



Critical Conversations: *Building Trust to Resolve Differences*

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Agenda

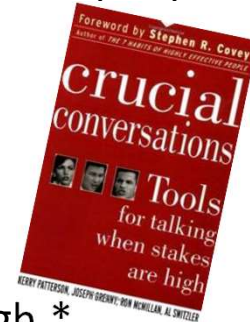
- Critical Conversation Defined
- Collaboration
- Critical Conversation Model and Theory
- Behavior Choices
- Dealing with Anger
- Johari Window
- Learning vs. Judging

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Critical Conversations

A discussion between two or more people where:

- the stakes are high,
- opinions vary, and
- emotions are likely to run high.*



** Adapted from Crucial Conversations by Patterson, Grenny, McMillan, & Switzer*

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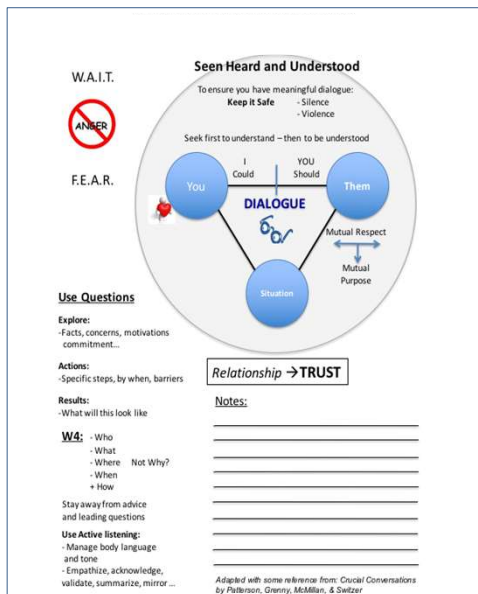
Examples of Critical Conversations



- Difference of Opinion
- Mistake made on site
- Performance feedback
- You disagree with Spv.
- Safety rules
- Missed commitments
- Inappropriate behavior
- Standing up for yourself
- Apologizing
- Recognizing efforts
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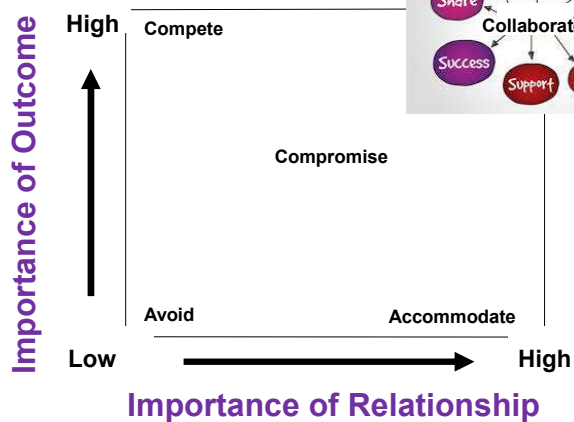
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Session Handout



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Collaboration



Collaborating: This behaviour is **both assertive and cooperative**, attempting to **achieve the goals and interests of both parties**. Its is a **Win/Win scenario** when both parties **trust each other, listen to each other** and **express their needs and expectations**.

- The **objective** is to **learn**
- You need a **long-term** solution
- The **goals require teamwork**
- **Creative solutions are needed**
- The **relationship** is important

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Collaboration?

- The **goal of collaboration** is results **not collaboration but greater than that**. To be **disciplined about collaboration** is to **know when to collaborate** and **when not to** and **to know you cannot do it without having/building trust**.
- Research shows that **four barriers block collaboration**.
 - **Not-invented-here:** People are not willing to seek input from others outside their unit.
 - **Hoarding:** People are not willing to provide information and help others when asked.
 - **Search problems:** People are not able to find information & people easily.
 - **Transfer problems:** People are not able to transfer complicated knowledge from one unit to another.



*The first two barriers are **motivational problems***

- people don't want to collaborate.

