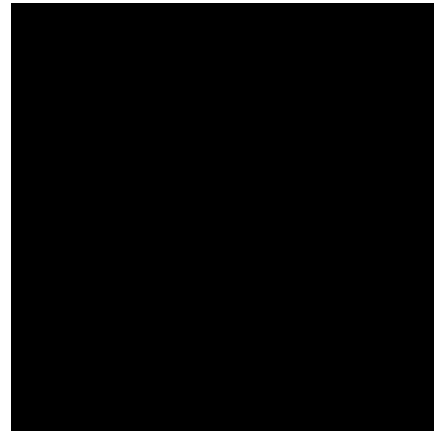
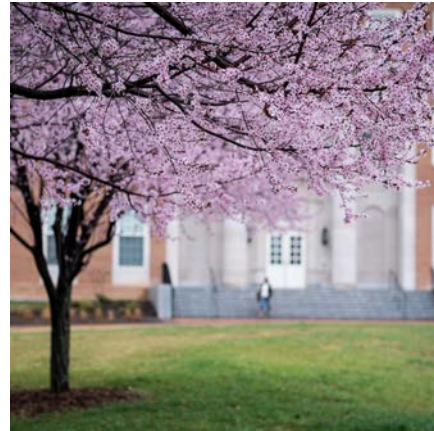




SESSION 5:
CHALLENGING
CONVERSATIONS

WAKE FOREST
SPORTS CAPTAINS



John J. Sumanth, Ph.D.

James Farr Fellow &
Assistant Professor of Organizational Behavior

July 13, 2017

Recapping Our Last Session...



- Any Questions? Comments? Lingering Thoughts? Concerns?
- How might you connect what you've covered from prior sessions to this one? (e.g., Emotional Intelligence)

QUESTIONS
COMMENTS
CONCERNS



What is a “Difficult” Conversation?



- “A **difficult conversation** is anything you find it hard to talk about.” (Stone et al., 1999)
- Often takes place when at least two parties have:
 - (a) differing opinions, perceptions, needs and wants
 - (b) strong feelings and emotions about the issue(s)
 - (c) significant stakes or consequences to consider



How Do We Deal With Them?



There's an emotional toll ...



66%

feel stressed or
anxious if they
know a difficult
conversation is
coming up

We Don't...We Avoid Them!



...and avoidance tactics are used in abundance.



57%

would do almost anything to avoid having a conversation

52%

prefer to put up with a negative situation rather than tackle it

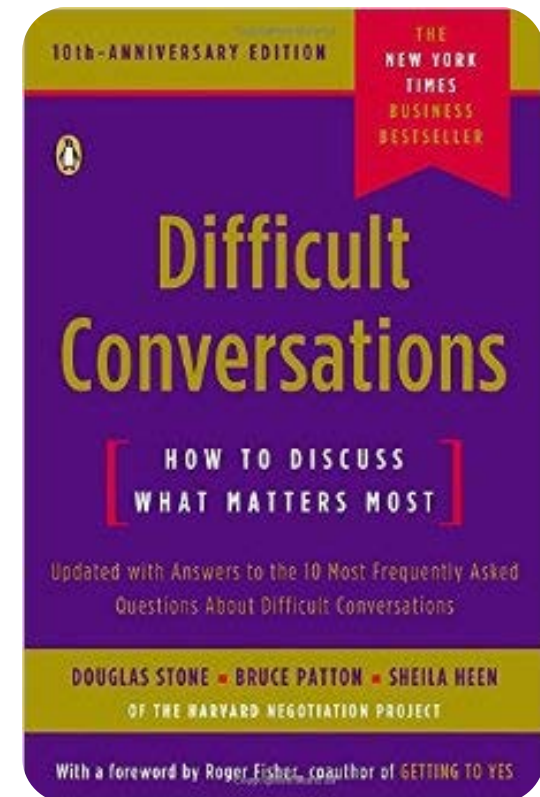
Why Are We “Turtles” & “Clams”?



A Difficult Conversation is Actually Three Different Conversations



- Structure of a Difficult Conversation
 - The “*What Happened?*” Conversation
 - The *Feelings* Conversation
 - The *Identity* Conversation
- Your Goal = *Learning Conversation*
 - Understand what has happened from the other person’s point of view
 - Share and understand feelings
 - Work together to figure out a way to manage the problem going forward



Share Your Experiences...



