

Tough Conversations Fuller Coaching

VPE/CTO – Community of Practice

Jean Fuller
October 16, 2007

jean@fullercoaching.com

©Fuller Coaching 2007

1

Agenda - Tough Conversations

1. **Tough Topics / Sensitive Issues**
 - Board Bad News, Performance Reviews, +
2. **Context:**
 - Communication Styles - Mismatch
 - Situation Context
3. **Course of Actions**
 - Situation Analysis
 - Criteria for Decisions
 - Communication Plans
4. **Case Discussions**

©Fuller Coaching 2006

2

Tough Conversations Summary

- A critical success criteria for executives
- Often highest payback executive development area ~ Trust
- Affects bottom line business results
- If not proactively managed, dramatically affects productivity for future results
- A core retention issue / opportunity

Observe YOUR "Inside Profile" during Tough Conversations

- Topics
- Context
- Content
- Style
- +...

Context: Tough Conversations

People Context: Communication Styles

- Communication Styles Mismatch

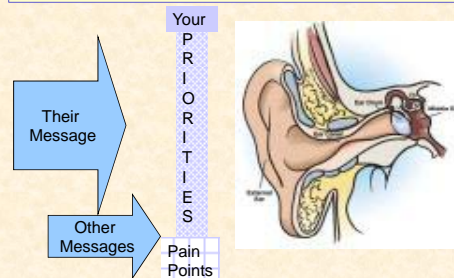
Situation Context:

- Surprised / Prepared
- Urgent / Important
- Short term / Long Term
- Mandated / Collaborative

©Fuller Coaching 2006

5

Understanding OTHERS DEPENDS **On How You Translate & Your Listening Filters**



©Fuller Coaching 2006

Assess Communication Styles

<p>ANALYTIC</p> <p>★</p> <p>Swiss</p>	<p>DRIVER</p> <p>★</p> <p>German</p>	<p>Notes:</p> <p>Who do you think of In these categories?</p> <p>_____</p> <p>_____</p> <p>_____</p>
<p>Midwest US</p> <p>★</p> <p>AMIABLE</p>	<p>Italian</p> <p>★</p> <p>EXPRESSIVE</p>	

"Loose" Foreign Language Analogy

©Fuller Coaching 2006 7

Core Communication Profiles

Results			
ANALYTIC / Compliance		DRIVER / Dominance	
Logical	Accurate	Results Oriented	Decisive
Thorough	Fact-Finder	Problem-Solver	Competitive
Serious	Precise	Persistent	Direct
Systematic	High Standards	Efficient	Pragmatic
Prudent	Conscientious	Conscientious	Independent
AMIABLE / Steadiness		EXPRESSIVE / Influence	
Diplomatic	Team Player	Confident	Convincing
Supportive	Win-Win Approach	Persuasive	Sociable
Patient	Cooperative	Enthusiastic	Inspiring
Loyal	Good Listener	Trusting	Loves Stage
Sincere	Stable	Optimistic	Charming
Relationships			

