



**CRITICAL CONVERSATIONS**

THE COURAGE TO SHOW UP

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Today's Agenda

What we're covering today.

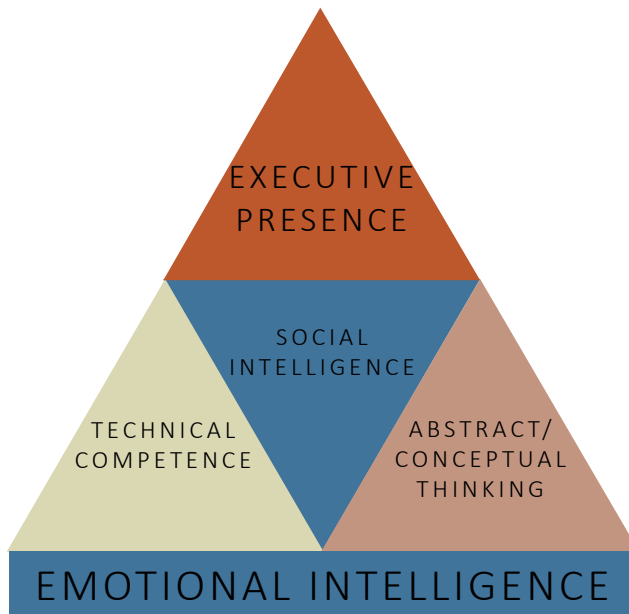
- EXECUTIVE PRESENCE
- EMOTIONAL INTELLIGENCE
- CRITICAL CONVERSATION MODEL
- CCM: ONE ON ONE
- CCM: ONE TO MANY
- CLOSING THOUGHTS

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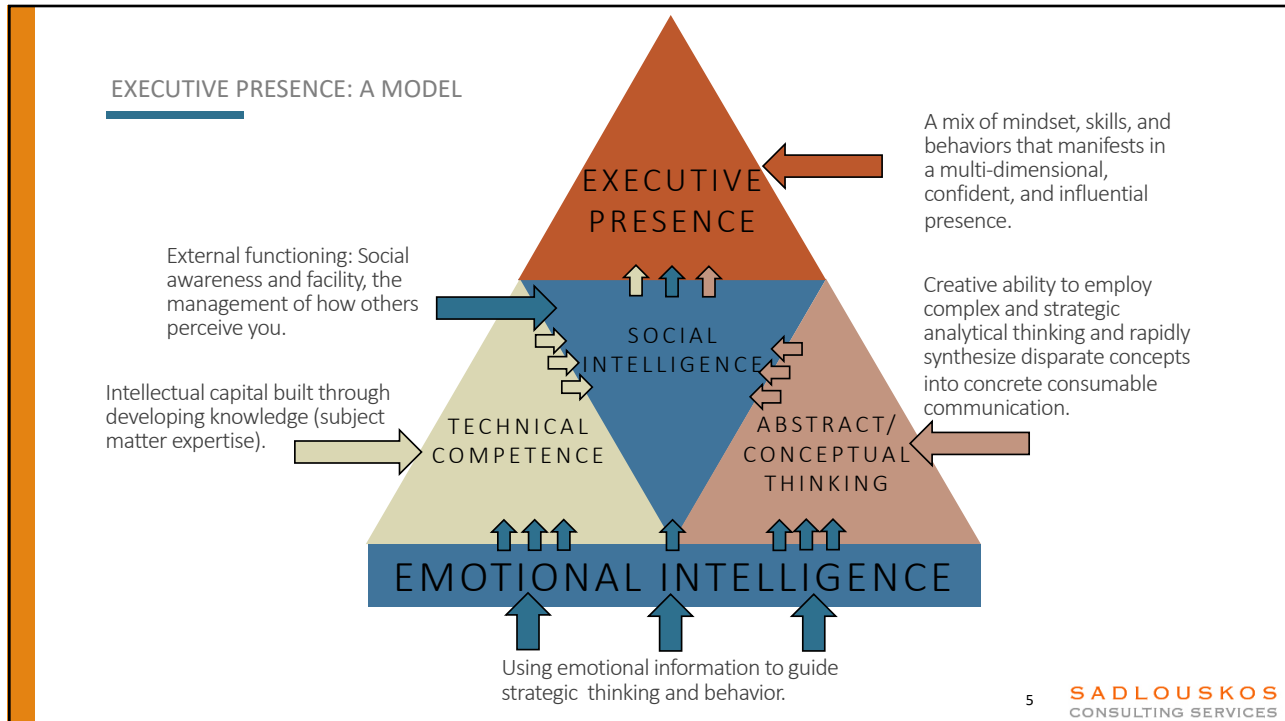
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EXECUTIVE PRESENCE

