

CRUCIAL CONVERSATIONS:

Tools for Real Talk When Coaching Gets Real

presented by Casey Busha, Tara Hart, & Sally Weaver
Marion County Public Schools

What do you hope to get from this session?



Anticipation Guide
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What is a Crucial Conversation, and Who Care?

- A crucial conversation is one that must be had when stakes are high, opinions vary, emotions run high, and expectations are high.
- They occur in the workplace, at home, and in our lives.
- They can be avoided or dealt with.
- They are conversations that are necessary to address issues, solve problems, and keep progress.



What's Your Problem?
Think about a coaching situation that you believe should be addressed in a crucial conversation. Write that situation in the box on your handout.



Why Do We Avoid Crucial Conversations?



Start With Heart
The only person you can truly control is yourself. It doesn't matter what others think or do. Focus on your own actions and attitudes.



Look for Safety
When a discussion starts to become heated, we typically do the most important work ourselves. Then we get stuck.

Learn to Look:

- Spot the warning signs that indicate safety is at risk.
- Notice various forms of silence or violence.
- Step out of the conversation and notice how to make it work.



Make It Safe

Let others vent. Let them share without someone making a comment. Let them share their feelings without being judged. Let them share their ideas without being dismissed. Let them share their concerns without being blamed. Let them share their hopes without being disappointed. Let them share their fears without being scared.

ESTABLISH MUTUAL RESPECT & MUTUAL PURPOSE



Master Your Stories
Try to get to the root of the negative emotions that are driving your actions.

Retrace your path. Return to the source of your feelings. Separate facts from feelings.

Stories are judgments and conclusions that move you to silence or violence because we feel threatened, disappointed, or at risk.



Revisit Your Situation


In light of what you've learned, and take the information you've learned, look for your own contribution to the situation. Think about how you can take steps to improve the situation. Think about how you can take steps to improve the situation. Think about how you can take steps to improve the situation.



Reflect with a Partner
How might considering these internal aspects impact your situation?



Fill in the graphic organizer with what it might look like in your situation.



Know Your Path & Explore Others' Paths

Skills for giving high messages:

- S - share your facts
- T - tell your story
- A - ask for others' paths
- T - talk tentatively
- E - encourage listening

As an attention getter with your skills:

- A - Ask
- M - Mirror
- P - Paraphrase
- P - Praise

When we just let "coaching" happen, we often miss the opportunity to challenge the other person to take the next step.



Build "Yes We Can" Conversations

Have been talking to action. Don't have to do it all at once. Identify, communicate, measure, value, etc.

Agree on Who, What, When, and includes a follow-up plan.


Follow Up!



Share With a Partner
How can what you've learned help you in your coaching role?



May the force be with you, Conversation Jedi.



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What is a Crucial Conversation, and Who Care?

- A crucial conversation is one that must be had when stakes are high, responses vary, and emotions are high and expectations are mixed.
- They occur in our lives every day. The time that you are not talking is just as important as the time that you are.
- Crucial conversations are necessary to address issues, come to decisions cooperatively, and keep progressing.

What's Your Problem?
Think & write down the situation that you believe needs the skill most. A crucial conversation. Sit in that situation in the box on your device.

Why Do We Avoid Crucial Conversations?



Start With Heart
The only person you can truly control is yourself.

Work on Me First

Look for Safety
When a discussion starts to become stressful, we typically do the most important work: making it safe to talk again.

Learn to Look:

- Spot the warning signs that indicate safety is at risk.
- Notice various forms of silence or violence.
- Step out of the conversation and notice how to make it work.

Make It Safe

- Talk about things involving other people's stories or values—such as performance, productivity, and ethics—only when it's safe to do so.
- Apologize for any missteps. If you've talked to someone who is not ready to talk, you can't help.
- The acronym "STEER" is a helpful tool to help you make it safe.
- Use the acronym "STEER" to help you make it safe.

ESTABLISH MUTUAL RESPECT & MUTUAL PURPOSE

Master Your Stories
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Retrace your path. Return to the source of your feelings. Separate facts from feelings.

Stories are judgments and conclusions that move you to silence or violence because we feel threatened, disappointed, or at risk.

Revisit Your Situation

In light of what you've learned, evaluate the situation that triggered the conversation. Consider your understanding of the other person's story. Think about what you can do to make the situation safer. Think about what you can do to make the situation safer. Think about what you can do to make the situation safer.

Reflect with a Partner
How might considering these internal aspects impact your situation?



