

Leadership
Development
Programme

Skills Build 2

Having Challenging Conversations



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Having
Challenging
Conversations

Check in

- **My previous experience of having challenging conversations,**
- **What I find tricky when in a challenging conversation?**



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Territory for Today (9.30am– 1.00pm)

- Context & Check-in
- Why it matters and what's in it for me and my team to get this right?
- What makes a conversation Challenging and what can hold us back?
- What are the skills we need to deal with challenging conversations
- **BREAK (11.15– 15 Minutes)**
- Tips and techniques to hold great conversations
- A chance to apply learning to a real-life challenging conversation



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Why it matters?

What's in it for me and my team to get this right?



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What types of conversations do you have?



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What's the difference?

What makes a conversation challenging?

What is the fear we can have?

How can we make a challenging conversation
a good conversation?



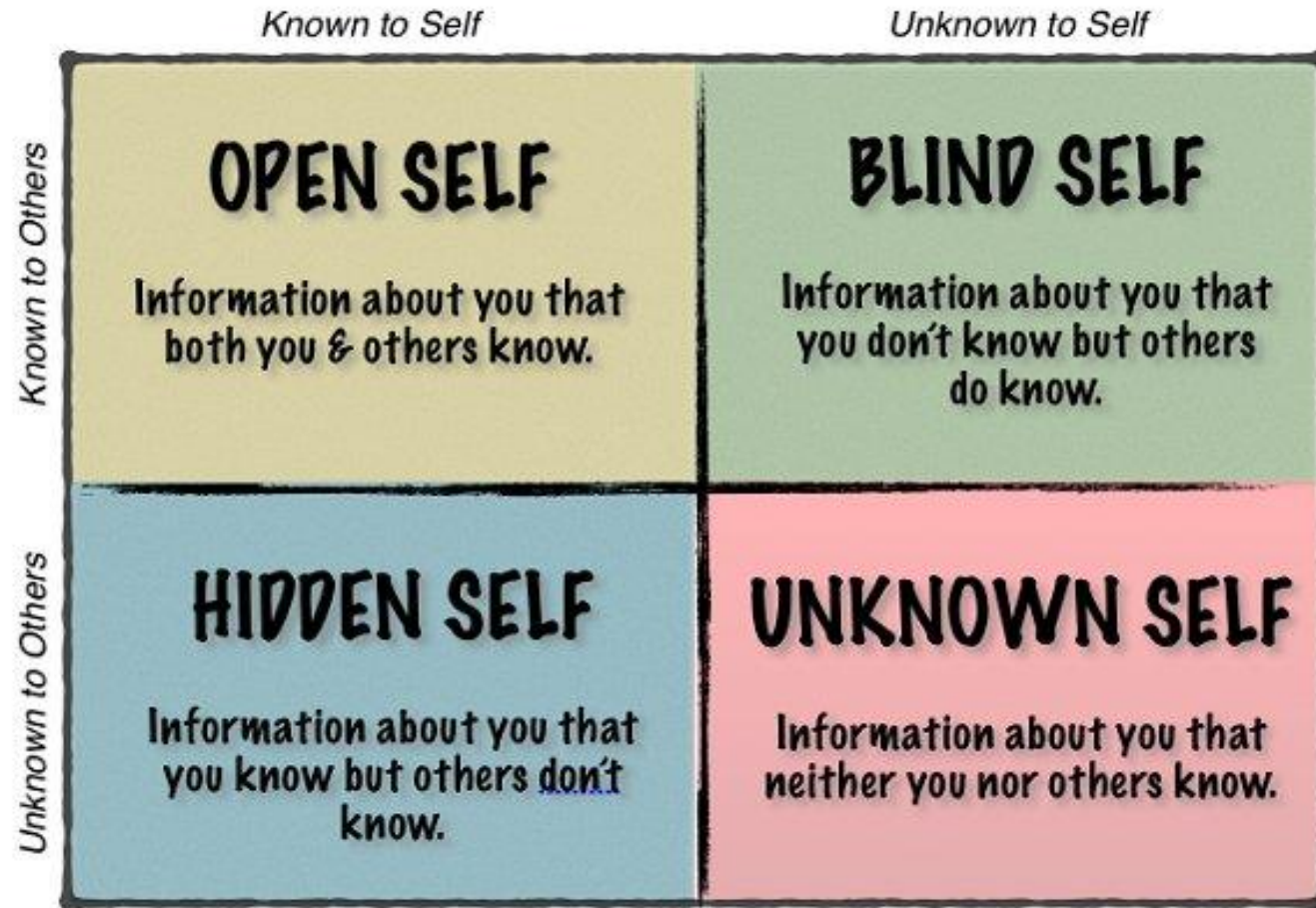
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THE JOHARI WINDOW MODEL