A mix of mindset, skills, and behaviors that manifests into a multi-dimensional confident and influential presence.



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**EFFECTIVE COMMUNICATION**

**WHAT IS IT?**

What are common communication scenarios in the workplace?

Who do you believe is an effective communicator/ role model? Why?

What are examples of successful communication scenarios?

What are critical success factors in effective communication- why communication goes well?

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EMOTIONAL INTELLIGENCE

Definition

What is Emotional Intelligence?

- How you translate your awareness about how well you perceive & express yourself, develop & maintain social relationships, cope with challenges, and use emotional information in meaningful ways.

Emotional Intelligence and Improved Leadership Aptitude

- Consistent understanding and control over one’s emotional state
- Skills development and maintenance of desired personal relationships
- Increased capacity to manage conflict through empathetic understanding

EQi Model



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Full Approach

Questions to Answer:

- What are our agreed upon concrete steps forward?
- How will we communicate?
- What went well (link back to reflection)?

REFLECT

- What are my goals?
- What are his/her possible goals?
- How will I get into the right frame of mind to have this conversation?
- What are other possible reflection points?

ACT

- Actively listen.
- Ask questions.
- Start conversation with, "I'd like to discuss x with you, but first, I'd like to hear your perspective."
- Define next steps.

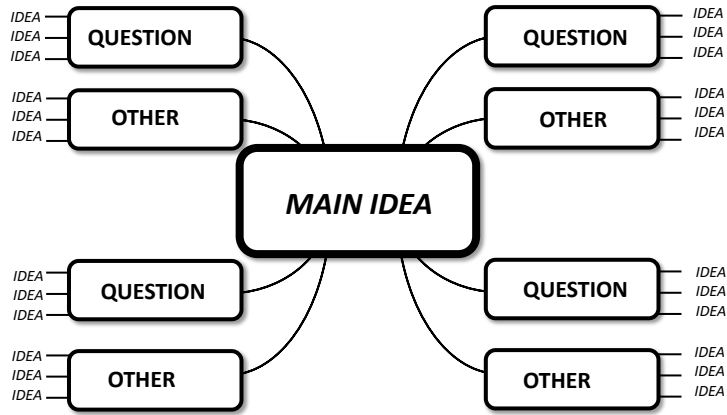
CRITICAL CONVERSATIONS

PLAN

- What does success look like?
- What information do I need?
- What talking points will help move us forward?
- What are other options?

ENGAGE

CRITICAL CONVERSATIONS: MINDMAPPING



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## GROUP EXERCISE

### PEER PROMOTION

- Jane and John (peers) applied for a promotional position
- John receives the promotion.
- Three-months post-promotion, Jane & John have still not discussed new roles and impact on their relationship

**Question: How should Jane plan for this conversation?**

### INSTRUCTIONS

- Break into groups of three.
- Use the Critical Conversations framework to plan for the conversation.
- Use the mind mapping tool to develop ideas for Step 1 and Step 2 using mind mapping tool to develop ideas.
- For Step 3 document strategies for being successful.
- For Step 4 identify possible next steps.

