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Greg's Little Voice



She did it again. We JUST had this conversation and she PROMISED. It is like she is trying to undercut me with clients. I mean, doesn't she know that the plow won't come if she doesn't call them? I've told her a million times. I'm not sure I want to have this conversation again. I mean, what is she THINKING?!


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Defining Conflict

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Conflict

Any time when two or more people have different opinions or positions about something in which they both have an interest

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What happens when conflict is not addressed?

- ✗Lack of engagement
- ✗Poor performance
- ✗Divided teams
- ✗Frustrated trustees and staff
- ✗Gossip
- ✗People leave

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What improves when conflict is managed effectively?

- ✓Productivity
- ✓Communication
- ✓Collaboration
- ✓Retention
- ✓Creativity
- ✓Engagement
- ✓Overall culture

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What is the first step toward managing conflict effectively?

Building Awareness



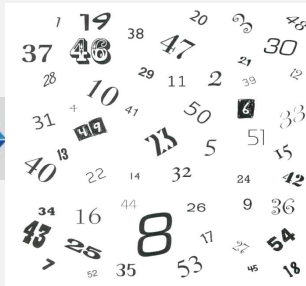
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Preparing for Challenging Conversations

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Count the Numbers



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Adding the Framework




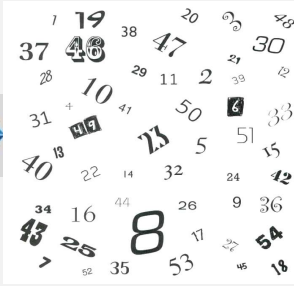
1	2	3
4	5	6
7	8	9

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Count Again





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One More Time



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Exercise 3



- ❖ What makes a conversation difficult for you?
- ❖ Which of these factors is present in "The Trouble with Snow"?
- ❖ Be prepared to share with the full group

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What Makes a Conversation Difficult?



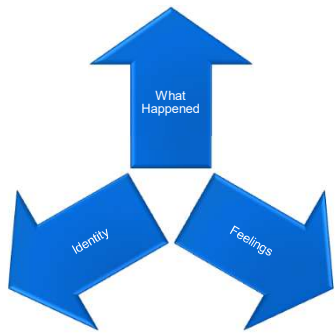
Yourstory.com

- Topic
- Emotional state
- Implicates self-esteem
- Important outcome
- Important people
- Vulnerability
- Uncertainty
- Conflict management styles
- Different priorities or perspectives

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Three Simultaneous Conversations

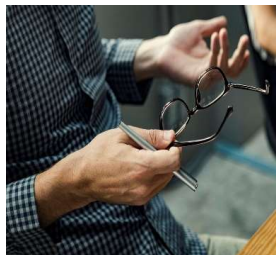


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Characteristics of the “What Happened” Conversation

- Focused on the facts
- Anchored in the past
- Positional
- Who should have said what
- Unusual to agree on what happened
- More people involved, more versions



The Digital Artist

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TIPS for Navigating the "What Happened" Conversation

"I find relief from the questions only when I concede that I am not obliged to know everything. I remind myself it is sufficient to know what I know, and that what I know, may not always be true."

— Maya Angelou

```


graph TD
    A[Disentangle intent from impact] --> B[Examine Assumptions]
    B --> C[Abandon Blame]
    C --> D[Map the contribution system]
    D --> E[Be curious]
    E --> F[Put yourself in their shoes]
  
```

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The "Feelings" Conversation

- Can impact any interaction, big or small
- Can be implied or expressed
- Often requires decoding



Abc.com

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Tips for Navigating the "Feelings" Conversation



- The feelings are there – don't ignore them
- Identify your own feelings
- Be curious about the other person's feelings
- Avoid judgment, blame and shame

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The “Identity” Conversation



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- What does the conversation mean to my self-esteem?
- My competence?
- Who I am?
- What does it say about me?

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Tips for Navigating the “Identity” Conversation



- Be curious
- Be compassionate
- Be clear and kind
- Focus the conversation on specific behavior or actions, not the person's character

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The FIRE Model

Adapted from Murphy, Mark. *Truth at Work*. New York: McGraw Hill Education. 2017.

FACTS

INTERPRETATIONS

REACTIONS/EMOTIONS

END RESULTS

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Exercise 4: FIRE Box



Flesh out Fact,
Interpretation,
Reaction and End
Result using “The
Trouble with Snow”

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The FIRE Model

Adapted from Murphy, Mark. *Truth at Work*. New York: McGraw Hill Education. 2017.

FACTS

INTERPRETATIONS

REACTIONS/EMOTIONS

END RESULTS

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The FIRE Model- Greg’s Perspective

Adapted from Murphy, Mark. *Truth at Work*. New York: McGraw Hill Education. 2017.

FACTS

- It snowed
- Greg was at the office
- The plow did not come
- Greg had to shovel the snow

INTERPRETATIONS

- Lauren forgot to call again
- Lauren is selfish
- Lauren doesn’t care
- Skiing is more important that I am

REACTIONS/EMOTIONS

- Angry
- Hurt
- Disrespected
- Stressed out

END RESULTS

- A plowed parking lot
- Mutual respect
- I don’t want to be taken for granted

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Preparing Yourself



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Questions to Consider as you Prepare for a Constructive Conversation

Does the conversation need to happen?

What is my purpose in having the conversation?

What do I expect the outcome to be?

What expectation might the other person have?

How can I invite the other person to problem solve with me?

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Prep questions: multiple issues

- How will this additional issue contribute to the conversation?
- How could raising this issue undermine or damage the conversation and potential outcome?
- Is it important enough to my purpose to include in the conversation?
- Does this issue relate to something else, or the anticipated outcome?
- Is raising this now the best way to reach my purpose?

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Preparing for a Constructive Conversation


	My Perspective	Their Perspective
Why have this conversation?		
What happened? (use the FIRE box)		
What Emotions are Present? Which ones will be productive to share?		
Identity: What does this situation say about me? The other person?		
What is holding me/us back from having this conversation?		

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Demonstration of a
Challenging
Conversation

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Q & A

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