Fill in the graphic organizer with what it might look like in your situation.

Know Your Path & Explore Others' Paths

Skills for giving high messages:

- S - share your facts
- T - tell your story
- A - ask for others' paths
- T - talk tentatively
- E - encourage listening

As an attentive listener, ask these skills:

- A - Ask
- M - Mirror
- P - Paraphrase
- P - Probe

When we talk of "knowing" what we do, we mean to know what we do. When we talk of "knowing" what we do, we mean to know what we do. When we talk of "knowing" what we do, we mean to know what we do.

Send "Yes We Can" Conversations

Have been talking to action. Don't be in a state of mind that is not ready. Don't be in a state of mind that is not ready. Don't be in a state of mind that is not ready.

Follow Up!

Share With a Partner
How can what you've learned help you in your coaching role?

May the force be with you, Conversation Jedi.

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What is a Crucial Conversation, and Who Cares?

- A crucial conversation is one that must be had when stakes are high, opinions vary, emotions are high, and expectations are missed.
- The more crucial the conversation, the less likely we are to handle it well (or at all).
- Crucial conversations are necessary to address issues, come to decisions cooperatively, and keep progressing.

Get Unstuck

- Identify the conversations that are keeping you from getting what you want.
- Avoid moving to silence or violence.
- Share facts, ideas, feelings, and opinions openly and honestly.



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What's Your Problem?

Think about a coaching situation that you believe needed (or still needs) a crucial conversation. Write that situation in the box on your handout.



Why Do We Avoid Crucial Conversations?

We don't want...



and we certainly don't want...



more than likely, we just ...





Internal Aspects



Start With Heart

The only person you can directly control is yourself.

Focus on what you really want:

- What does my behavior tell me about my motives?
- What do I want for myself? For others? For this relationship?
- How would I act if this was what I really wanted?

Three Heart Problems:

- Blind to our role
- Motives degrade
- Limit our choices

Work on Me First



Look for Safety

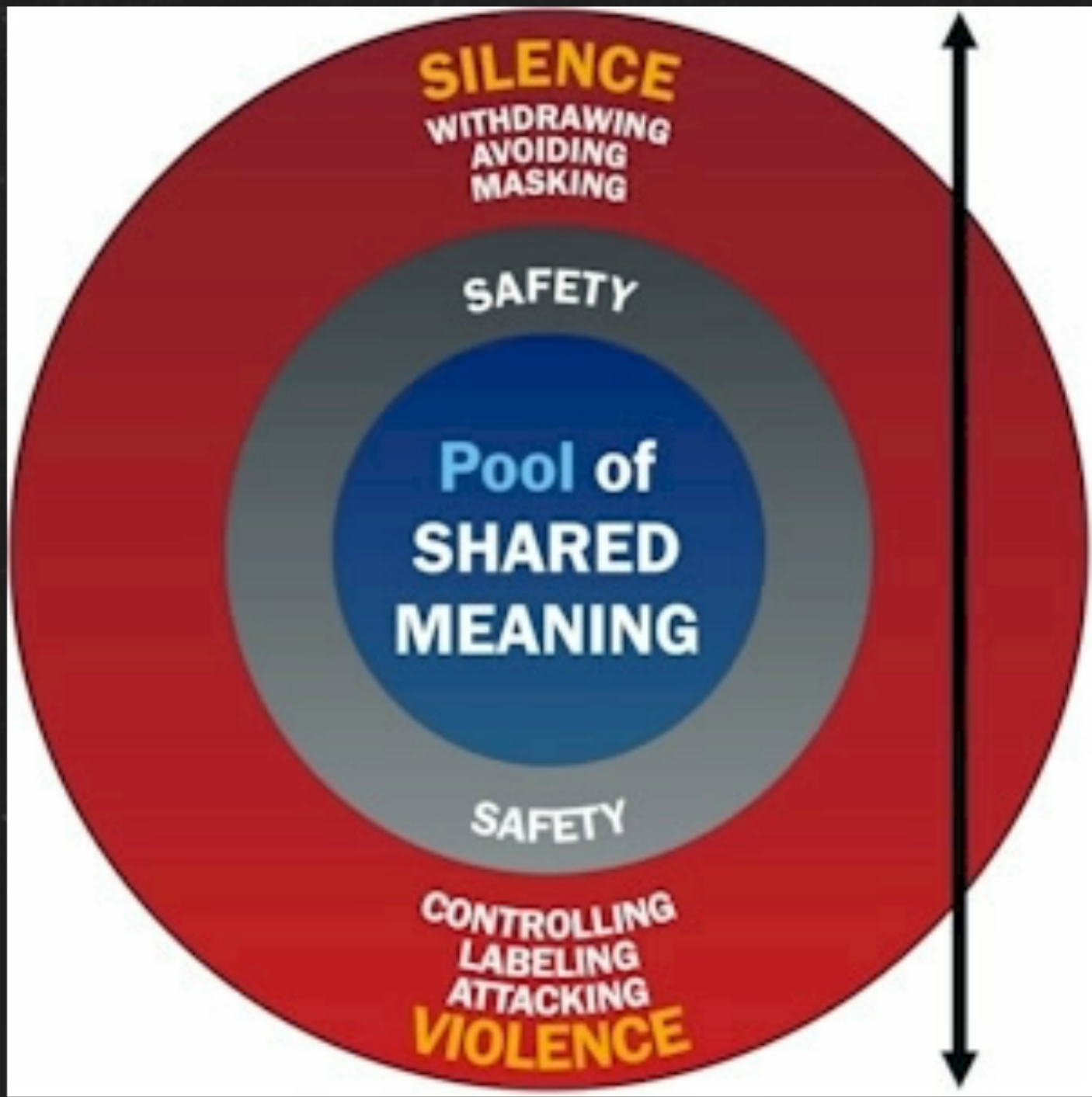
When a discussion starts to become stressful, we typically do the exact opposite of what works: clam up or blow up.