## NOTES

GROUP CONVERSATIONS

Six Steps

# Communication Planning for Building Buy In with Groups



Step 1: Complete critical conversation four-step approach with the group meeting in mind

Step 2: Develop a list of stakeholders

Step 3: Identify each stakeholder as resistant, neutral, or supportive

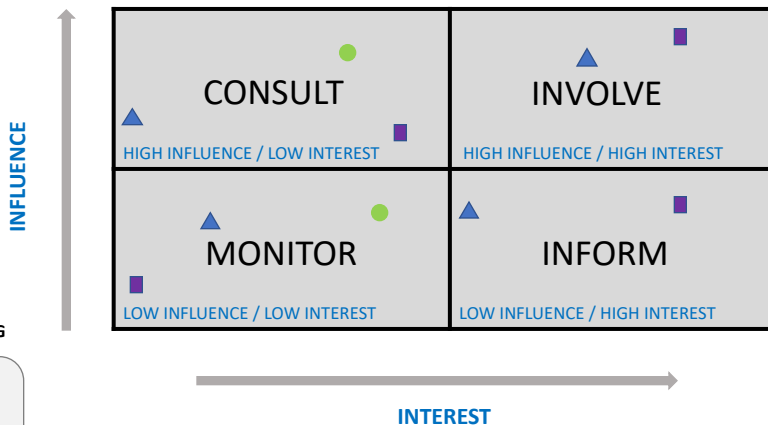
Step 4: Plot on stakeholder map & develop communication strategy

Step 5: Identify which key stakeholders to meet with individually prior to group meeting

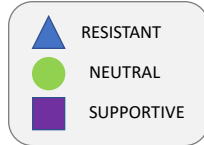
Step 6: Reflect on findings and update critical conversation planning for group meeting

GROUP CONVERSATIONS

## Stakeholder Mapping



STAKEHOLDER RATING

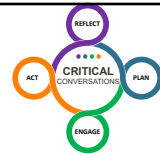




GROUP CONVERSATIONS

Six Steps

# Building Buy-In for IT Strategic Plan



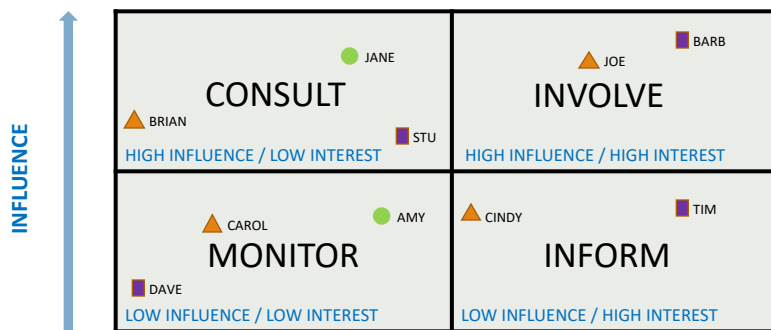
Sara, the CIO has facilitated a campus-wide process technology strategic planning process. The strategic plan needs cabinet approval to be funded. Politics are in play as some initiatives related to some division priorities may not be fully funded due to resource constraints. The cabinet needs to be 100% on board in order to gain funding for the plan. Sarah will present the plan at the next cabinet meeting and then a vote will take place.

Cabinet members range from supporters to possible derailleurs in agreeing to fund the plan.

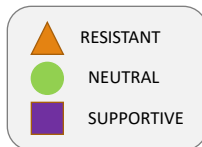
**Question: What's the most effective way to plan and facilitate the cabinet discussion?**

GROUP CONVERSATIONS

Six Steps



STAKEHOLDER RATING



STAKEHOLDERS

- BRIAN • STU
- JANE • JOE
- DAVE • BARB
- CAROL • CINDY
- AMY • TIM

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GROUP CONVERSATIONS

What are possible communication strategies for each stakeholder type?

Name	Type	Communication Plan Objective
Barb	Supporter	• Enlist Support
Jane	Neutral	• Identify position
Joe	Resistant	• Seek to understand



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## BEST PRACTICES

### CONFLICT MANAGEMENT

Define the problem to be solved in a way that serves mutual interests (value proposition).

Consider how emotions, such as awareness of internal world, thoughts, emotions, distortions, desires, and needs, play into the scenario.

Apply empathy skills.

Know how to maintain your needs and wants while practicing compassion.

Listen with intent and without distraction.