Assess Assert

©Fuller Coaching 2006 8

Assess Styles Under Stress

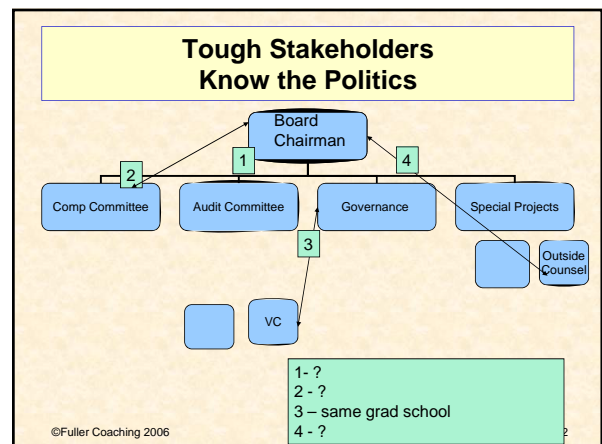
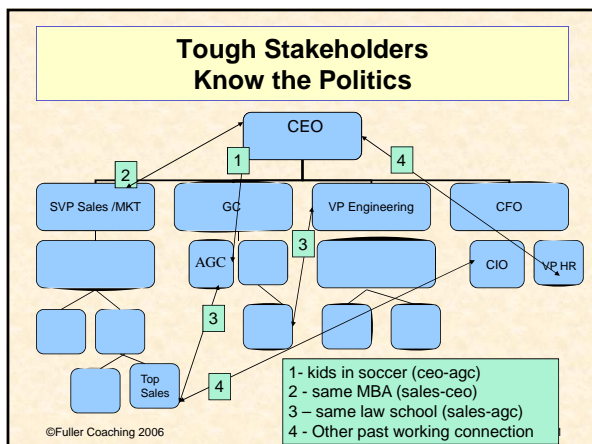
<p>+ Normal Behavior</p> <p>++ Stress</p> <p>+++ Major Stress</p>	
<p>ANALYTIC</p> <p>+ Logical</p> <p>++ Avoidance</p> <p>+++ Autocratic</p>	<p>DRIVER</p> <p>+ Assertive</p> <p>++ Autocratic</p> <p>+++ Avoiding</p>
<p>AMIABLE</p> <p>+ Diplomatic</p> <p>++ Acquiescing</p> <p>+++ Attacking</p>	<p>EXPRESSIVE</p> <p>+ Persuasive</p> <p>++ Attacking</p> <p>+++ Acquiescing</p>

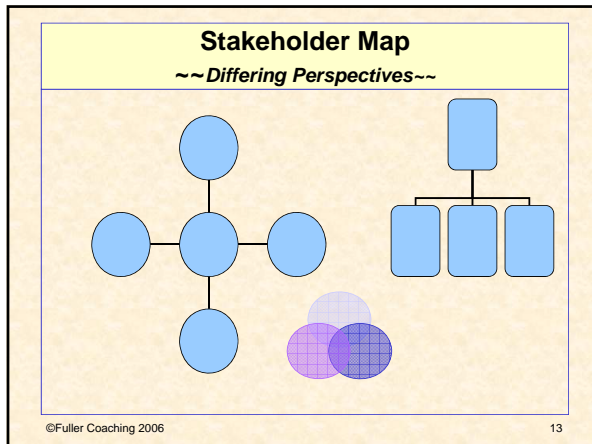
©Fuller Coaching 2006 9

Checklist for Tough Conversations

<p>ANALYTIC</p> <ul style="list-style-type: none"> - Trust only with proof - Drive for deeper analysis - Impersonal style - Issue oriented debate - The 'right' way 	<p>DRIVER</p> <ul style="list-style-type: none"> - Demanding demeanor - Drive to make decisions now! - Curt / net style - Confrontation - Impatience
<p>AMIABLE</p> <ul style="list-style-type: none"> - Trust only with relationship - Balancing for agreements - Personal style - Avoiding debate - The team focus 	<p>EXPRESSIVE</p> <ul style="list-style-type: none"> - Attention only for New Ideas - Demand for visibility, excitement - Demand for recognition - Avoidance of details - Attention span for Creative

©Fuller Coaching 2006 10





Situation Context: Tough Conversations

Situation Context:

- Surprised / Prepared
- Urgent / Important
- Short term / Long Term
- Mandated / Collaborative

