

Management Conversations

and the art of communication



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Actors:

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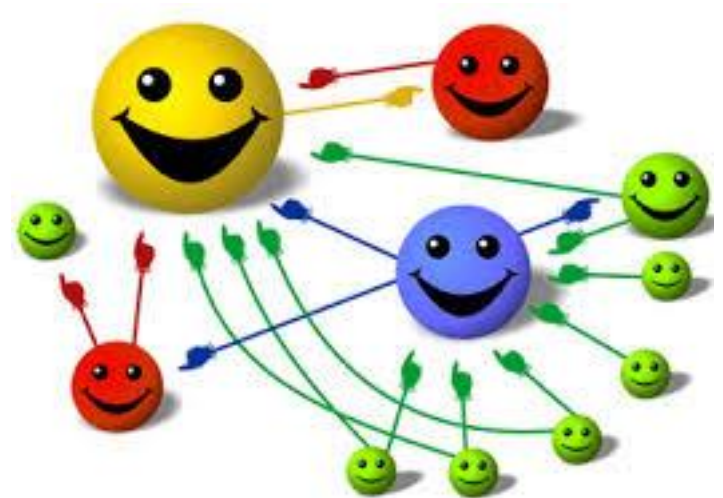
Philippa Robson

Purpose of the Training

The power of conversation cannot be underestimated: sometimes that is the only tool we have, whether you are trying to motivate your team, give information, get ideas, empower or deal with difficult news or challenges. This session will explore how to best handle such conversations, using actors and forum theatre technique.

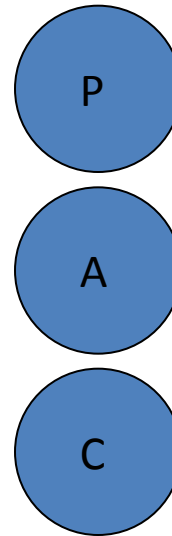
Introductions

- My name is
- My role is
- One thing I would like from the session is
- My most favourite thing to do at the weekend is



Transactional Analysis

Transactional Analysis is based on a foundation of us having three Ego States within us



Difficult

Conversations



What's the

Risk

of not having them?



More of the

Same?



VS.

They might get

Angry

with you!!!



If the behavior has to

Change...



How will they

improve if they

don't know

there's anything not working?



A woman with long brown hair, wearing a teal top and a dark blue patterned scarf, holds a white rectangular sign in front of her chest. The sign contains the text "Do the right thing!" in blue. The background is a solid orange color.

Do the
right
thing!

How should **you** do it?



3

Steps



Step 1

Gain Clarity



“The chance of

clear communication increases

when the sender

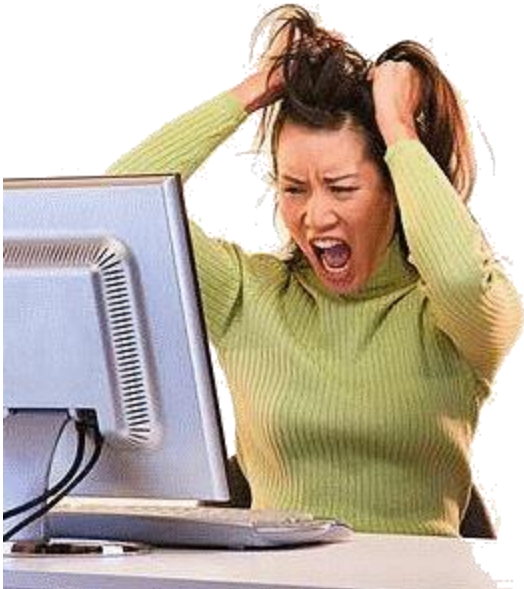
thinks carefully beforehand

about what to say. “



Anxiety

is a barrier to clear thinking





Step

back



Calm

your mind



Put things in
perspective





Sleep on it

Think

objectively,
removing your
feelings, about the
essence of the
message...



directory of social change

Step

1



Job Aids

Examples of difficult conversations

- Explains why someone is not getting a promotion.
- Confronts repeatedly unacceptable behavior.
- Provides honest feedback on poor performance.
- Respectfully challenges a colleague or customer.
- Holds others accountable for their outputs.
- Shares tough decision outcomes.
- Delegates responsibilities instead of protecting someone's weakness.
- Discusses a "taboo" issue like hygiene or dress.
- Acknowledges a mistake before being "caught."
- Thoughtfully says "no" instead of automatically saying "yes."
- Addresses opportunities for improvement.
- Explains options in the face of adversity.