- Break up into groups of 3. What are some difficult conversations you've experienced? With Coaches? Family? Teammates? Others?
- How did you handle them?
- What mistakes did you make, if any?
- What did you learn from those experiences?





4 Keys to Having a Difficult Conversation



- 10-minute video by Brendon Burchard, *NY Times* best-selling author, life coach, speaker
- <http://bit.ly/1ThmpER>

MAGGIE HUDSON





How to Have a Difficult Conversation (5 Keys)



- **Don't enter the conversation with whatever emotion you are feeling**
 - Instead, use HUMILITY and KINDNESS
 - You don't have all the answers. Don't barrage them with information.
- **Begin with the end in mind**
 - How do you want them to feel at the end of the conversation? What do you want them to think, believe or do at the end of the conversation? How about you? How do you want to feel? What do you want to think, believe, or do?
- **Use the XYZ conversation pattern**
 - "I saw or heard X."
 - "I felt this way..." (Y)
 - "Can we talk about that?" OR "Are you ready for us to have a conversation about this?" (Z)
 - Never solve the conversation before having it. You're asking for an entrance to a conversation.
- **Be more patient than you're used to. Go slow. Let them have time to process.**
- **Be specific – use behavioral examples, not general attributions (e.g., you're lazy)**



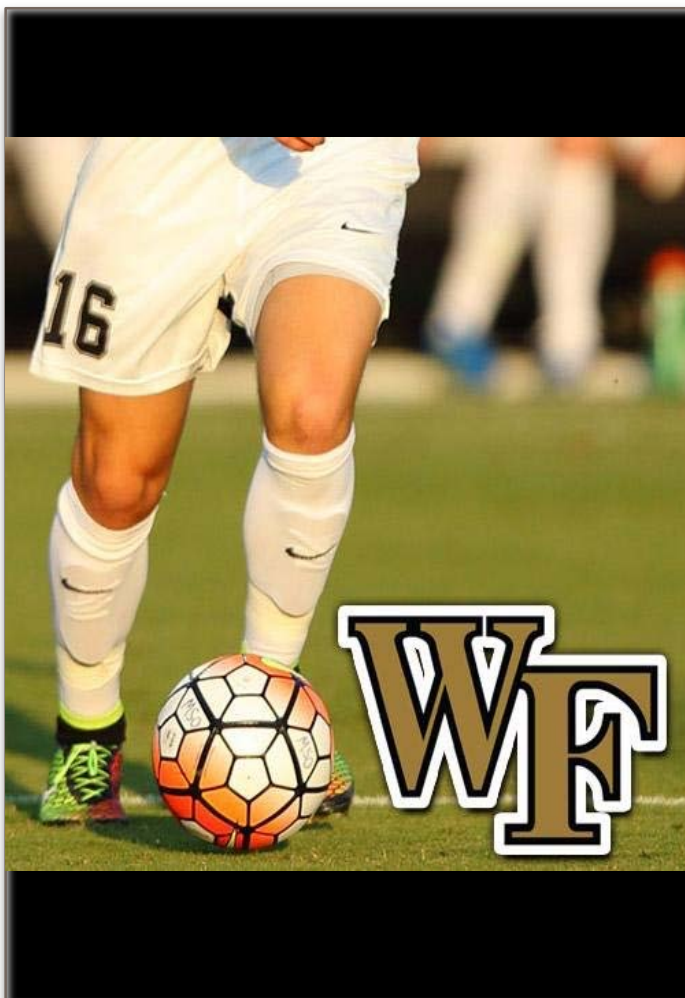
Pay Attention to Your Non-Verbals!



- **When it comes to communicating...**
 - **55%** is your body language (i.e., facial expressions, eye contact, posture, gestures, touch, movement)
 - **38%** is your tone of voice (i.e., intonation, pitch)
 - **7%** is the actual words spoken
- **In other words, 93% of what you "say" isn't your words!**



Let's Practice Again...





More Practice on Your Own...



- **Giving Job Performance Feedback Role Play**
 - If you are Stanley, partner with Burke
 - Take 10 minutes to have the conversation
- **Apply what you've learned (i.e., the 4 Keys)**
 - What do you want to get out of this meeting?
 - What are your strategies for obtaining your objectives?
- **When finished...**
 - Burke – give Stanley feedback on his/her performance as a boss delivering tough feedback
 - Stanley – give Burke feedback on his/her receptivity to feedback and/or any observations (e.g., body language)