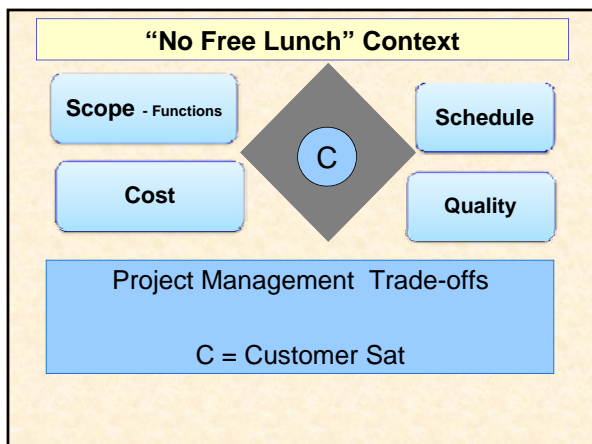
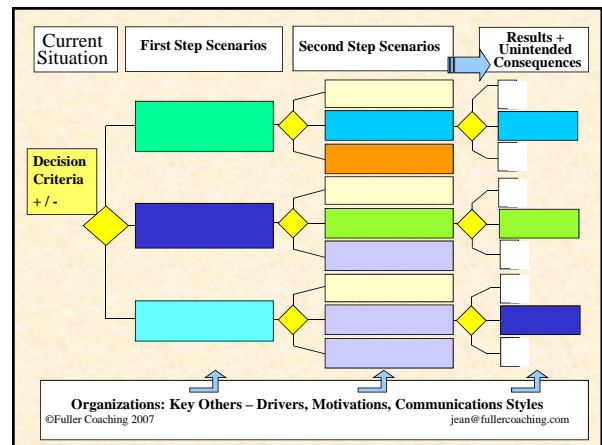
Situation Scenario planning

©Fuller Coaching 2006 14

Initial Tough Conversation Plan

1. **Translate to your Tough Stakeholders**
 - Up-line, peers, staff, board
 - Clients, partners, Other
2. **Define YOUR TC Scenario Profile**
 - Situation Context
 - Decision Criteria for actions
 - Scenario Plans
 - Mid Course Corrections Future Plans

©Fuller Coaching 2006 15



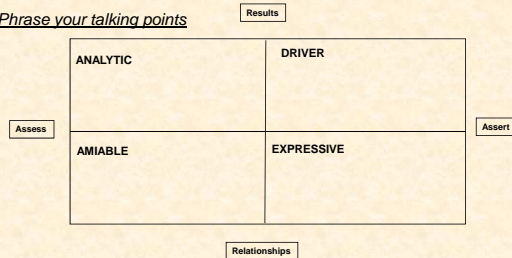
Define Your Best Communication Plan

1. **Frame strategy to outcome (negotiate, debate, inform, etc.)**
2. **Know your own style/strengths**
3. **Organizational Communication Plan**
 - Key Stakeholder targets & styles
4. **Key event calendar: 30-90-360 day**
5. **Preparing conversations-comebacks**
6. **Surprises: Recovery / Responses**

©Fuller Coaching 2006 18

Translating YOUR Message to TS 3 Talking Points

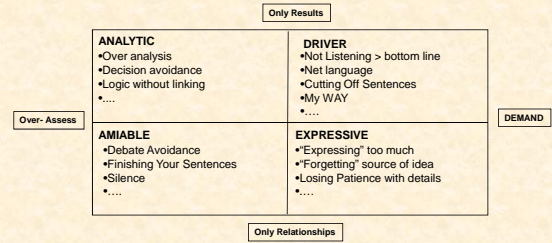
Phrase your talking points



©Fuller Coaching 2006

19

Typical Stress "BAD Habits" Develop Your Tailored Responses



©Fuller Coaching 2006

Your Checklist for Listening How do different styles make you feel?

ANALYTIC <i>Impact on you:</i> - Trust only with proof - Drive for deeper analysis - Impersonal style - Issue oriented debate - The 'right' way	DRIVER <i>Impact on you:</i> - Demanding demeanor - Drive to make decisions now! - Curt / net style - Confrontation - Impatience
AMIABLE <i>Impact on you:</i> - Trust only with relationship - Balancing for agreements - Personal style - Avoiding debate - The team focus	EXPRESSIVE <i>Impact on you:</i> - Attention only for New Ideas - Demand for visibility, excitement - Demand for recognition - Avoidance of details - Attention span for Creative

