

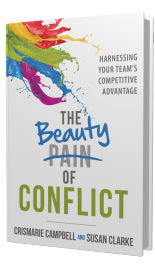


THE BEAUTY OF CONFLICT | TWO HUMMINGBIRD PRESS

THE
Beauty
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**BONUS MATERIALS:
TOUGH CONVERSATIONS**



4 Steps To Increase Your Influence

So you want to learn how to have a tough conversation? Good! Because when you do, you'll increase your influence at the office, in your business and your career. I know, right?!

What you may not know is influence isn't about winning friends, or being nice and polite.

No. Influence comes by being a great communicator. AND, what makes up "great" communication may not be what you think.

Being a great communicator is about having both the courage and the heart to speak up in those crucial situations when others won't – that's what increases your influence!

Now, most of us are good communicators 95% of the time. It comes pretty natural to us, but it's those tricky, uncomfortable situations that come up about 5% of the time that often stump us like when:

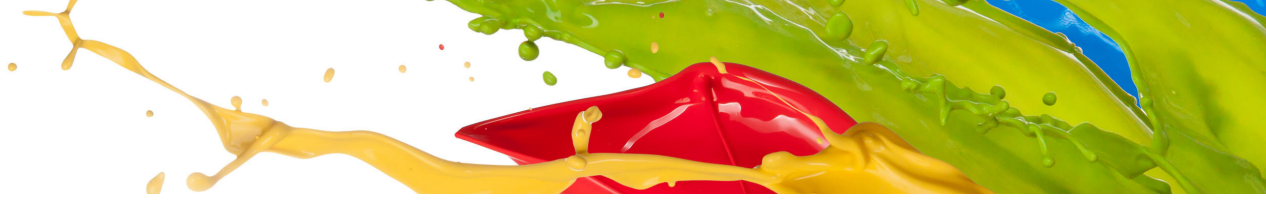
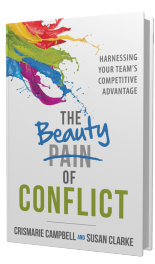
- Your co-worker is consistently late with her deliverables, making your work urgent.
- You have a different opinion than your boss and he or she doesn't listen.
- A client thinks your prices are too high.

How you handle these situations is what separates good communicators from great ones.

Want to learn to be a great one?

Read on!

What's hard about the uncomfortable situations is that we're afraid of the other person's reaction. We don't want to deal with the discomfort of someone being mad at us.



4 Steps To Increase Your Influence

We're going to help you get rid of that fear by giving you four simple steps to follow. These steps will give you the courage to speak up, and the heart to listen, allowing you to have that difficult conversation that increases your influence!

You will be amazed at the respect people will give you and the energy you will have by doing something you have been avoiding.

1. The first step is to prepare. It is silly to think we're going to be successful having a difficult conversation if we don't prepare for it. Now, we don't mean worry and stew about it. We mean concrete steps you can take to get yourself ready. Just like playing any game, sport or musical instrument, people who are good are the ones who prepare and practice.
2. The second step is to initiate the conversation. You want to make sure the person isn't late for another meeting and has 5 or 10 minutes available to have this conversation.
3. The third step is to include the other person. Make sure you are willing to give the other person a chance to speak, and to be and feel heard.
4. The fourth step is to respond once you've heard what they have to say.

We'll break it down on the following pages and give you examples to follow. Yes, it's simple, just not always easy! Let's begin!



Step One: Prepare

Before you have the conversation, we recommend that you break the issue down into four pieces so that you are clear about what you want and how to approach the conversation cleanly.

The four pieces are: identify the Data, your Story, how you feel, and your Intention. We'll illustrate how you might do this below, using examples with a co-worker, boss and a client.

DATA

What is the Data?

What are the objective pieces of data that you have seen and heard that relate to the issue?

This could be what the other person has said or done.

Try to make it concrete and specific without any meaning attached. "just the facts."

Co-worker. For the last three weeks she has been late handing off her weekly deliverables to you.

Boss. Each time you disagree with him he says, "I know what I'm talking about," and then he ends the conversation.

Client. After reviewing your proposal, your client said, "I can't afford your pricing."

STORY

What's Your Story?

Identify the story that you are telling yourself based on the above data.

