

# Change management hints



**“What if, and I know this sounds kooky,  
we communicated with the employees.”**



# Change management hints

- **Share what is changing and what is NOT changing - clarifying what aspects are constant might be reassuring**
- **Provide multiple paths for exploring**
- **Communicate rollback scenario**
- **Don't assume you understand where the other person is coming from. Ask clarifying questions.**
- **Be open to feedback. Assume positive intentions (perhaps masked by frustration or poor communication skills).**
- **Use an active rather than passive voice**
- **Agree to disagree, if you're at dead end. Let them have the last word.**

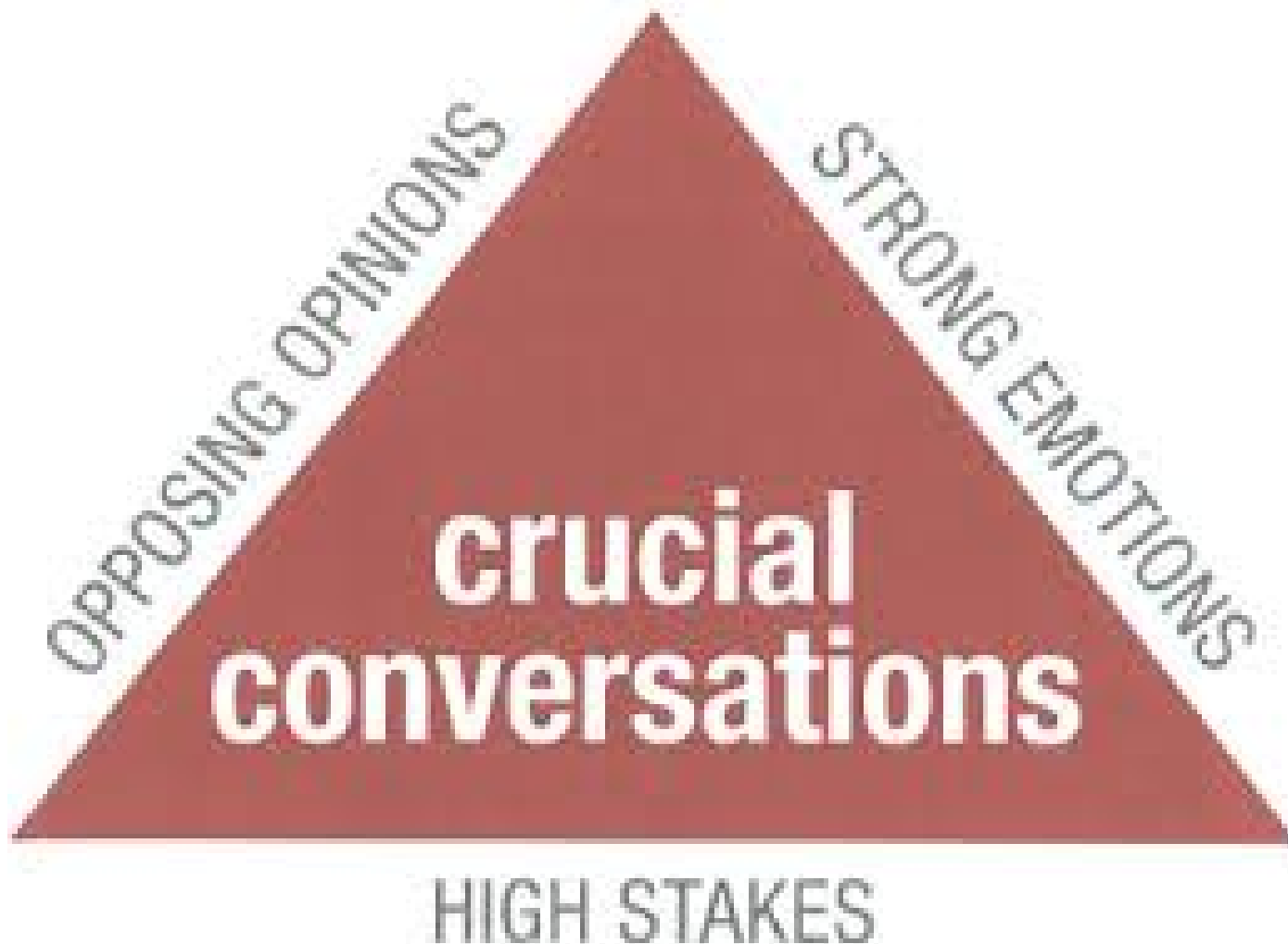


# **PV237 Strategy and Leadership**

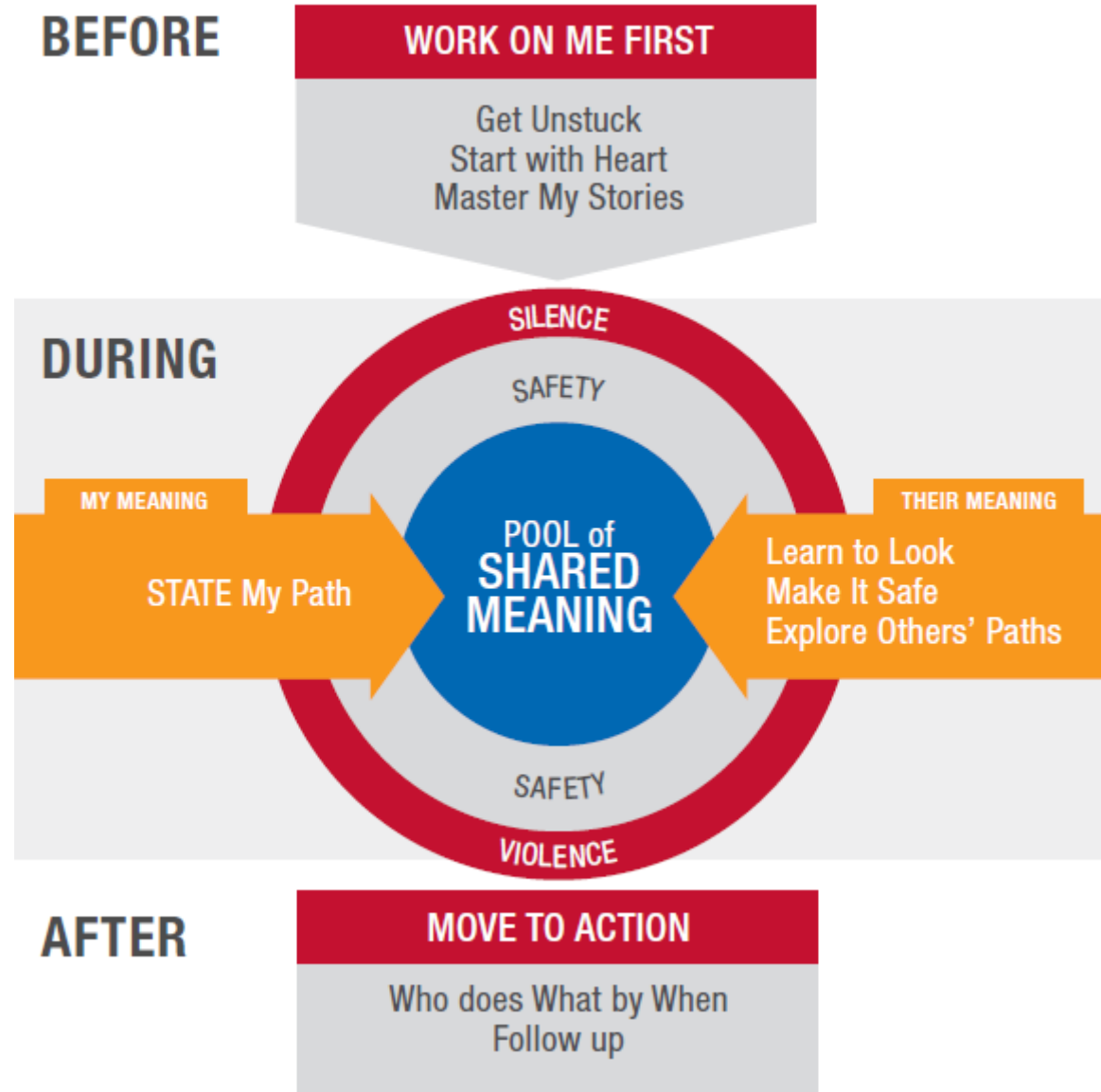
## **CRUCIAL CONVERSATIONS**



# Crucial Conversations



# The Principles of Crucial Conversation



# The Law of Crucial Conversations

- **Anytime you get stuck, there's either a crucial conversation you are not holding or you are not holding well**

Stuck – chronic inability to solve problems or achieve aspirations or goals

