

Strategy and Leadership PV237

Ing. Michala Kozinova, MBA.



Strategy and Leadership PV237

Change Management



Coaching through change exercise part 3

- **Plot where you believe you are on the transition curve**
- **In pairs, explore your current feelings around change:**
 - **What are your current feelings?**
 - **How does that impact on your behavior, performance, ability to help yourself?**
 - **What other feelings does this exploration evoke?**



Coaching through change exercise part 4

- **Explore how you could move positively through the Transition Curve:**
 - **What outcome are you looking for?**
 - **What are you already doing that's helping?**
 - **What other options/opportunities do you have?**
 - **What would it take?**



Coaching through change - notes

- **Coaching questions – when the person is done answering, don't satisfy yourself with the answer and ask “What else...?” several times – that's when you are digging under the surface and that's when the person is getting to answers he/she was not actively aware of**



Coaching through change - notes

- **OVERCOMMUNICATE**
- **At the moment you think you've communicated a lot, double the effort/introduce new channels ...**



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.



Change management hints



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



Strategy and Leadership PV237

Managing Conflicts



Managing conflict

- **Brainstorming**

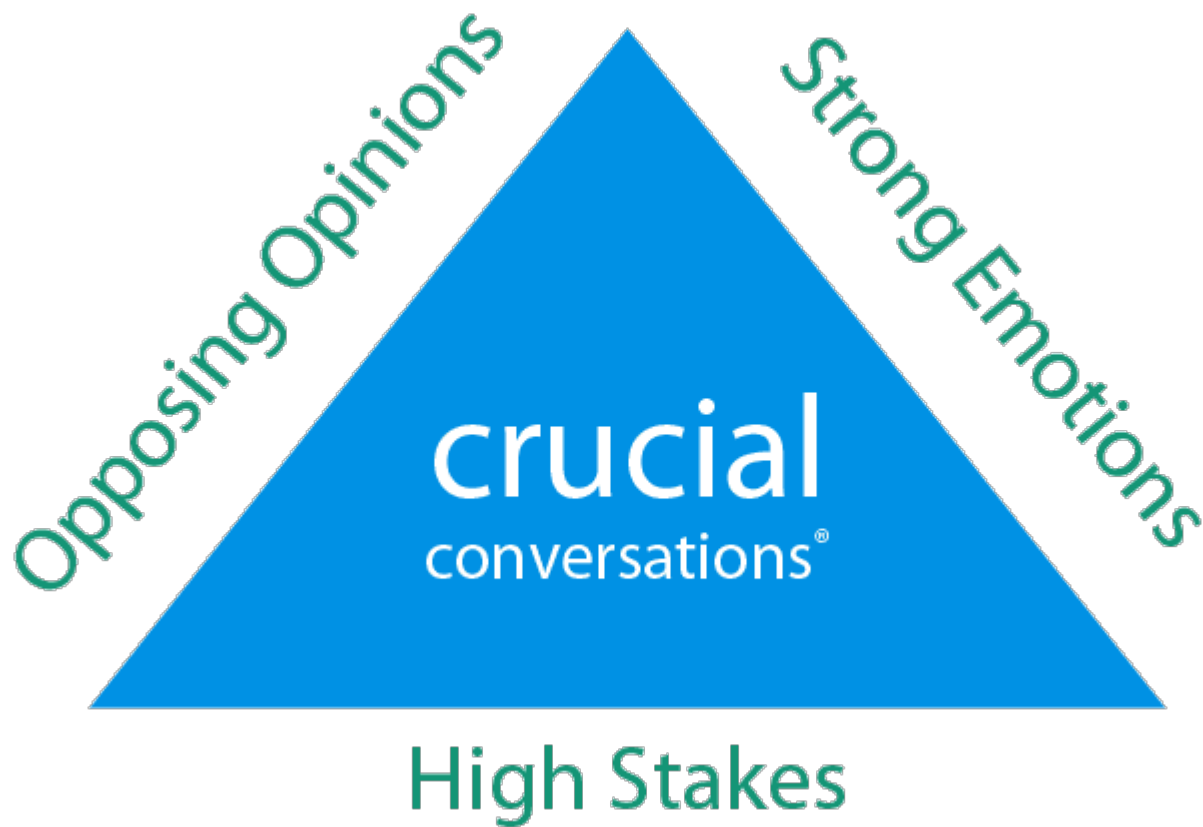
What do we hate in conflict

How do we hate to be treated

What frustrates us during disagreement



Crucial Conversations



The Law of Crucial Conversations

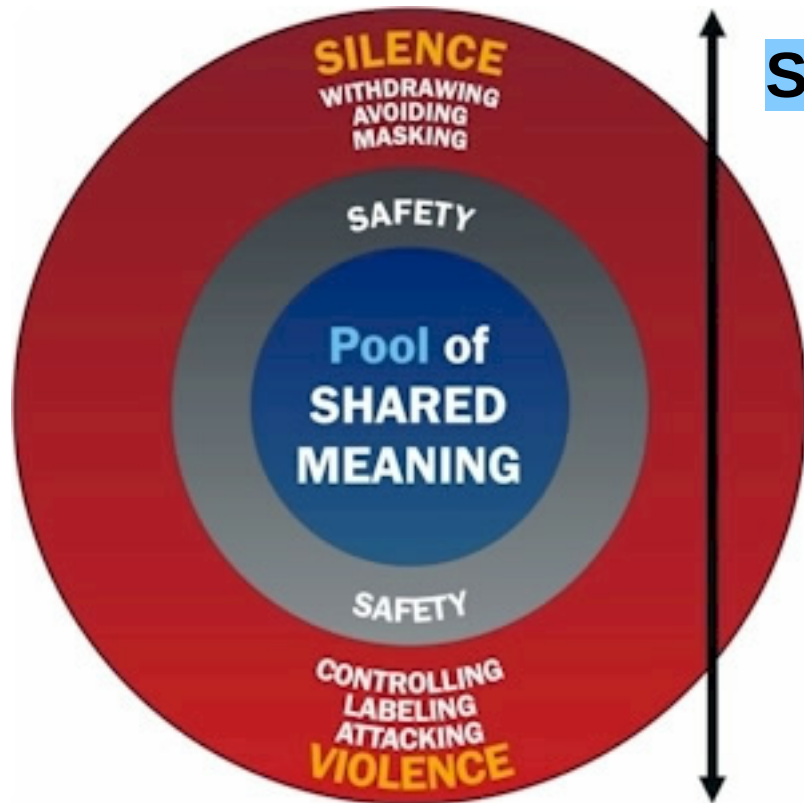
- Anytime you get stuck, there's either a crucial conversation you are not holding or you are not holding well

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**



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

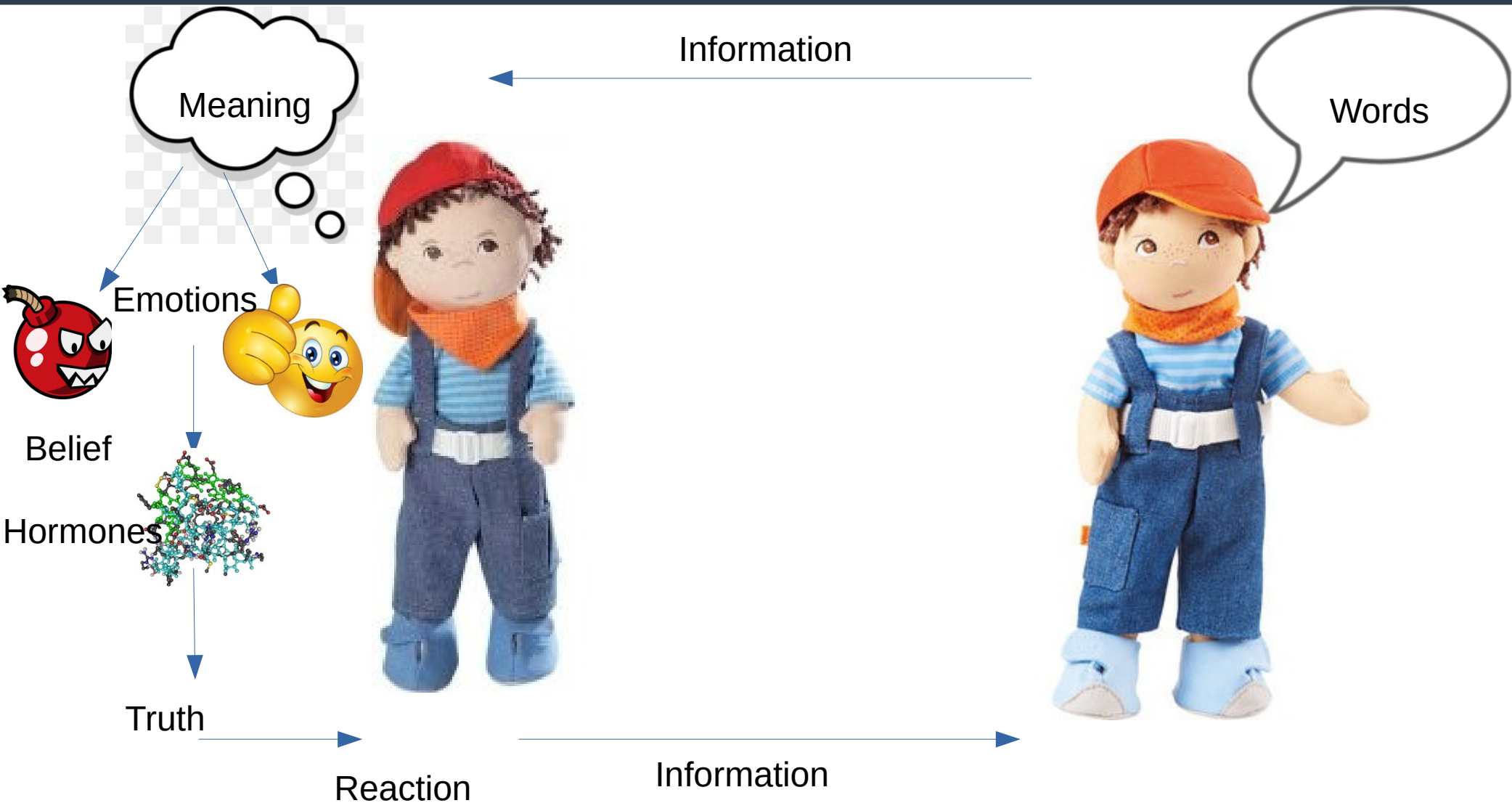
We assume we can either share our honest opinion
OR be respectful and we are blind to dialogue option

