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# CRUCIAL CONVERSATIONS

ZELLE HR SOLUTIONS



# OBJECTIVES

- Express courage, transparency and honesty in all conversations
- Align our intention with our impact
  - What we do or do not address in a conversation sets a tone for the culture and relationship.
- Understand the different types of crucial conversations
- Use Emotional Intelligence



## DISCUSSION:

### **What is a crucial conversation?**

Discuss with your table group.



## DISCUSSION:

- What is a crucial conversation?
- What barriers hold you back from having a crucial conversation?
  - Define what emotions, thoughts, fears come to mind?

# WHAT HOLDS US BACK FROM HAVING CRITICAL CONVERSATIONS?

- The other person might feel attacked
- I might get rejected or lose the relationship
- I might be met with an emotional outburst
- They might get defensive
- I might get hurt or hurt them

Myth: “If I have a difficult conversation, bad things **might** happen.”

Truth: “If I do not have a difficult conversation, nothing changes, and bad things **will** happen”

Truth: “If I don’t build others up, give credit, and take accountability, the relationship **will** not grow”

## ASK YOURSELF....

As a **leader**, what kind of conversations am I having with my team? Are they developmental and supportive? Or skeptical and controlling?

As a **team member**, what kind of conversations am I having with my peers/manager? Are they collaborative and robust? Or superficial and frustrated?

As a **representative** of the organization, what kind of conversations am I having with customers? Are they thoughtful and compassionate? Or assumptive and insincere?



# THE POWER FIVE

The foundations of a working relationship:

1. Trust
2. Respect
3. Credibility
4. Accountability
5. Consistency



# THE TRUST FACTOR

## Two Types of Trust:

- **Practical**- This is fundamental trust that you will do what you say. Others view you as reliable and competent to get the job done.
- **Emotional** – This is more complex and requires EQ. Others trust you with honest thoughts, feelings, and ideas.





# PUTTING THE POWER FIVE TO WORK...

- **Bring your true self to the conversation**
  - Clarify expectations, provide feedback, be vulnerable, and apologize, if necessary.
- **Be open about your expectations, goals, and intentions.**
  - “Intention drives behavior. The intention behind our actions impacts our trust building ability.
- **Be curious, Communicate Often & Listen**
  - Remove room for assumption
- **Keep your emotions in check**
  - Use self-awareness and self-management strategies to single out emotion and reduce emotional hijacking

# SECRET TO SUCCESS...

## **Accountability and Consistency are the KEY catalysts for success in a relationship**

- Consistent behavior establishes your reputation and solidifies expectations
  - Follow through on what you say you will do – “Don’t overpromise and underdeliver”
- Consistent behavior avoids perceived favoritism
- We build accountability when others know we will take ownership of our mistakes and give credit where it is due



# REPOSITIONING CRITICAL CONVERSATIONS

Con- Meaning With

*“I want to talk **with** you, not to, or at you”*

Our goal is to describe **our reality** concerning the behavior or issue and **the impact** it has on the organization, the team, and the individual's success.

## 5 COMMON ERRORS WE MAY DEFAULT TO:

1. So, How's It Going? – Prolonging the inevitable
2. The Oreo Cookie – Sandwiching the message
3. Too Many Pillows- Soften the real message with so much fluff, that it gets lost
4. Writing the Script- Plan out what is going to happen
5. Machine Gun Nelly- Emotions get in the way



# TYPES OF CRITICAL CONVERSATIONS

- Behavior
- Performance
- Recognition and Compliments
- Apologizing and Accountability



# BEHAVIOR PROBLEMS

- Usually completed within the employee's or customer's control.
- Employees or customers make conscious decisions to abide by:
  - Policies & Procedures
  - Timeliness
  - Truthfulness
  - Attitude
  - Follow direction
  - Habits



# ADDRESSING BEHAVIOR PROBLEMS

1. Clearly Re-State the Problem
  - Stating things in behavioral terms not your conclusion regarding the behavior. Describe the behavior, don't judge the behavior.
2. Hold the person accountable – follow up
3. Be straightforward and direct

The individual is solely responsible for making a choice to be receptive and use the constructive feedback.

Don't let your emotions get in the way!

# PERFORMANCE PROBLEMS

- Not always within the person's control
- Deficiency in knowledge or skill
- Managers play an essential role





# ADDRESSING PERFORMANCE PROBLEMS

- Perception vs Reality – “They are just not getting it”
- Use metrics or specific data in the conversation
- Additional training
- Assigning or being a mentor - Don't say, “It's not my job”
- Managers should play an active role
- One-on-one meetings



# APOLOGIZING AND ACCOUNTABILITY

- Don't throw anyone else under the bus—take ownership
- Take a team approach- support each other
- Even if was not your error, still take accountability and assist in finding a solution
- Respond in a timely manner, be specific on details



# RECOGNITION CONVERSATION

- Appreciation of each other and their hard work is important in enriching relationships and building a positive work culture
- Understand how each person on your team likes to be rewarded, recognized, and complimented
- Give recognition within a timely manner
- Give credit where it's due
- Give praise frequently, sincerely, and be specific



# COMPLETING THE PROCESS

- Follow through on your commitments
- Be open and transparent in your expectations and communication
- Work with the employee, peer, customer to help them achieve their expectations – we are a team!
- Reward and recognize achievements



# PERFORMANCE REVIEWS

- Stop using your Traditional Review Process. It doesn't work.
- Find a defined process that:
  - Provides feedback
  - Creates transparency
  - Allows the employee to be involved
- Meet with employee's regularly

# WRAP UP

- Identify conversations that need to happen.
- Create a plan and follow through.
- Be consistent and fair, remain objective
- Use EQ!
- Maintain the Power Five

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# QUESTIONS?

ZELLEHR.COM | [STEPH@ZELLEHR.COM](mailto:STEPH@ZELLEHR.COM) | 402.323.1664