- **At the core of every successful crucial conversation lies the FREE FLOW OF RELEVANT INFORMATION**



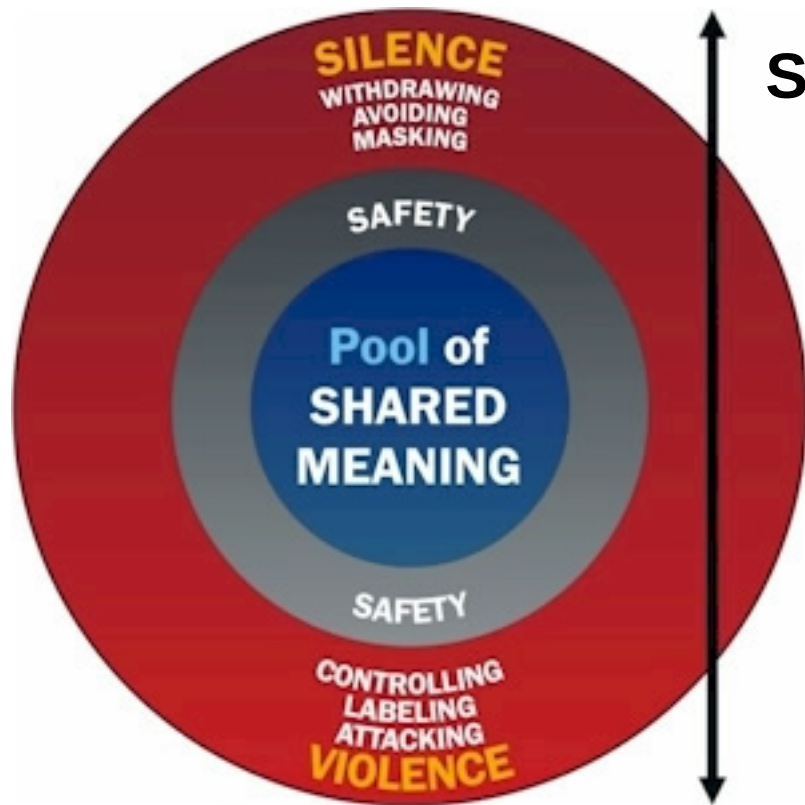
# Crucial Conversations

**BEFORE**  
the conversation

**WORK ON ME FIRST**



# Silence to Violence Continuum



**SILENCE** – Withdrawing, Avoiding, Masking

We often do our worse during crucial conversations

We make a **Fool's Choice** – Silence or Violence

We assume we can either share our honest opinion  
OR be respectful and we are blind to dialogue option