*The latter two barriers are **ability problems***

- people are not able to collaborate

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Contractual vs Covenantal Relationship

Contractual

- You – Them
- Based on Distrust
- Either party can opt out under certain conditions
- One party can break the contract when the other party is not fulfilling their part of the deal.
- Limited risk

Covenantal

- Us
- Based on Trust
- It's about finding the strength to hold up your part of the promise
- The party not getting their needs met supports the failing party to meet their obligations and project obligations
- Unlimited risk

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TRUST

- **Systemic issues related to process and depending on trust** can sometimes create opportunities to **undermine trust**
i.e. - Approval process for changes to plan
- VPM process
- What **you decide in the moment** can make or **break the trust** – can you follow process and manage relationships?
- Are you thinking contractual or covenantal?



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Critical Conversation Model

We all want to be **Seen, Heard and Understood**
What do you bring to the conversation?
What's in your circle?



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Work on You First!



The only person you can directly control in the conversation is yourself.

- *Where am I in all of this?*
- *What can I control? Influence?*
- *What do I need to do NOW to be effective?*

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Critical Conversation Model



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Critical Conversation Model

You just saw a colleague do the opposite of what you agreed to at the morning meeting. You are pissed off
This impacts the project budget, your trust and your desire to work with him!



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Start with Heart

What does my behaviour tell me about my motives?

- What do I really want for myself?
- What do I really want for other(s)?
- What do I really want for our relationship, our team?



How would I behave if I really wanted these results?

Find a way to get all of the relevant information out into the open.

Adapted from Crucial Conversations by Patterson, ...

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Critical Conversation Model



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Your Role



Speak openly and honestly!

“At the core of every successful conversation lies the free flow of relevant information”

Dialogue:

“The free flow of meaning between two or more people”

- A pool of shared meaning composed of thoughts and feelings - ours' and theirs'
- Informs us and propels us into action
- Successful dialogue results when everyone feels safe

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Who will you have a conversation with?

- Identify a real situation you would like to move into but haven't
- Choose a critical conversation with someone in the middle of continuum

"Difficult individual"

Angry; Unable

"Easy individual"

Agreeable, Capable

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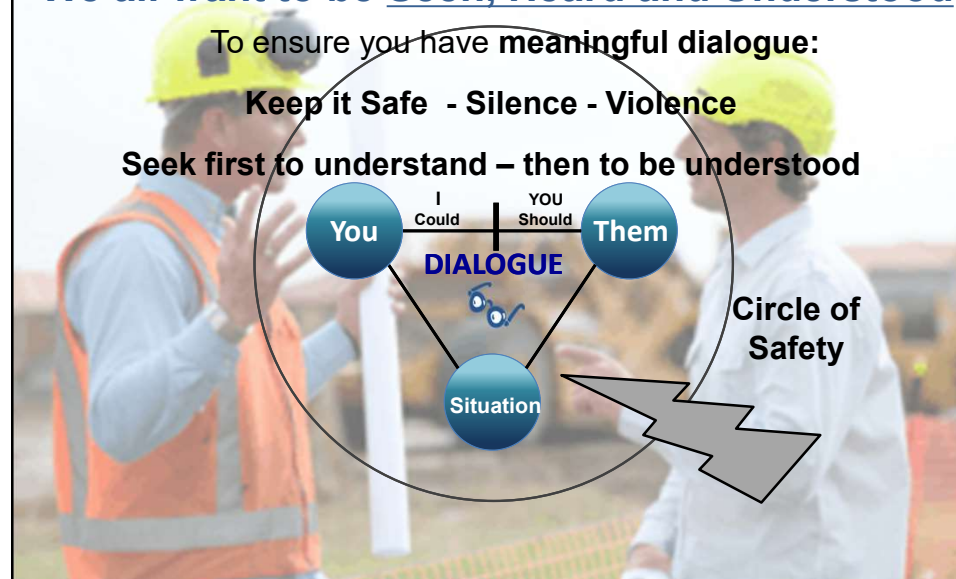
Critical Conversation Model