What do you make that data mean?

This is your interpretation, hunch, assumption or opinion.

Co-worker. This project isn't her priority.

Boss. He isn't interested in my different point of view.

Client. She can't afford me because she's looking at it from a purely numbers perspective rather than the value she'll get from accomplishing her goals.



Step One: Prepare

FEEL

What do you feel?

Feelings are physiological, meaning felt in the body. Notice if in your body you feel a sense of expansion or contraction.

Expansion

Open
Warm
Interested
Close to
Happy

Contracted

Tight
Cold
Disinterested
Distant from
Frustrated

Co-worker. I feel frustrated.

Boss. I feel shutdown.

Client. I feel interested.

INTENTION

What's Your Intention?

There is a reason you want to have this conversation. It's important to know that reason before you have the conversation.

This is your intention.

You may or may not share this intention with the person you are talking to, but either way it is powerful to be clear on your intention before you begin.

Co-worker. I want to do a good job without being rushed and have a good working relationship with my co-worker.

Boss. I want to participate and share my knowledge in our meetings.

Client. I want to support my client in meeting her goals while also having a mutually beneficial relationship.



Step Two: Initiate The Conversation

You want to make sure the person has time to have the conversation. Do this by simply asking, "I have something I want to check out with you. Do you have 10 minutes?" If they don't, set a specific time to meet when they do. When you meet, initiate the conversation.

Now share your Intention, your Data, your Story, and your Feelings (if it fits for you).

Let's see it in action with the previous three example conversations. You can also map out your own conversation.

INITIATE: "I have something I want to talk to you about; do you have 5 or 10 minutes?"

	Co-Worker	Boss	Client	Your Conversation
Start with Your INTENTION	"It's important to me to do a good job without being rushed and have a good working relationship with you."	"I want to participate and share my knowledge in our meetings."	"I want to support you meeting your goals while having a mutually beneficial relationship."	



Step Two: Initiate The Conversation

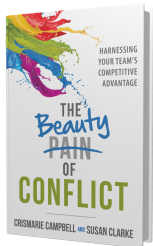
	Co-Worker	Boss	Client	Your Conversation
Share Your Data	"For the last three weeks you have been late handing off your weekly deliverables to me."	"When I disagree with you during our meetings, I hear you say, 'I know what I'm talking about,' and then you end the discussion."	"I heard you say you can't afford my pricing."	

	Co-Worker	Boss	Client	Your Conversation
Share Your Story	"I think you're not making this project your priority."	"I'm not sure you really want my point of view especially when it is different than yours."	"My belief is that you can't afford me because you're looking at the proposal from a purely numbers perspective rather than the value you'll get from accomplishing your business goals."	



Step Two: Initiate The Conversation

	Co-Worker	Boss	Client	Your Conversation
Share Your Feelings	"I feel frustrated"	"I shut down."	"I'm interested."	



Step Three: Include The Other Person

During the conversation you want to make sure that you leave space for the other person to participate and feel like they get to “show up” in the conversation. Too often we talk too much and too long.

Three elements make up the magic formula for you getting more clarity on the situation and making the other person feel heard. The Three Key Elements are: (1) Check It Out! (2) Listen, and (3) Reflect Back, and all are essential to increasing your influence.

CHECK IT OUT!

Determine What to Check Out

Don't assume your story is right or accurate. This is where you ask the other person if they agree or disagree with your story.

After Step One, you stop and ask, “Do you agree with my story? Do you disagree with it?”

Co-worker. Ask: “Is this project a priority?”

Boss. Ask: “Are you really open to hearing my different opinion?”

Client. Ask: “If you could accomplish your business goals would the price be too expensive?”

LISTEN

Be Quiet and Listen

This is where you literally close your mouth and don't say a thing.

Take in what the person is saying rather than thinking of your response.

Co-worker. Listen to his/her response.

Boss. Listen to his/her response.

Client. Listen to his/her response.



Step Three: Include The Other Person

Now, hang in here with us because at this point you haven't had the conversation yet. We know that. AND, this next element, "Reflect Back," is vital to getting the result you want. Here are some examples of what it might sound like if you were to hear the other person, and then reflect back what you heard.

REFLECT BACK

What you Hear

Before you respond – reflect back what you are hearing the person saying.