Learn to Look:

- Spot the warning signs that indicate safety is at risk.
- Notice various forms of silence or violence.
- Step out of the conversation and notice how to make it work.



As we try to deal with crucial conversations, we vacillate between two ends of an unproductive continuum.



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Make it Safe

- Talk about almost anything else--without silence or violence--return to common ground. Try again later after rebuilding safety.
 - Rebuild safety and return to dialogue:
 - Apologize when appropriate. If you've violated respect, say you're sorry.
 - Fix misunderstanding. Explain what you DON'T want; explain what you DO want.
- Use specific skills to keep everyone sharing information:

Establish mutual RESPECT & mutual PURPOSE

Mutual Respect

Do others believe you respect them?

Create safety by assuring others that you care about and respect them. Your goal is to solve problems and make things better for BOTH of you.

Mutual Purpose

Do others believe you care about their goals in this conversation? Do they trust your motives?

Create safety by assuring others that you care about their best interests and goals. More often than not, your goals will be compatible, but the strategies you developed to meet the goals are opposing.

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Master Your Stories

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Retrace your path. Return to the source of your feelings.
Separate facts from feelings.

Stories are judgments and conclusions that move you to silence or violence because we feel threatened, disappointed, or at risk.

Watch for 3 Clever Stories

The Victim: you are the innocent sufferer. Ask yourself, "Am I pretending not to notice my role in the problem?"

The Villain: the other person is awful. Ask yourself, "Why would a reasonable, rational, and decent person do this?"

The Helpless: you have no options for healthy action. Ask yourself, "What should I do right now to move toward what I really want?"

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The Villain: the other person is awful. Ask yourself, "Why would a reasonable, rational, and decent person do this?"

The Helpless: you have no options for healthy action. Ask yourself, "What should I do right now to move toward what I really want?"

Revisit Your Situation

In light of what you've learned, evaluate the situation on your handout. Analyze your situation considering the internal aspects:

- How can I start with heart?
- Have I established (or restored) safety through mutual respect and mutual purpose?
- Am I telling myself a story?



Reflect with a Partner

How might considering these internal aspects impact your situation?





External Aspects



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Fill in the graphic organizer with what it might look like in your situation.



Know Your Path & Explore Others' Paths

Skills for sharing tough messages:

- S** - share your facts
- T** - tell your story
- A** - ask for others' paths
- T** - talk tentatively
- E** - encourage testing

This acronym can remind us what to do and how meaning should be shared. Share facts as facts and stories as stories; don't jump to conclusions.

Be an attentive listener with these skills:

- A** - Ask
- M** - Mirror
- P** - Paraphrase
- P** - Prime

These are a set of "power listening" skills that will help build safety and encourage the other person to share his or her meaning.

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Avoid "Deja Vu" Conversations

Move from talking to action:

- **Decide how to decide (is it already decided, consensus, majority vote, etc.)**
- **Agree on Who, What, When, and establish a follow up plan.**

Follow Up!

Share With a Partner

How can what you've learned help you in your coaching role?



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