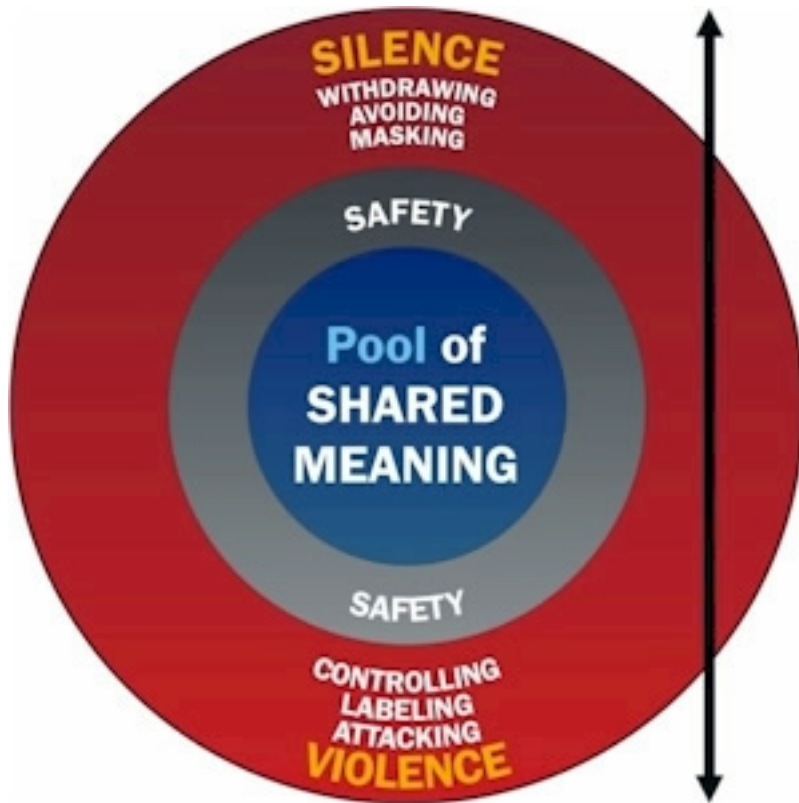
Faced with danger, adrenalin prepares our brain and  
muscles for “fight” or “flight” - we get dumbed down

**VIOLENCE** – Controlling, Labeling, Attacking





# Skill#1 Identify When you are Stuck



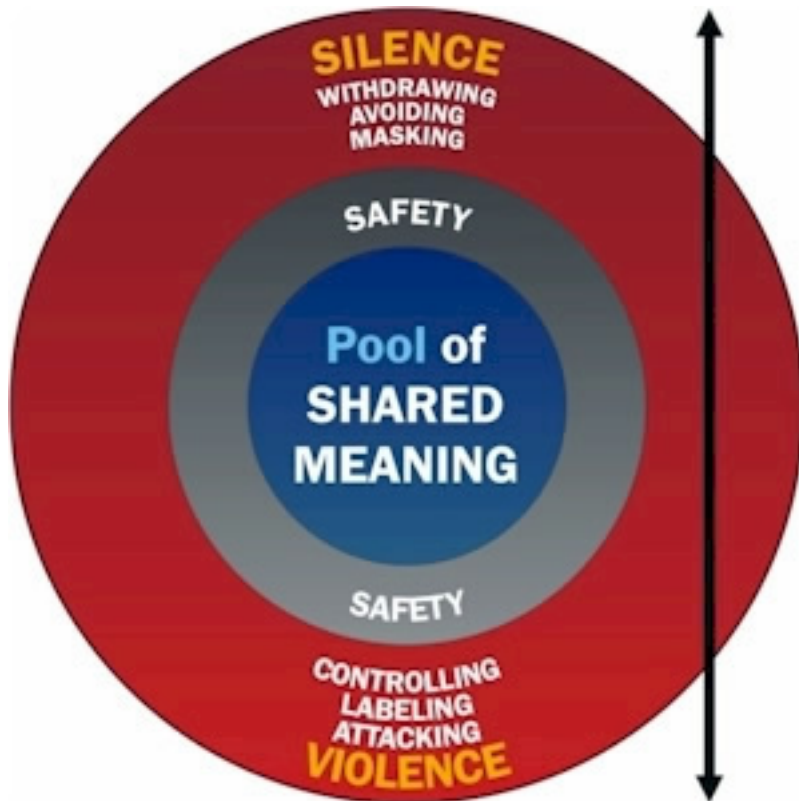
## Skill #1 IDENTIFY WHEN YOU ARE STUCK

- What bad results do you want to fix?
- What good results are you unable to achieve?
- What problems are you always trying to fix?
- What do people complain about at home or at work?