Don't just say "I hear you."

Really reflect back the gist of what they just said. You want the person to feel heard.

This is where you ask to see if you understood them.

Co-worker. "I hear you saying that you had some challenges outside of work and that has caused the project to fall off a bit, and you weren't aware of the impact it had on me. Is that accurate?"

Boss. "You want to hear my opinion, but you get impatient in long discussions. You would like me to get to my point faster. Is that accurate?"

Client. "You hadn't thought of my proposal from the value you'll receive, and you'd be willing to have a discussion about your goals before making the final decision on pricing. Is that accurate?"



Step Three: Include The Other Person

Let's go back to the conversation and our three examples. It would look something like this.

Now also go back to your conversation. We don't know how the person will respond but you do want to figure out what you want to Check Out with them. So fill in that box below. You also can get some ideas on how to Reflect Back what you are hearing from the examples.

	Co-Worker	Boss	Client	Your Conversation
CHECK IT OUT	"Is this project a priority for you?"	"Are you really open to hearing my opinion?"	"If you could accomplish your business goals would the price be worth it to you?"	
LISTEN				
REFLECT BACK on what you hear	"You're saying that you had some challenges outside of work and that has caused the project to fall off a bit and you weren't aware of the impact on me. Is that accurate?"	"You want to hear my opinion, but you get impatient in long discussions. You would like me to get to my point faster. Is that accurate?"	"You hadn't thought of it from the value you'll receive, and you'd be willing to have a discussion about your goals before making the final decision on pricing. Is that accurate?"	



Step Four: Respond

Only when you have done steps 1-3 do we suggest you respond "in the moment" based on what you have said and heard. This is where you'll want to be real by sharing how you feel, what you appreciate, what you want to do differently, and then ask for their cooperation on the new approach going forward.

RESPOND

Respond

This is where you'll respond with some, or all, of the following:

- how you feel
- what you appreciate
- what you will do differently
- what you want them to do differently
- a suggested plan going forward asking for their cooperation

Co-worker. "I appreciate you weren't aware of the impact your actions had on me, and I want to find a new way to work together. Are you willing to work with me on a specific strategy for getting your deliverables to me more timely?"

Boss. "It's hard to hear your feedback, and I appreciate your honesty. I'm willing to think through what I want to communicate, and to the best of my ability, be more concise when I share it. Are you willing then to give my opinion your consideration?"

Client. "I appreciate hearing your perspective and concerns. I think it would be helpful to map out together how the proposal can specifically help you meet your business goals. When are you willing to have that conversation?"

Good Job!

You have just influenced a key relationship in your work world by being courageous enough to prepare, initiate the conversation while also having the heart to listen to them, and then respond with a proactive plan!!

Congratulations you've just increased your influence!

If you keep practicing, you are going to become a great communicator! Keep accessing your courage and heart, which are powerful elements of your influence in tough, powerful conversations!

We can't promise how your person will respond, but we can promise you that if you take all these steps to prepare, initiate, include them and respond, you'll be doing your part to be honest in the relationship.

If you have troubles, we have your back! Call us. We'd be happy to help. This isn't an exact science, and having someone to debrief a difficult conversation and figure out what your next steps are is always helpful.



*Want more information?
Purchase **The Beauty of Conflict: Harnessing Your Team's Competitive Advantage** on Amazon.*



Want support for your team? Contact CrisMarie and Susan at thrive@thriveinc.com.

Interested in hearing CrisMarie and Susan speak at your next organizational or association event?

Contact them at 406.730.2710.

CrisMarie Campbell and Susan Clarke are Coaches, Business Consultants, Speakers, and Authors of ***The Beauty of Conflict: Harnessing Your Team's Competitive Advantage***.

They specialize in helping professional women, leaders, teams and entire companies learn how to turn conflict into creativity through their proven step-by-step process. Clients include Fortune 100 Companies such as Johnson & Johnson, Microsoft, AT&T and Nationwide.

They also offer programs for individuals: **GET UNSTUCK, RELATIONSHIP MOJO** and their **FIND YOUR MOJO in MONTANA retreat**.

Check out their TEDx Talk: Conflict – Use It, Don't Defuse It! Contact them to coach with you, consult with your business, or speak at your next event.