We all want to be Seen, Heard and Understood

To ensure you have **meaningful dialogue**:

Keep it Safe - Silence - Violence

Seek first to understand – then to be understood



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Behavior Choices



“Conversation Killers”

We Can Fight

“Violence”

- Attack
- Label
- Control

We Can Flee

“Silence”

- Withdrawn
- Avoid
- Mask

Adapted from Crucial Conversations by Patterson, Grenny, McMillan, & Switzer

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Critical Conversation Model

We all want to be seen, heard and understood.

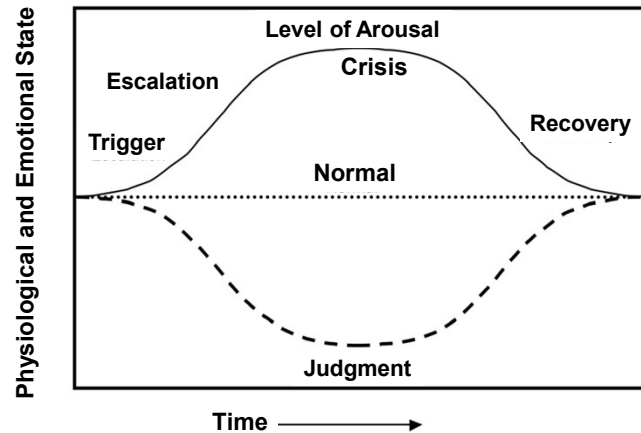
Keep it Safe
Seek first to understand –
then to be understood



Relationship -> TRUST

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Stages of Anger



**To have an effective Critical Conversation
Anger must be addressed.**

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Dealing with People who are Angry

Not losing control is usually easier than regaining control once it's lost. The following strategies may be considered in order to try to keep things on an even keel.

- Ignore
- Acknowledge
- Validate
- Question
- Deflect
- Take Control
- Park it
- Take a Break



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Asking Questions to Understand the Other

- **Exploration:**
 - Facts, Concerns, Motivation, Commitment
- **Action:**
 - Specific steps, By when, Who else, Barriers?
- **Results:**
 - Based on the plan, results employee envisions achieving



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Having the Right Questions

vs. Having the Right Answers

- Open Ended Questions?
- 4 W's – Who, What, Where, When, + How
- Stay away from Why?



W.A.I.T.

Use Active Listening

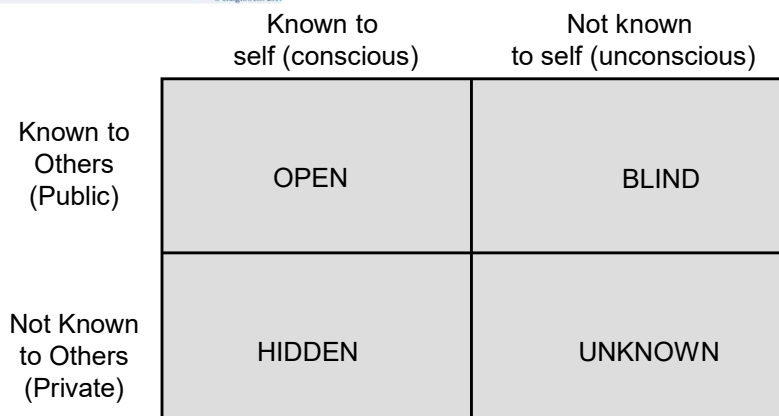
- Words – Summarize, Paraphrase, Use “I”, Acknowledge, Validate, ...
- Open and acknowledging Body Language
- Tone – Understanding, Empathy, Curiosity ...

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Johari Window



Dialoguing to expand what is known by both parties in order to resolve the difference of opinion.