©Fuller Coaching 2006

21

Recovery Plans for Surprises

Regain Balance:

- Stop trying to be right
- Understand assumptions, frame
- See intent vs. impact
- Note blame-creep
- Recognize human feelings, ego
- Define priority, what's at stake
- Listen and think like 3rd party mediator
- Assess: pass, stand, escalate, defer
- 3 steps ahead – outcome & impact

©Fuller Coaching 2006

22

Resources for Tough Conversations

- Tough Conversations Roadmaps
 - Difficult Conversations (Ury, et al Harvard Negotiation Project)
 - Crucial Conversations, Confrontations (Patterson et al)
 - Fierce Conversations (Scott)
- Your Style
 - People Styles at Work (Bolton)
- Your Context

Crucial Conversations

1. Focus on what you really want, not want
2. Learn to Look – Styles under Stress
3. Make it Safe
4. Master Fact vs. Story
5. State your View
6. Explore others' views
7. JF: Discuss & Translate: Scenarios, options, criteria
8. Move to Action

Crucial Confrontations

1. Choose What & IF to confront
2. Master my Stories (fact, justifications, emotional interpretations)
3. Describe the Gap
4. Make it Motivating
5. Make It Easy
6. Stay Focused & Flexible
7. JF: Discuss & Translate: Scenarios, options, criteria
8. Move to Action

Difficult Conversations

1. Sort out what happened
2. Understand Emotions
3. Ground your Identity
4. Check your purposes
5. Decide whether to raise the Issue
6. Invite dialogue and collaboration to find shared outcome
7. Find ways to keep dialogue open
5. Hold Mindset of explorer
6. Invent options, collaborate

Sam Case Study: Tough Conversation

1. **Sam Case Study Discussion #1**
 - New News: Next week Board Meeting
 - New Facts recently discovered: slip project
 - NO CHANGES to FACTS
2. **Sam Case Study Discussion #2**
 - Employee Coaching, Dept Talent
 - Critical Project Slip, Again

©Fuller Coaching 2007

27

Case Working Groups

1. **Group of 3: Pick 1 case**
 - Choose Board or employee case
 - What course of action would you take?
 - Why?
2. **Share with group your**
 - Course of Action
 - Tough conversation planning

©Fuller Coaching 2007

28

Discussion Group Sharing Tough Conversation Strategies

1. **Discussion Groups Share:**
 - **With ONLY the SAME facts:**
 - How would you present to your board?
 - How would you 'translate' to different Directors?
 - What do you think your directors would do/say?
2. **How would you present news to Confirm with Past/Future Scenarios**

©Fuller Coaching 2006

29

Board Case Study #1

1. **Board Case Study:**
 - New News: Next week Board Meeting
 - Facts recently discovered:
 - New Project Manager found 2 months slip on critical path software
 - China Alliance sampling = 30% defective parts
 - Alpha customers report performance "bugs"
 - No separate quality / test department
 - Limited integration testing
 - Board Style: 3 Strong Analytics; 4 Strong Drivers
2. **How would you present news ?**

©Fuller Coaching 2006

30

Employee Case Study #2

1. How would you coach Sam?

- ❑ New News: Sam, your Director has been negatively discussing the new Employee Development Program, yet doesn't make committed dates
- ❑ Director is also a yes-person and doesn't balance business needs – says yes too much
- ❑ Over-promised to internal client, now can't deliver and wants more resources allocated to project (not available)
- ❑ New Facts recently discovered: slip project critical path or customer sat

2. How would you coach Sam?

©Fuller Coaching 2006

31

Tough Conversations Summary

- A critical success criteria for executives
- Often highest payback executive development area ~ Trust
- Affects bottom line business results
- If not proactively managed, dramatically affects productivity for future results
- A core retention issue / opportunity

Q&A TIME

Thanks for coming!

Jean Fuller

jean@Fullercoaching.com

650-366-2800

©Fuller Coaching 2006

33