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 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
APOLLOGIZING 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