrive
- **Reframing resistance:** Concerns raised by others about change should not be labelled as resistance, but instead reframed and reinterpreted in terms of legitimacy of employee voice.

Summary

- Although important, its not *just* about planning and preparing for accurately following processes...
- people need to feel **emotionally connected** in order to **build trust** and embrace change

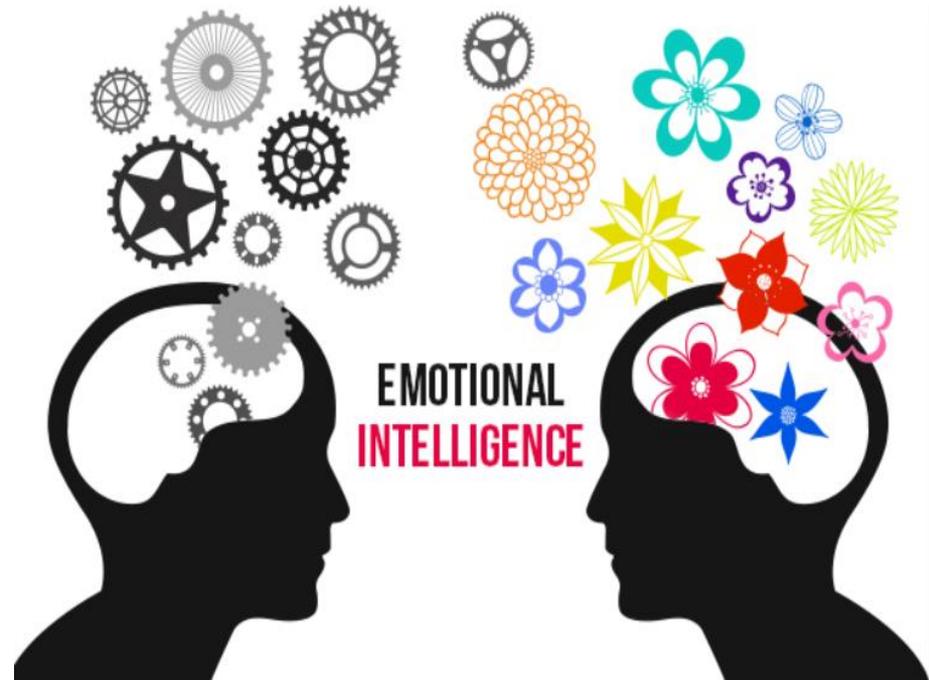
Developing the emotional skills for difficult conversations

Self-Management

- Understanding own emotions - ***Self Knowing***
- Managing own emotions - ***Self Control***

Communication skills

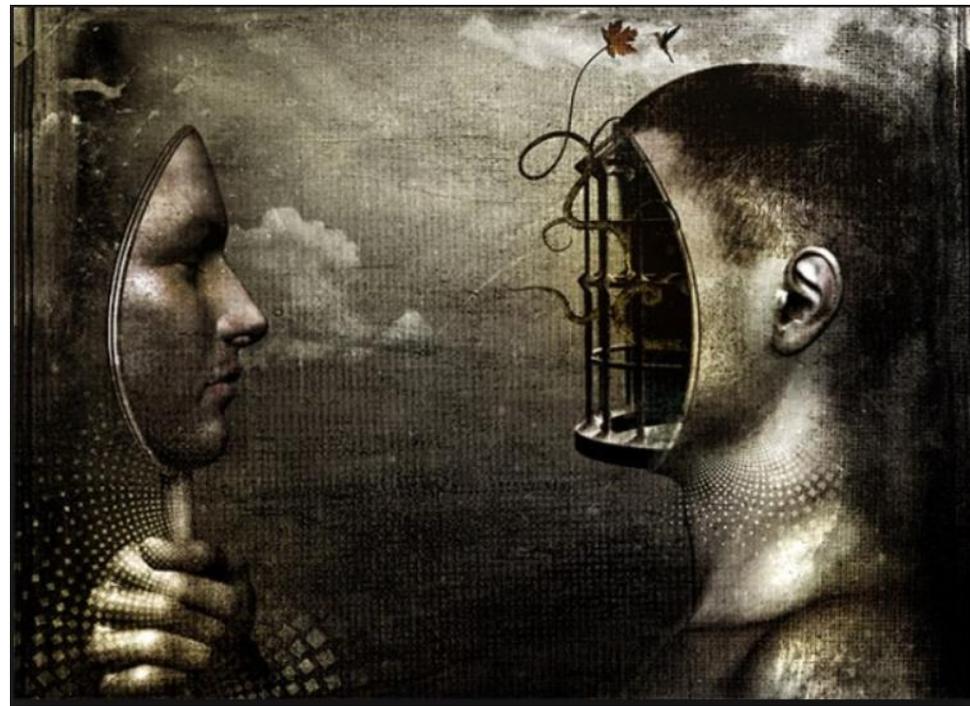
- Seeking to understand others - ***Empathy***
- Communicating clearly and respect fully - ***Straightforwardness***