Reflect and write the answers down



# Skill#2 Unbundle with CPR



Skill #2 UNBUNDLE COMPLEX PROBLEM

CONTENT – core of the problem

PATTERN – a recurring problem – a pattern of behavior over time

RELATIONSHIP – how the problem is affecting our relationship – e.g. trust or competence is in question



# Workshop #1

Your boss has grown accustomed to asking you to produce complex reports for her.

Not because it is part of your job but rather because you know databases and how to work with your system.

To make matters worse, it's often a last-minute request that takes you away from other priorities.

She's just asked for "a special" last-minute one off report that is very time consuming to produce.

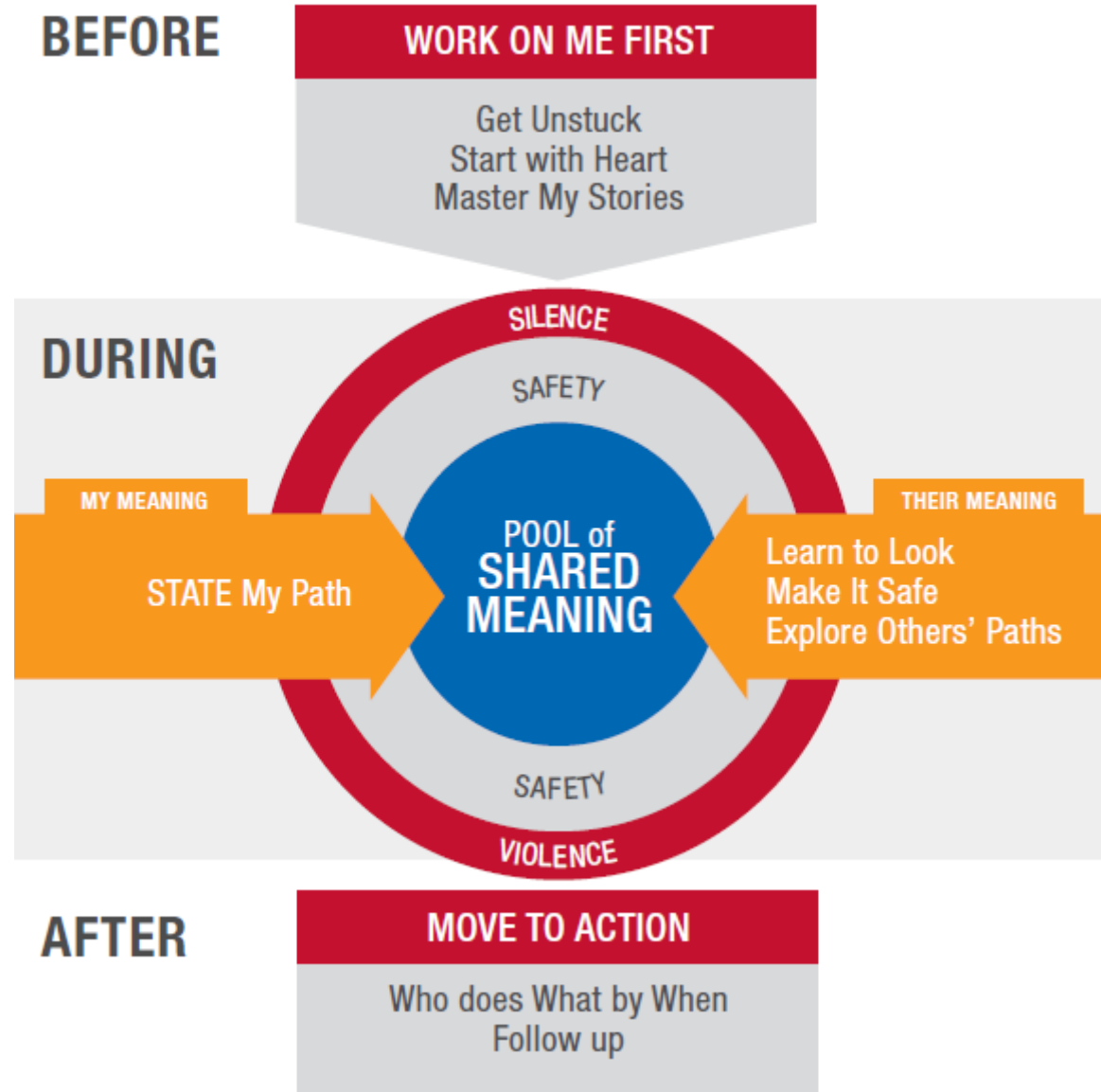
She wants it by noon (way too condensed a time frame).