Separate feelings from the issue

I feel like saying....

I'm sick and tired of working 70 hours a week while you guys are playing golf every other day.

I should have been put on that project. That person is completely incompetent.

You are not doing your work for this project on purpose because you dislike me.

You think that this project is impossible and that it can't succeed. You just want me to fail.

You need to start working harder, you are lazy and I am going to have fire you if you don't start producing.

I should say....

I could use more support from my co-workers as I am unable to keep up with this challenging workload.

I feel like I could contribute to that project in a meaningful way and would welcome the opportunity to do so.

I need this project to get finished and your participation is crucial, can I count on you?

I recognize that I am taking some risks with this new project, which is necessary if we want to try something new. I am hoping you can support me with this initiative.

I have noticed your production is not meeting expectations. I need you to improve, your performance is affecting our overall team goal.

Make your messages clear

Not clear

You didn't present that topic well.

You need to improve your communication skills.

You have a poor attitude.

Your work is not professional.

You're not being strategic, and you're missing the mark.

Are you crazy? That's a half baked idea if I've ever heard one.

Clear

I would have found more detail to be helpful.

Spend a little more time listening and paraphrasing the client's needs.

Try showing a little more enthusiasm towards this project.

I think if your work was proof read and reviewed more carefully before being presented it to your clients, it would be more effective.

I think this project requires a more long term approach. It would be better if your plan included a forecast of the project over time.

I think that this idea requires a little more thought. Have you considered how this would work at our company?

Step 2

Overrule Avoidance



Avoidance is all

about fear....



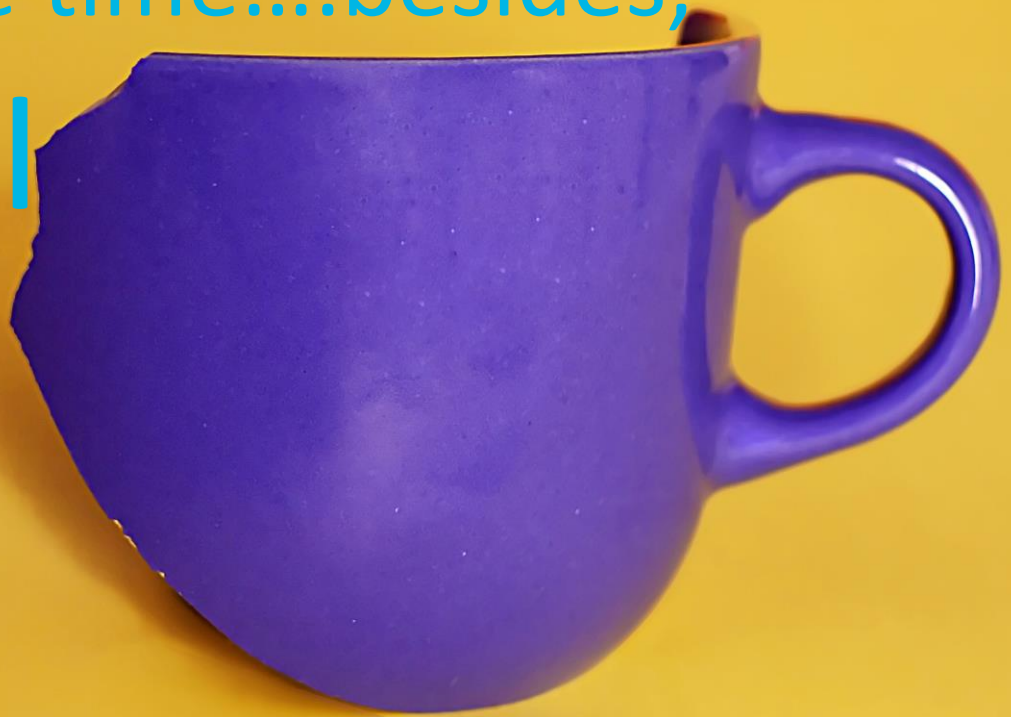
I don't want to hurt Joe's
feelings...