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What is subconsciously holding you back?

Your subconscious mind is responsible for 95% of all your thinking,

which leaves a very small percentage of your decisions to be made deliberately.



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Some common limiting beliefs are:

“I don’t know enough.”

“Other people are better than I am.”

“I have to be perfect.”

“I don’t have time.”

“I have to please everyone.”

“I’m not important enough.”



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SELF LIMITING beliefs



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LEVELS OF CHALLENGE



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How do I reset my mindset to be present?



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How to respond in the moment

Assertiveness is the ability to express thoughts and feelings the 'HARD' way:

Honest
Appropriate
Respectful
Direct



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IMPORTANCE OF LANGUAGE

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PLAYING TO AVOID LOSING

"I can see this being a problem"

"You need to stop making so many mistakes"

"Let's aim for 2% growth"

"The market is tough, that's just the way it is."

PLAYING TO WIN

"How can we make this happen?"

"We need to build on your strengths"

"How can we be the best in our field?"

"The market is tough, how can we use this to our advantage?"



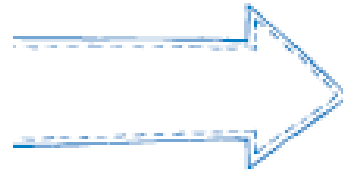
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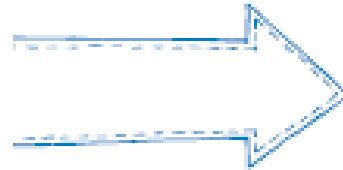
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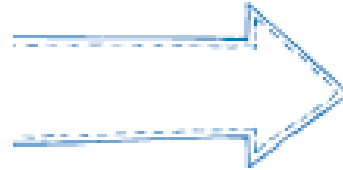
PLAYING TO WIN VS PLAYING TO AVOID LOSING



What are you doing when you are in each mindset?



What is the impact on me and on others?



What triggers me in/out of each mindset?

