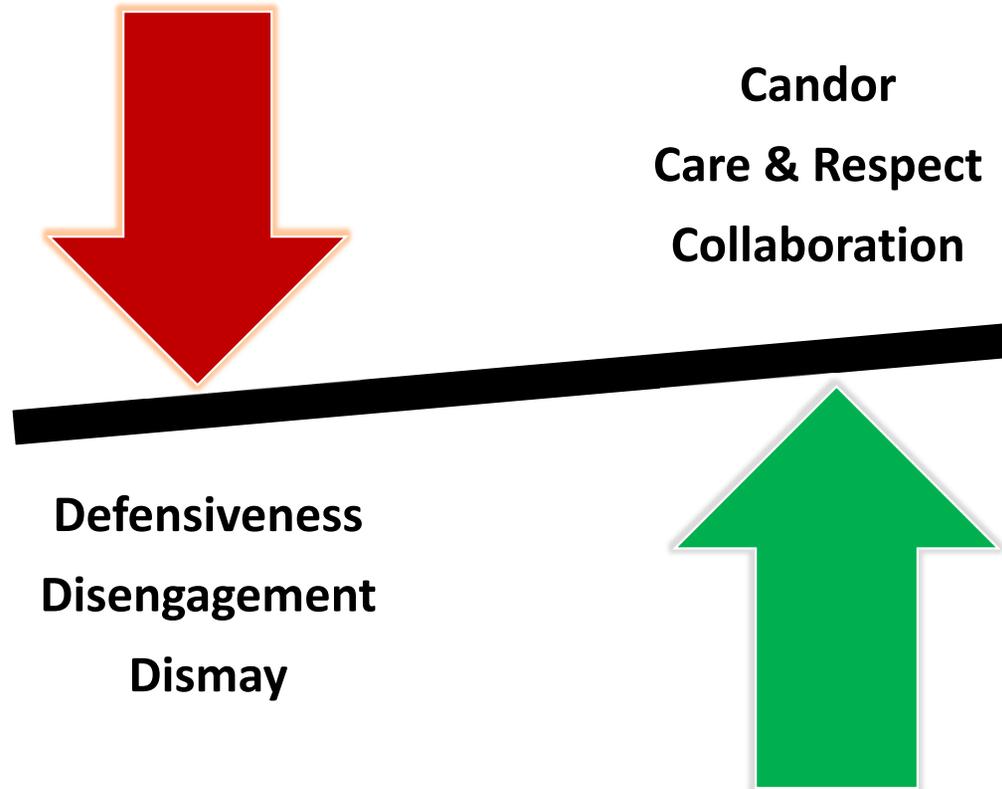


Candid Conversation Goals



Candid Conversations - Steps



- Reflect your **Positive Intent** to Help
- Reflect the Situation with an **I-Statement**



- Research with **Positive Probing** and **Comprehensive Listening**

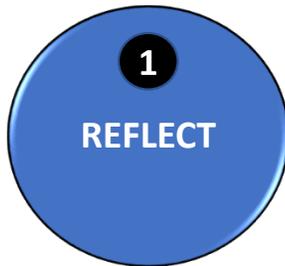


- Resolve with a **TARGET Action Plan**



- Recheck to **Confirm Commitment**

Reflect Positive Intent



- Visual, vocal & verbal
- Gain buy-in to have the conversation
- Convey your sincere intent to help

*“I’ve been noticing some things that I don’t understand.
I want to ensure that I’m helping and
not hindering your success.”*

*“Is this a good time to have a conversation to ensure that
we’re both on the right track?”*

Reflect on the Situation with an I-Statement

Use “I” language instead of “you” language that blames.



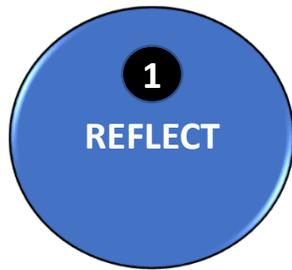
“When I saw that the sales goals were not met, I became very concerned because this is the third month in a row that the targets have been missed. This will negatively impact your commission and limit your career potential. How can I help you to be more successful?”

Remember:

I can never tell you what you did; only what I saw or experienced.

I can never tell you what you said; only what I heard.

Now You Try It!



“You forgot to submit the customer’s credit and now we’ve overbilled them. They are threatening to take their business elsewhere because you didn’t pay attention to the details.”

Think About Your Difficult Conversation

- ❖ What can I do or say to show that I only have positive intentions for this conversation?
- ❖ What I-Statement will I use to get the conversation started?



Research with Positive Probing



*“I’d like to ask
you some
questions to get a
better
understanding of
the situation.”*

- How did things get to this point?
- What do you think caused this to happen?
- How long has this been a concern?
- What data or information do you have?
- How is that impacting you?
- What do you think the impact is on others?
- What could be the long-term implications?
- How do you feel about that?
- What haven’t I asked that would be important to know?

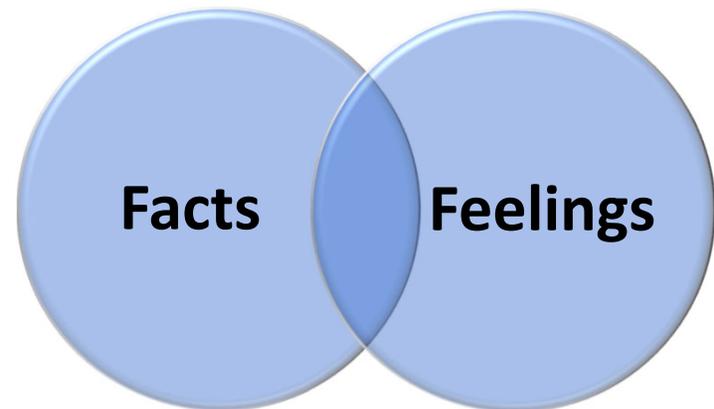
Listen for Both Facts and Feelings

1. Lead - In

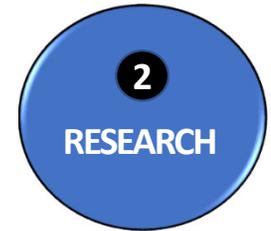
- *“So what you’re saying is:”*
- *“What I heard is that:”*

2. Acknowledge the Feelings – *“You feel...”*

3. Verify the Facts – *“Because what happened was...”*



Comprehensive Listening



Which response demonstrates that you have listened well?

- 1 A. It sounds like you're upset about not being chosen to lead the new project team.
- B. I wouldn't be that upset about it because there will be other opportunities. It's really not that big of a deal.

- 2 A. It sounds like you misunderstood the expectations.
- B. It sounds like you're frustrated because the expectations were not clearly communicated to you.

Resolve with a TARGET Action Plan



- T**rackable *Is the plan written down so we can track progress?*
- A**ctionable *Is the plan based on specific actions?*
- R**ealistic *Do we have the will and skill to do this?
What obstacles may get in the way?*
- G**oal-Driven *How will we know we are successful?*
- E**xplicit *What will we see, hear, feel when the
action is done correctly?*
- T**ime-bound *What is the deadline? Frequency? Due Date?*

Recheck to Confirm Commitment



- ❖ Summarize to confirm agreement
- ❖ Re-communicate your positive intent to help
- ❖ Express encouragement and appreciation

*“Let’s make sure we’re on the same page. Going forward, you will be sure to use the correct documentation for your audit reports. And, if you don’t get the information you need from the other departments by the due date, you will let me know so that I can help you to be successful in following up with them.
I am confident in your ability to make this happen and I appreciate you taking the time to make this a priority.”*

Putting It All Together