Now is not the
right time to
deliver this message...



Everyone makes
mistakes some time....besides,
who am I
to tell them?



Ask yourself

3

questions



1. Will this help
them?



2. Are my feelings

about what

might happen

making me avoid this?



3. Is delivering this
message
consistent
with my desired
reputation?





If you answered
yes to
those 3
questions....

Time to move to
step 3!



Step 2



Job Aids

- Procrastinating without a clear rationale.
 - “Can’t do it today, it’s Friday!”
- Ignoring or delaying important conversations.
 - “We’ll discuss your performance at your review time”
- Sidestepping or delegating tough decisions.
 - “Maybe one of their co-workers will tell them”
- Allowing short-term reactions to overrule long-term thinking.
 - “They did come in on time today, so maybe...”
- Putting harmony before integrity.
 - “I don’t want to upset the team’s dynamics”
- Blaming others (avoiding looking at self).
 - “I can’t believe they could not be aware they are doing a bad job”
- Talking about symptoms instead of understanding the wider problem.
 - “Do you see this typo? And this one? And this one?”

- Who am I helping?
- How will I be helping them?
- Will telling them this make them better in the long run?
- Why am I delaying telling them this?
- Will delaying telling them about this problem make it go away?
- If I was in their position, would I prefer to know how I was doing or not?
- How will they react?
- Am I presuming I know what their reaction will be?
- Is it possible that they will appreciate me telling them?
- Is this something that I want to help them with?
- Will they accept advice from me?
- How will telling them make me feel?