To top it all off, you don't believe it will provide her with the information she really needs.

Your task in a group: name the Content, the Pattern and Relationship you see in this case



# The Principles of Crucial Conversation



# Workshop #2

- Work in pairs
- Review the areas you've listed when identifying where you are stuck
- Select one or two you'll work on during the course
- Unbundle with CPR – identify content, pattern, and relationship issues
- Pick the issue you think you should address to get unstuck



# Workshop #3 Identify your Style Unders Stress

Answer the questionnaire to identify your style under stress:

<http://rleeconsulting.com/wp-content/uploads/2011/11/Style-Under-Stress-Survey.pdf>

First 12 questions only, we will do the rest next time

- Decide if you want to focus on work or home
- Think of a specific person or topic where you have trouble staying in dialogue (perhaps your Crucial Conversation)
- Candidly answer the questions while keeping your select situation in mind
- Evaluate your score (clue on next page)



# Workshop #3 Identify your Style Unders Stress

## SCORING SHEET

SILENCE	VIOLENCE
1 T	7 T
2 T	8 T
3 T	9 T
4 T	10 T
5 T	11 T
6 T	12 T



# Workshop #3 Identify your Style Unders Stress

Any score in silence or violence comes with a cost.

A high score means you use that technique fairly often.

When you move to silence or violence, what are the negative consequences?





# START ON ME FIRST

## Problem

*When it matters the most and our emotions kick in, we often do our worse – and we feel like we are doing the right thing.*

## Solution

*Learn how to create emotions that make you want to return to healthy dialogue.*



# START ON ME FIRST

Avoid moving to silence or violence by learning:

-> How to get our **heart** right by understanding what it is we really want

->How to get our **head** right by mastering our stories and creating new emotions that help us return to dialogue

*The first thing that deteriorates during crucial conversation is not our behavior (that comes second) but our motive.*



# START ON ME FIRST

## The Path to Action

**Our Stories Create Our Emotions—We Create Our Stories**

SEE &  
HEAR

TELL A  
STORY

FEEL

ACT



# The Path to Action

## **First, you see or hear.**

You are working on a report, and your manager checks up on you three times in an hour, offering suggestions

## **Second, you tell a story.**

You decide that your manager is questioning your capabilities. She doesn't believe you can do it on your own. She thinks you are incompetent.

## **Third, you generate a feeling.**

You feel hurt and defensive. This leads to anger – your manager clearly disregards all the reports you've successfully generated in the past.

## **Fourth, you act.**

You hold a grudge and don't listen or respond to your manager's suggestions.



# START ON ME FIRST

## The Path to Action

### **We guess.**

We try to figure out motive. We pass judgment, leading to a feeling, and, finally, to action.

### **We do so quickly.**

Often we don't even notice we are doing it.

### **We are our own worst enemy.**

Our negative story escalates our emotions and we act our worst when it matters the most.