Understanding own emotions *Self Knowing*

Learn yourself:

- Do you know how you feel right now?
- Do you know what triggers certain emotions (frustration, anxiety, hope, joy)
- Do you know how these emotions affect your behaviour?
- Do you know ways in which your emotions "leak out" non-verbally?
- **3 minute mindfulness**
<https://www.youtube.com/watch?v=rOne1P0TKL8>



Managing own emotions *Self
Control*

If we allow our emotions to take the driving seat during a difficult conversation then our behaviour will be out of our control.

Exercise: Share a time when you have talked yourself out of emotionally led behaviour - and regained control.

The Chimp Paradox by Steve Peters
https://www.amazon.co.uk/Chimp-Paradox-Acclaimed-Management-Confidence/dp/B006WCJ9OS/ref=sr_1_1?ie=UTF8&qid=1511257061&sr=8-1&keywords=chimp+paradox



Seeking to understand
others - *Empathy*

Seek first to understand if
you wish to be understood

If people feel empathised
with they are more likely to
be honest, trust you and be
influenced by you. Empathy
can unlock resistance.



Exercise: in pairs share the last time you had cause to complain. Seek to understand what made your partner complain, how they felt and show what you have understood - remember, be curious

Empathy By Brene Brown:

https://www.thersa.org/discover/videos/ras-shorts/2013/12/Brene-Brown-on-Empathy?qclid=EAlalQobChMIqtvyn4_N1wIVTr7tCh0OTw4HEAAYASAAEgL3wPD_BwE

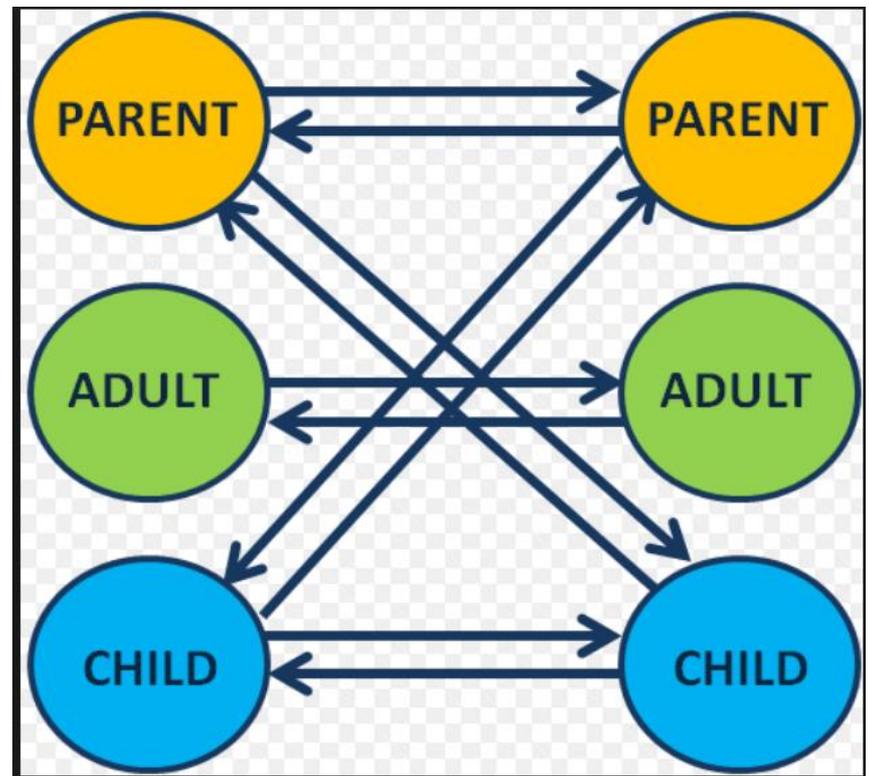
Communicating clearly and
respect fully -
Straightforwardness