Step 3

Execute

the message



2 parts



Directness

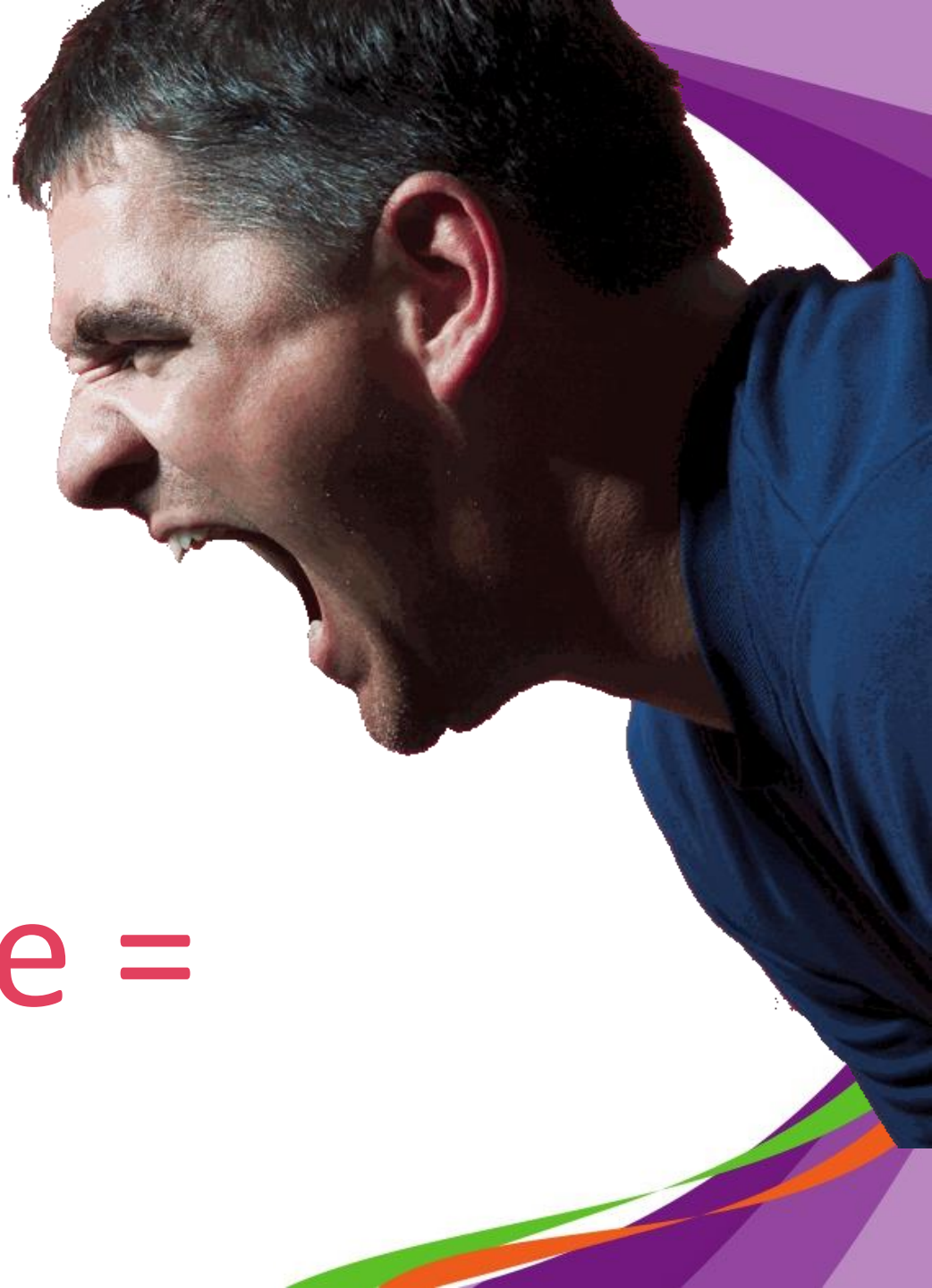


&

Sensitivity



Direct &
Insensitive =



Response



Sensitive & Indirect =



Response



Middle ground is

tough

compassion



Don't make

small talk....



Get straight



to the
point...



Think “I”

not “you”



It's not easy....



dsc

directory of social change

Practice to improve!



Step

3



Job Aids

Effective Messages

Direct & Insensitive	Indirect & Sensitive	Direct & Sensitive
You're passing the buck, and you have to change. People don't like you, you have to get better at working with others or else. 	Is there any chance there's something here you're not seeing? Have you thought at all about how you interact with others?	It's part of my job to point out problems in order to help the team and ensure we're as effective as possible. Those problems include making sure every team member is doing their job. I want to help you figure out how to do that more effectively. Working with other departments is key to our success. I received feedback that others are having difficulties working with you and we need to explore how to change that.

- Ordering, Directing:
 - “You have to...”
- Warning, Threatening:
 - “You’d better not...”
- Preaching, Moralizing:
 - “You ought to...”
- Advising, Giving Solutions:
 - “Why don’t you...”
- Evaluating, Blaming:
 - “You’re wrong...”
- Interpreting, Diagnosing:
 - “You need to...”

“You” versus “I” Statements

“You” language (ineffective)

You are constantly asking for exceptions when it comes to proper documentation.

You are continually late and you show up unprepared for your meetings.

You aren’t collaborating with this rest of the team and you’ve managed to make them all dislike you.

“I” language (effective)

I see the documentation procedures being sidestepped, and I want to explore with you how to make it better. I would like to begin meeting with you once a week to look at specific tension spots and brainstorm solutions...

I have noticed that your meetings aren’t as effective as the rest of the team’s, and I want to discuss how we can improve them. What do you think is important for an effective meeting?

I received feedback that team projects aren’t getting much everyone’s full attention and I would like to change that so that every team member is helping out with them. Let’s talk about how we should be contributing to these projects.

Communication Model

Separating Fact from Interpretation:

- When you

(State the facts of what actually happened)

- I Think

(Identify the thoughts you are having)

- I feel

(Express and own your feelings)

- I want

(Make a request for what you would like either at the time or differently in the future)

Remember

Step 1 Gain Clarity

Step 2 Overrule Avoidance

Step 3 Execute the message

Good luck!



Thank You

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