Show genuine interest in other perspectives and indicate you heard what was said without prejudice.



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## SUMMARY

### BUILDING CONFLICT COMPETENCE

Know your triggers.

Create distance between you and the situation.

- “I’d like to spend some time considering the situation. 15 minute break? Chat tomorrow?”

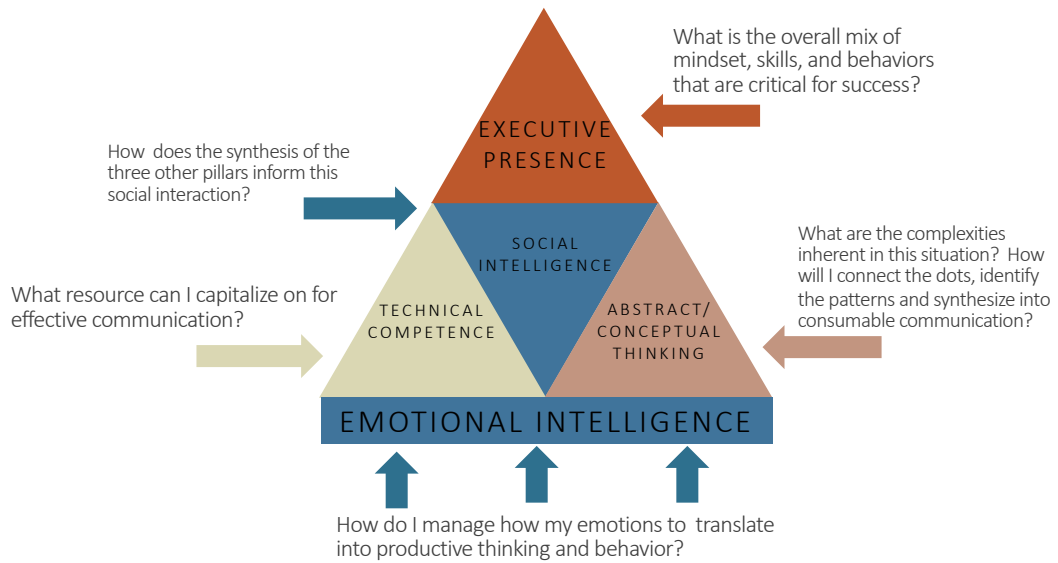
Consider alternative points of view.

Practice difficult conversations in advance with a friend/trusted colleague.



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# How Does Effective Communication Influence Executive Presence?



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## CONNECTING THE DOTS

## Career/Professional Development Notebook



### Intentional focus on career

- Where do I want to be in 2 years?
- What are my goals?
- What actions will I take to “move the needle?”
- What skills am I building?
- What wins/challenges occurred this week?
- Brainstorms (mind-mapping)
- Conversations/meeting prep notes & results
- End of the week wrap up (5 minutes)
  - What went well?
  - What could I have done better?
  - What’s up next week?

## Resources for more information

David, Susan. Emotional Agility: Get Unstuck, Embrace Change, and Thrive in Work and Life. 2016

Dweck, Carol S. Mindset: How We can Learn to Fulfill Our Potential, 2016

Eurich, Tasha. Insight: the surprising Truth About How Others See Us, How we See Ourselves, and Why the Answers Matter More Than We Think. 2017

Goldsmith, Marshall. Triggers: How Behavior Change Begins, How to Make it Meaningful, How to Make it Last. 2015

Stein, Steven J. The EQ Leader: Instilling Passion, Creating Shared Goals, and Building Meaningful Organizations Through Emotional Intelligence. 2017

David, Susan. Emotional Intelligence in Tough Conversations  
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Eurich, Tasha. What Self-Awareness Really Is (and How to Cultivate It).  
<https://hbr.org/2018/01/what-self-awareness-really-is-and-how-to-cultivate-it>. 2018.

Bernardo, Delores. You Just had a Difficult Conversation at Work. Here’s What to Do Next.  
<https://hbr.org/2017/05/you-just-had-a-difficult-conversation-at-work-heres-what-to-do-next>. 2017