CONVERSATIONS
CRITICAL
THE COURAGE TO SHOW UP

DIANNA SADLOUSKOS
DIANNA@SADLOUSKOS.COM
WWW.SADLOUSKOS.COM

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
EXECUTIVE PRESENCE

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

EXECUTIVE PRESENCE

SOCIAL INTELLIGENCE

TECHNICAL COMPETENCE

ABSTRACT/CONCEPTUAL THINKING

EMOTIONAL INTELLIGENCE
EXECUTIVE PRESENCE: A MODEL

External functioning: Social awareness and facility, the management of how others perceive you.

Intellectual capital built through developing knowledge (subject matter expertise).

Using emotional information to guide strategic thinking and behavior.

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

Creative ability to employ complex and strategic analytical thinking and rapidly synthesize disparate concepts into concrete consumable 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?
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

Copyright © 2011 Multi-Health Systems Inc. All rights reserved. Based on the original Bar-On EQ-i framework by Peter Salovey, copyright 1987.
CRITICAL CONVERSATIONS

Full Approach

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

- 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.
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.
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
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 derailers in agreeing to fund the plan.

Question: What’s the most effective way to plan and facilitate the cabinet discussion?
GROUP CONVERSATIONS

What are possible communication strategies for each stakeholder type?

<table>
<thead>
<tr>
<th>Name</th>
<th>Type</th>
<th>Communication Plan Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barb</td>
<td>Supporter</td>
<td>• Enlist Support</td>
</tr>
<tr>
<td>Jane</td>
<td>Neutral</td>
<td>• Identify position</td>
</tr>
<tr>
<td>Joe</td>
<td>Resistant</td>
<td>• Seek to understand</td>
</tr>
</tbody>
</table>
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.

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.
How Does Effective Communication Influence Executive Presence?

How do I manage how my emotions translate into productive thinking and behavior?

What resource can I capitalize on for effective communication?

What is the overall mix of mindset, skills, and behaviors that are critical for success?

What are the complexities inherent in this situation? How will I connect the dots, identify the patterns and synthesize into consumable communication?

How does the synthesis of the three other pillars inform this social interaction?
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

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