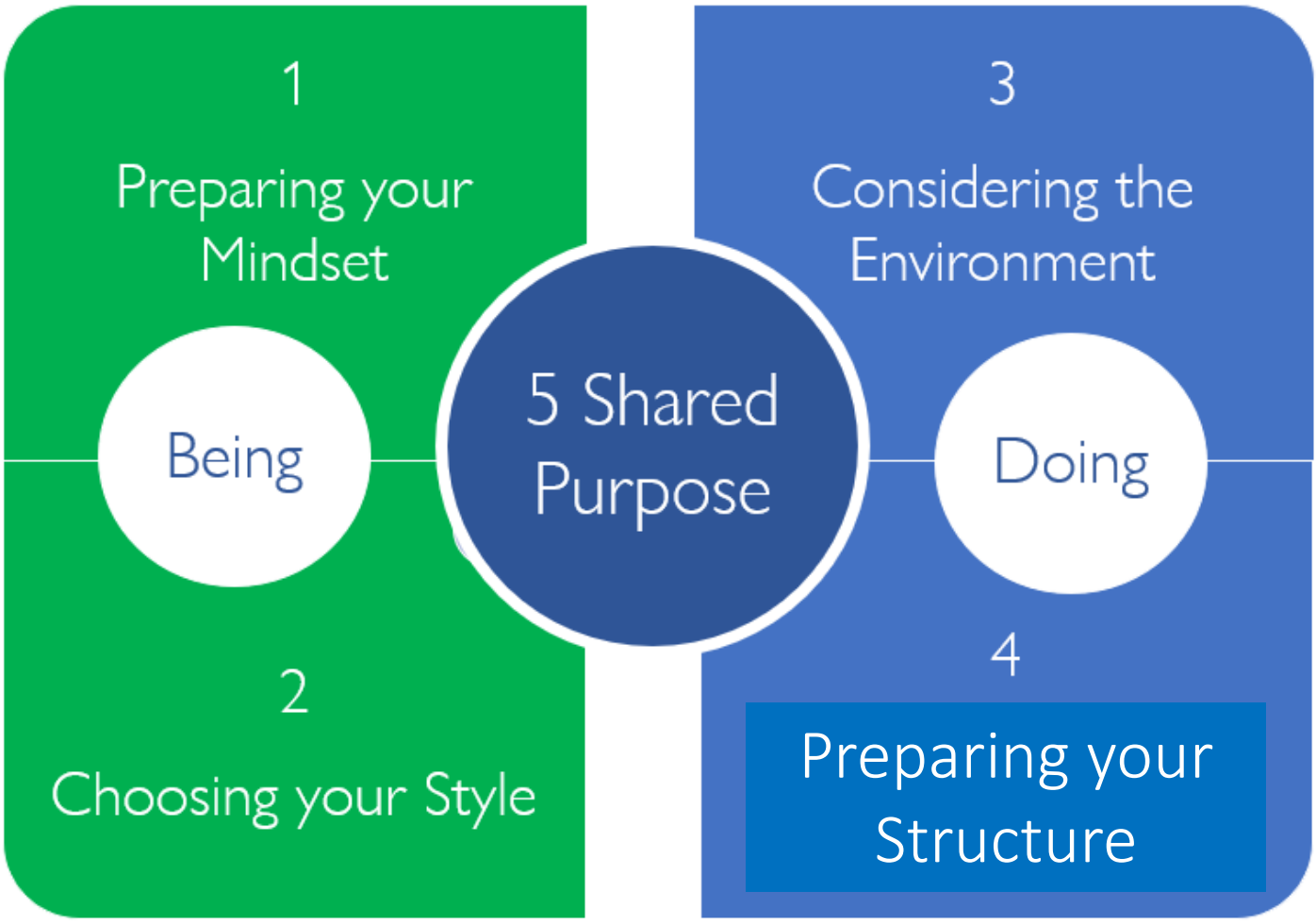


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Choosing
our style

Self
awareness

Mindset

Listening

Quality
questions

Conversation
Framework



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Conversation Framework



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What is feedback

AFFIRMATIVE

Helps reinforce when someone has done something well. More than just praise as it highlights specifically what was good so they can replicate the behaviour

DEVELOPMENTAL

Gives information on what someone needs to improve upon

Is balanced,
specific, timely
and regular,
explored with the
**INTENTION OF
IMPROVING
FUTURE
PERFORMANCE**



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Feedback Models

- Situation
- Behaviour
- Impact
- Observation
- Feeling
- Reason
- Requirement

- ★ What went well?
- ★ What was tricky?
- ★ What would you do differently next time?
- ★ Would you like some feedback from me?
- ★ What I thought was good...
- ★ What I thought was tricky...
- ★ What I thought you might do differently next time...



- Behaviour
- Impact
- Feeling
- Future



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Ability to explain
issues clearly,
concisely, precisely.

Be open, honest and
empathetic.

Communicate
correctly –
distinguish between
facts and opinions.

Decision making

Take an interest in
other people's point
of view.

Lead by example – if
you won't do it, they
won't.

Acknowledge that
others
have rights too.



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Explore

- 1.**
Time to on your own to prepare a real challenging conversation you need to have with someone
- 2.**
Break out - Paired with someone to share your preparation of your REAL challenging conversation you need to have with someone
- 3.**
Debrief as a whole group



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Self Reflection

Stop - What are the things you might need to change?

Start - What could you start doing more of?

Continue – What can you continue doing?

You

team



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Reflection

**What will I need to
'let go of'
to be more confident having
challenging conversations?**



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Final Thoughts

What is your key take away?

How will you keep the learning alive?



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