

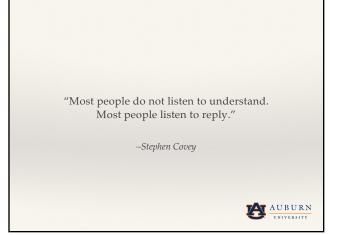
Peace can be only be obtained, non-violently, through:

\* Respect
\* Understanding
\* Acceptance
\* Appreciation

Arun Ghandi, Speech, Auburn University, February 9, 2016

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\* It takes two to tango

\* The tango – requires collaboration and courage

\* Dialoguing in dance, in good faith, common purpose

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# Keep an Open Mind

- Be amenable to learning and accepting new information.
- \* Look for the value in your other party's perspective.
- Be willing to move from your position with the goal of creating something that, although different, may be greater than your original thought.



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#### What is a Difficult Conversation?

- \* A conversation in which there are high stakes
  - \* Threat to job, relationship, status
  - Something of significance to at least one of the persons, if not both
  - Examples: discussing an issue with a colleague; confronting a worker who isn't performing; performance review; value differences.



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## The Key

#### **SAFETY**



#### A Formula

- Prepare what you want to say beforehand. What is your purpose? Rehearse.
- Make the person feel safe. [You value, trust, respect, and care about the person]
- State what you prepared to say. Be transparent and firm, but kind.
- \* Use your active listening skills. Remain firm, but kind.
- When leaving, make the person feel safe again.



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# Questions to Convey Safety

- There's a way you and I can improve the way we interact with each other. Are you interested? Let's set a time to talk about it.
- I want us to work well together. Here's an idea that might help make that happen. What are your thoughts?
- There's a specific problem you and I can solve if we \_\_\_\_\_\_. Why don't we get together and brainstorm about that?
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- I think we are seeing things differently and I would like to hear your thoughts and share my own. Would you like to get together to talk about that?
- "I've noticed a recurring conversation (conflict, disagreement, problem) we seem to have. I'd like to talk about why that happens."\*
- \* "I'd like to talk with you about some things I've noticed over the last little while. I have some observations I'd like to share with you and some of the conclusions I am starting to draw, and then I'd be really interested in hearing your perspective."\*
- \*https://www.judyringer.com/resources/articles/we-have-to-talk-a-stepbystep-checklist-for-difficult-conversations.php



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### Stop and enjoy a BLT

- \* Stop
- Breathe
- Listen
- \* Think
- Ask for clarification
- Generate options
- Conflict is a negotiation. With the ability to listen and understand, you
  can generate options and create an action plan.



Underlying Interests

Security Recognition Trust
Pride Protector Acceptance
Underlying Interests

Security Protector Acceptance
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Honory Justice Holling
Honory Justice Holling
Honory Justice Holling
Honory Community Purpose
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#### **Active Listening**

- \* Listen to understand the other person.
- \* Support them as they speak, using empathy.
- \* Reflect their feelings back to them.
- Ask open-ended questions, to allow them to tell their story.
- Identify and acknowledge the "underlying interest" that has caused that person to be upset.



## **Empathy**

Skilled empathizers

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- \* See with the eyes of the other person
- Listen with the ears of the other person
- \* Feel with the heart of the other person
- \* Quickly builds trust, relaxes an emotional situation



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## How to Give Feedback Effectively

- Treat feedback as a two-way street. Both parties must embrace the experience with good faith, with the genuine goal of improving.
- $\ast$  We have blind spots others can see, but we don't.
- \* Accept feedback made in good faith with thanks.
- \* Give feedback when timely, when relevant.
- Healthy exchange of feedback provides opportunity for discussion, creativity, and bonding.

Question: How do You Train Employees to Identify and Report Workplace Bullying?

- The employee must feel safe! Without safety, they will not report workplace bullying.
  - \* They can identify workplace bullying.
  - They don't report because they feel they will be retaliated against.
    - The person being bullied
    - The bystander who would like to report workplace bullying
    - \* The supervisor's receptiveness to reports is crucial!



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## **Bullying Question, Continued**

- \* Policy against retaliation is not trusted
- \* 72% of employers deny, discount, justify, or enable workplace bullying
- Bosses constitute the majority of bullies in the workplace
- The supervisor's supervisor needs to understand what bullying is, value the reports, and be prepared to deal with the problem – this is how we can improve a bullying culture.

## "RIP" Bullying Definition\*

- \* Bullying is abusive behavior that is:
  - \* Repeated
  - Intentional
  - \* Power-based
  - $^{\circ}$  \*Carpenter, M. and D' Antona, R. (2014) Bullying Solutions. Barron's, Hauppauge, NY, at 4



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#### Gratuitous Advertisement

Bullying in the Workplace, ElevatED, Human Resources
Development, Glenn and Dean Administrative
Complex, October 11, 8:30 – 11:30 AM, Kevin Coonrod,
presenter.



Question: What is the Best Practice for Having Conversations When Certain Information is Confidential?

- \* Don't reveal confidential information.
- \* "There may be information I am unable to discuss due to university policy."
- \* "I will focus only on you during this conversation."
- "I am unable to discuss personnel matters regarding other people due to university policy."
- We are going to discuss your actions and how we can work together to improve.

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# What are Best Practices for Having a Difficult Conversation?

- Make the other person feel safe
- \* Know what you want to say rehearse
- \* Listen to understand use active listening skills.
- If detoured, come back to your original purpose. Be firm and transparent, but kind.
- \* Generate options that meet both your interests if possible.
- \* At the end, make the other person feel safe again.



#### References

- Crucial Conversations: Tools for Talking When the Stakes are High, Patterson K, Grenny J, McMillan R, Switzler A, 2012, McGraw Hill, NY
- Difficult Conversations: How to Discuss What Matters Most, Stone D, Patton B, Heen S, 2010, Penguin, NY
- Thanks for the Feedback, The Science and Art of Receiving Feedback Well, Stone D, Heen S, 2014, Penguin, NY
- \* We Have to Talk: A Step-by-Step Checklist For Difficult Conversations, by Judy Ringer, https://www.judyringer.com/resources/articles/we-have-to-talk-a-stepbystep-checklist-for-difficult-conversations.php, (retrieved, July 30, 2023)



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