*Communicating clearly and
respectfully whilst allowing
others to say what they think
and feel*

Exercise: share with your partner what
you want from your manager during a
change process.

Ensure you create space for them to
share what they think and feel also.

Checkout: Transactional Analysis
(ensuring adult to adult behaviour)
<https://www.youtube.com/watch?v=nKNyFSLJy6o>



Further development

Emotional Capital Workshop

In addition to the competencies discussed today, covers the emotional leadership competencies of self-reliance, self-confidence, self-actualisation, adaptability, Optimism and relationship skills. Can be offered on a bespoke team basis

Emotional Capital Report coaching

Self-assessment using the ECR model with 121 coaching and feedback

Emotional Capital Report 360

Follow-on from the self-assessment, additional 360 tool.

Handling Difficult Conversations with actors

Half day workshop with actors to practice having conversations and some of the empathy and assertive skills discussed today

Further Reading

***The Chimp Paradox* - Steve Peters**

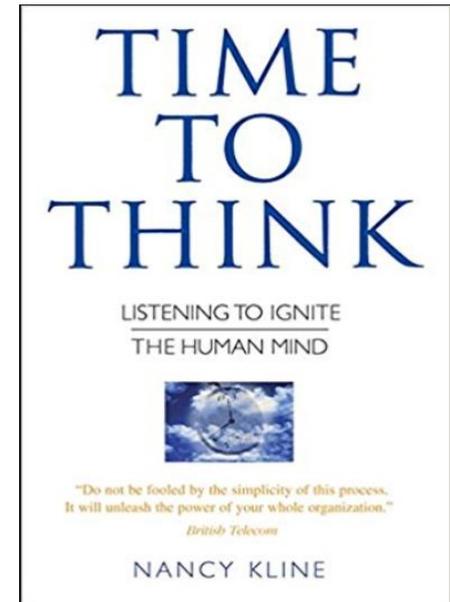
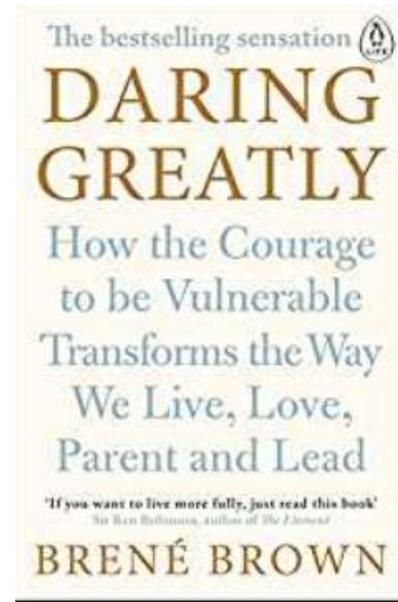
***The Emotional Capitalists* - Martyn Newman**

***Emotional Intelligence* - Dan Goleman**

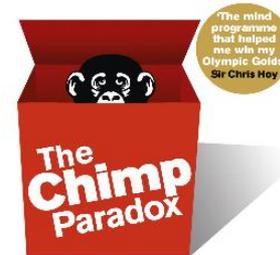
***Daring Greatly* - Brene Brown**

***Time to Think* - Nancy Kline**

***Games People Play* - Eric Berne**



Dr Steve Peters
CREATOR OF THE **GROUNDBREAKING** MIND MODEL.



The **MIND MANAGEMENT**
Programme for
Confidence, Success and Happiness