# Skill#3 Start with Heart

## *My left-hand column case*

1. Recall a tough conversation – ideally linked to your Crucial Conversation list but the one you've actually had that left you frustrated. Perhaps you didn't say what you wanted to or what you said didn't work.
2. Divide a sheet of paper into two columns. Reconstruct the conversation, write actual sentences of both parties in the "Right-hand Column".
3. In the "Left-hand Column", write what you were thinking but didn't say. This is likely to be unflattering but be realistic and honest about your hidden thoughts and emotions.



# Skill#3 Start with Heart

*Learning sharing: My left-hand column case*

1. What kind of things did you not say? Why?
2. What was at the heart of the conversation that was never spoken?
3. How did your unspoken motives affect the conversation?

*“If you don’t talk it out, you’ll act it out”*

*If you don’t first change your heart, any effort to change your actions are likely to be insincere, shallow, and doomed to failure*



# Skill#4

## Focus on What you *Really* Want

*Restart your brain by asking:*

1. What am I behaving like I want?
2. What results do I really want:
  - for myself?
  - for others?
  - for the relationship?
  - for the organization?
3. How would I behave if I really did?





# Skill#4

## Focus on What you *Really* Want

*Refer to your Left-hand Column situation and discuss with your partner:*

1. What were you behaving like you wanted?
2. What did you really want
  - for yourself?
  - for others?
  - for the relationship?
  - for the organization?
3. What could you have said to make what you really want clear?



# **Skill#5 Master my Stories**

## **RETRACE YOUR PATH TO ACTION**

**Skilled people cut off their unhealthy emotions at the source.**

**They stop telling and believing the story.**

**Instead, they retrace their path to the source – what they saw and heard.**



# **Skill#5 Master my Stories**

## **MASTER YOUR STORIES IN THREE STEPS**

- 1. Separate Facts from Stories**
- 2. Watch for Three Clever Stories**
- 3. Tell the Rest of the Story**



# MASTER MY STORIES

## Step#1 Separate Facts from Stories

**What is a fact?**

**How are stories different from facts?**

*Stories are judgments, conclusions, and attributions that we make from the facts.*

Judgments determine whether the facts are good or bad.

Conclusions help us fit elements together.

Attributions tell us why people do what they do.



# MASTER MY STORIES

## Step#1 Separate Facts from Stories

*Once you separate facts from stories, you realize that the same facts could be used to tell an infinite number of stories.*



# MASTER MY STORIES

## Step#2 Watch for Three Clever Stories

### **Victim Stories**

“It’s not my fault!”

With these stories, we are innocent sufferers.

### **Villain Stories**

“It’s all your fault!”

These stories emphasize others’ nasty qualities and typically rely on ugly labels.

### **Helpless Stories**

“There is nothing else I can do!”

These stories convince us that we have no healthy option for taking action.



# MASTER MY STORIES

## Step#3 Tell the Rest of the Story

### **Victim Stories**

Assess your role. Ask yourself:

*“What am I pretending not to notice about my role in the problem?”*

### **Villain Stories**

Humanize others. Ask yourself:

*“Why would a reasonable, rational, and decent person do this?”*

Assume positive intentions.

### **Helpless Stories**

Commit to corrective action by asking:

*“What should I do right now to move towards what I really want?”*



# MASTER MY STORIES

Work in pairs

- Refer back to your Right-hand Column conversation.
- Tell your experience to your partner
- Together, separate facts from stories
- Watch for three clever stories. Which, if any, did you tell?
- Tell the rest of the story with your partner: Ask:

*“What am I pretending not to notice about my role in the problem?”*

*“Why would a reasonable, rational, and decent person do this?”*

*“What should I do right now to move towards what I really want?”*

- Go back to your Path to Action and tell a more complete and accurate story. How will you feel and act the next time you face this person if you tell yourself the rest of the story?





# The Principles of Crucial Conversation