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

VIOLENCE – Controlling, Labeling, Attacking



Information is just an information

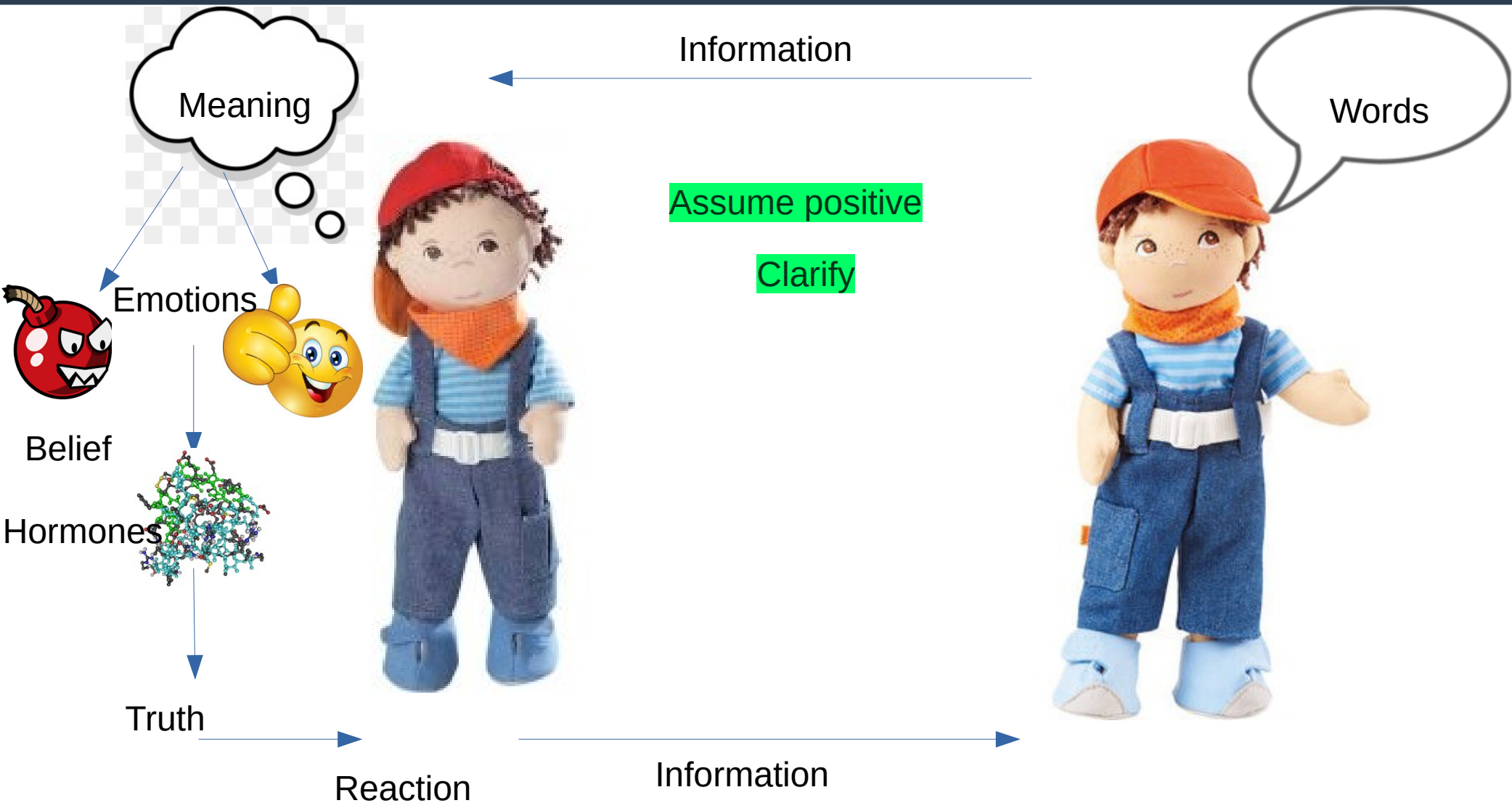


Information is just an information

How can you influence how the conversation will go?



Information is just an information



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

- 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



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 |



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.