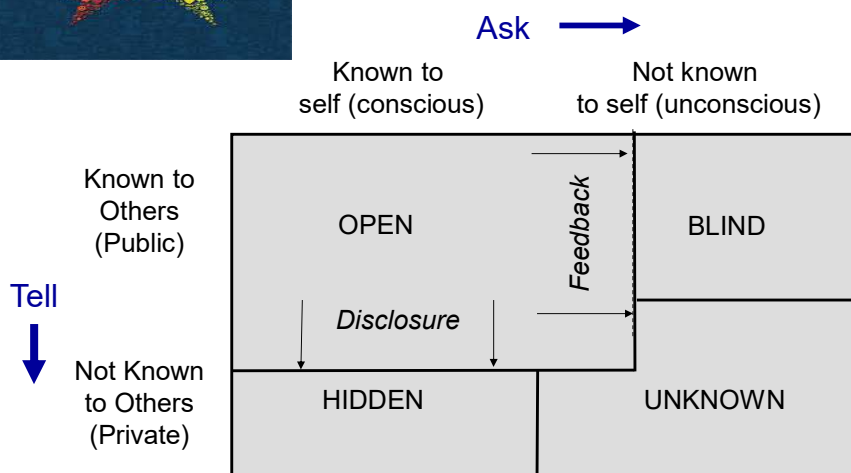
Joseph Luft and Harry Ingham, 1955

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Johari Window



Dialoguing to expand what is known by both parties in order to resolve the difference of opinion.



Joseph Luft and Harry Ingham, 1955

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Practice Session – Asking Questions

As you leave the session find one other person:

- Only ask them questions(3) to learn something **about them** and **actively listen** to their responses
- Other person listens and **responds to questions**
- **Switch it up**

What is it that you do?

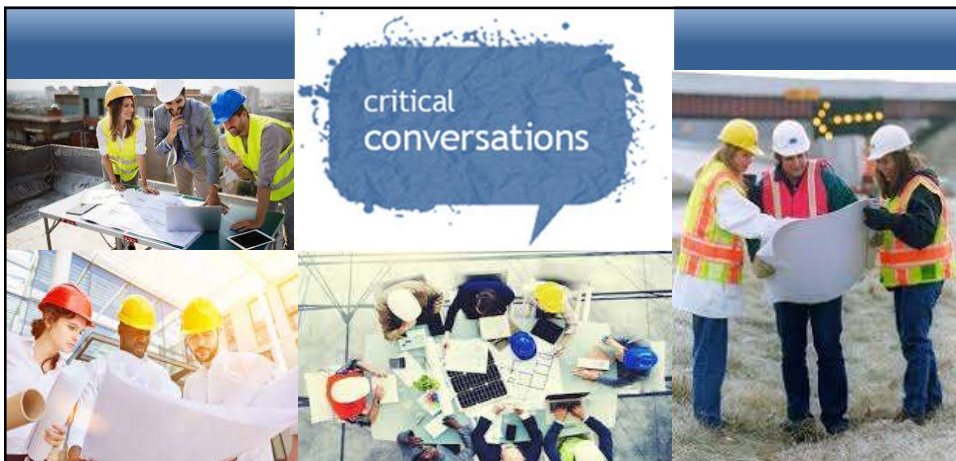
What are you enjoying about the day?

What do you wish we could do better on projects?

What do you think we do well?



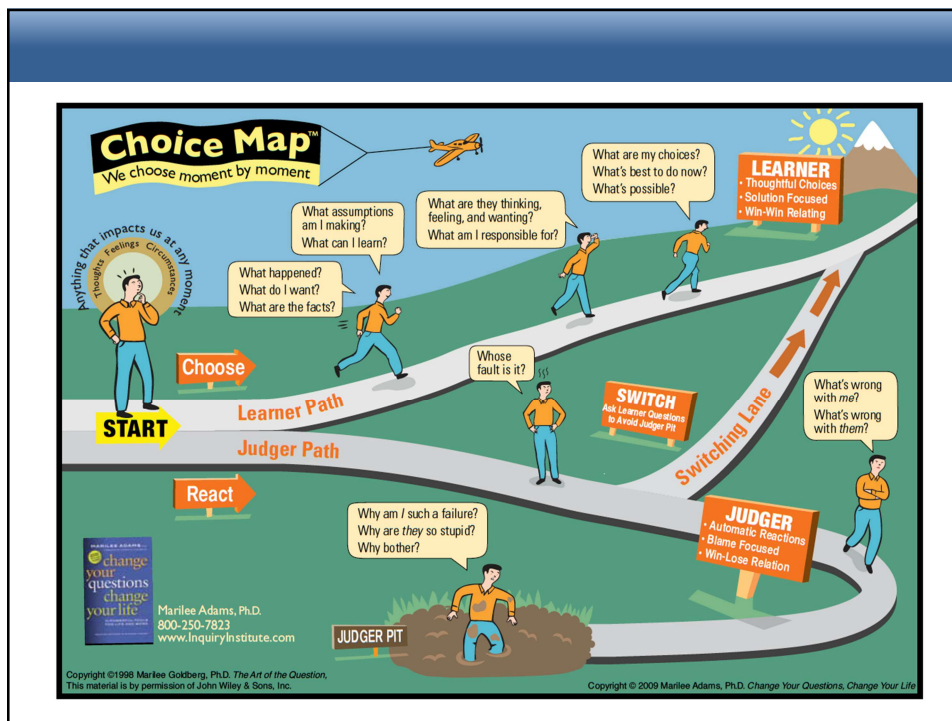
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Thank You

for Your Participation!

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The Choice Map™ and You

Imagine it's you who's standing at the crossroads on the left side of the Choice Map. Something has just happened. Now you have to solve a problem or make a decision. Maybe it's related to an important goal in some area in your life. Perhaps it's with your business or career. Maybe it's in a relationship with family, friends, or colleagues. It's about your health, finances, or plans for the future.

Do this experiment while you think about that situation. First, ask yourself Judger questions (see below) and notice how they affect your mood and confidence. Now, breathe, switch and instead ask yourself Learner questions (see below). What was it like the second time? What about your mood and confidence? What solutions and possibilities can you see now?

You really can change your questions and change your life. When you find yourself in Judger and want to be in Learner instead, ask yourself Switching questions and "reset" to Learner, including: Am I in Judger? Is this how I want to feel? Where would I rather be? and How else can I think about this?

Use the Choice Map™ as a powerful tool for getting better results. It's simple and it works!

<p>Judger Questions* include:</p> <ul style="list-style-type: none"> • What's wrong with me? • Whose fault is it? • Why are they so stupid? • How can I prove that I'm right? • Haven't we been there, done that? • Why bother? <p>Results of Judger Questions:</p> <ul style="list-style-type: none"> • A mood of pessimism, stress, and limitation • A mindset that's judgmental, reactive, inflexible • Relating with "attack or defensive" behaviors 	<p>Learner Questions* include:</p> <ul style="list-style-type: none"> • What do I want? • What works? • What are the facts and what can I learn? • What are my choices? • What action steps make sense? • What's possible? <p>Results of Learner Questions:</p> <ul style="list-style-type: none"> • A mood of optimism, hope, and possibilities • A mindset that's thoughtful, understanding, flexible • Relating that is connected and collaborative
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*We all ask both kinds of questions and we have the capacity to choose which ones to ask — moment by moment by moment.

Visit our website to download free copies of the Choice Map; you can also send it to colleagues, friends, and family. The Choice Map is from the best-selling book, *Change Your Questions, Change Your Life: 7 Powerful Tools for Life and Work* by Marilee Adams, Ph.D. She is also president of the Inquiry Institute. The website is filled with other free resources as well as Question Thinking™ offerings such as tele-seminars, workshops, executive coaching, coach training, keynotes, and Q-Storming™ that can make a positive difference for you—at work and in life.

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