

The Art and Science of Effective Conversations

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Agenda

Welcome & Introductions

Overview of Session

Establishing Group Norms

Identifying our Own Crucial Conversations

Change and Resistance to Change

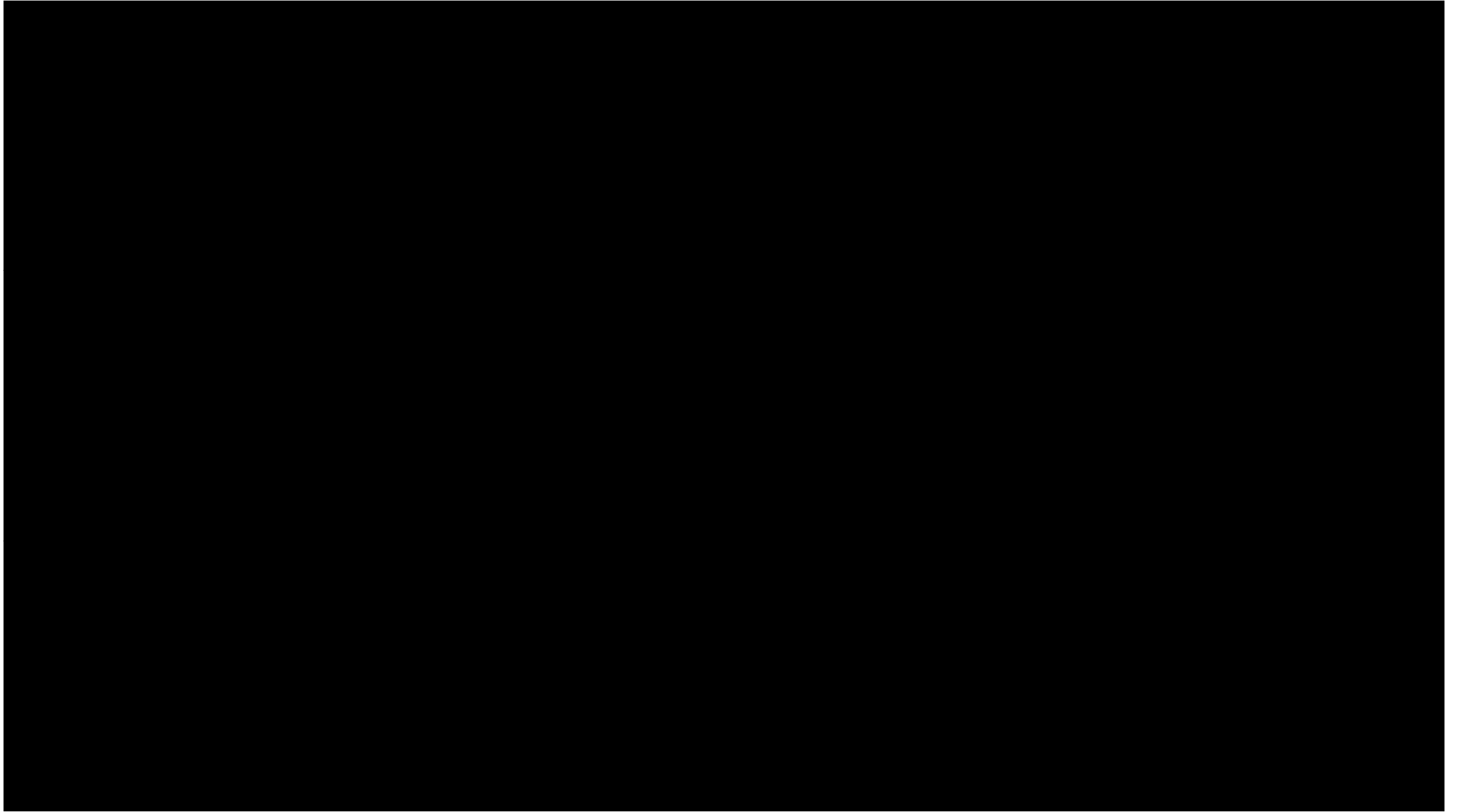
Jigsaw to Build the Toolkit

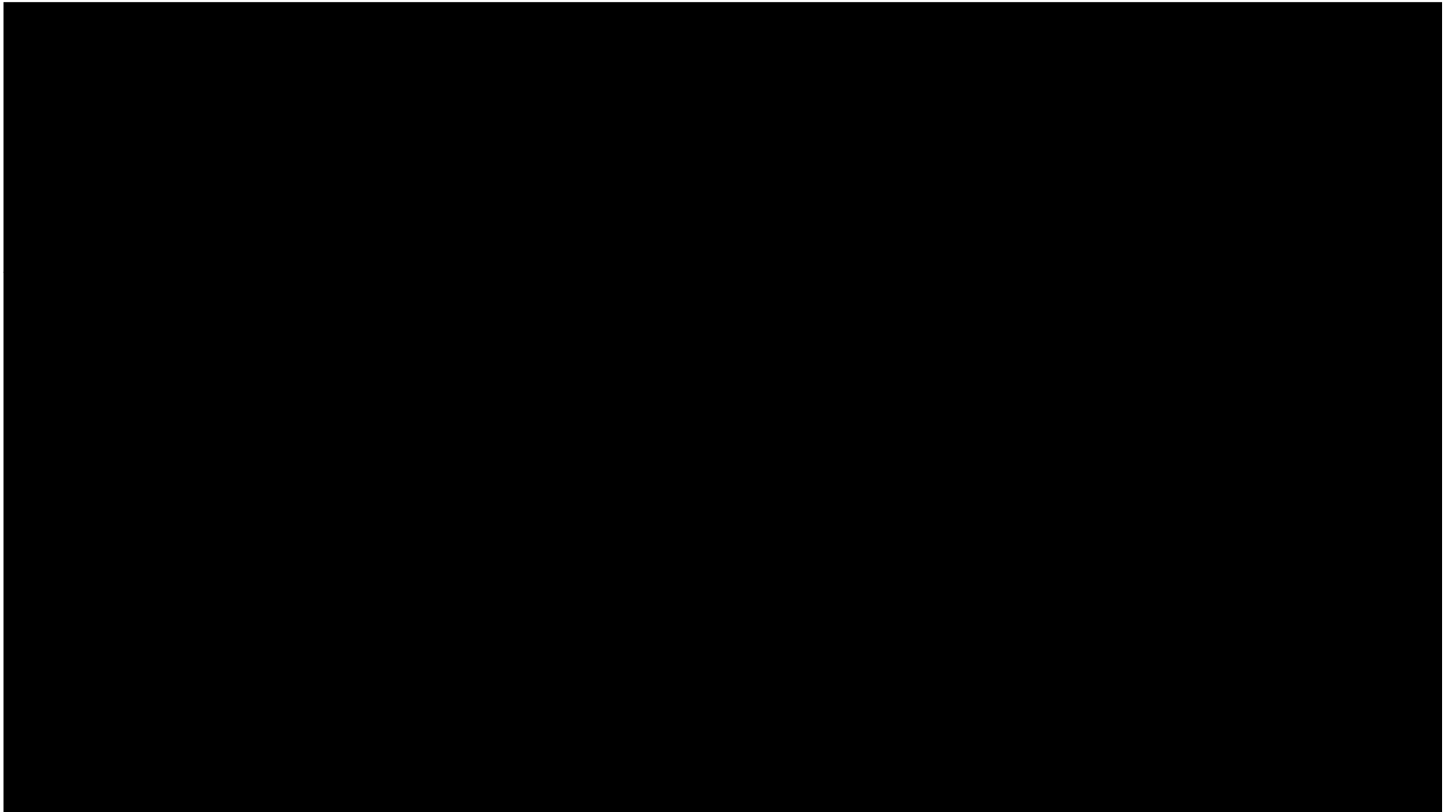
Consolidating Learning

Selecting Tools for our Crucial Conversation

What Happens after a Crucial Conversation

Q &A & Evaluation







IF YOU WANT
SOMETHING YOU'VE
NEVER HAD,
THEN YOU'VE
GOT TO DO
SOMETHING YOU'VE
NEVER DONE.

All Conversations Are About Change



When asked "would you rather work for change, or just complain?" 81% of the respondents replied, "Do i have to pick? This is hard."

- Change in behavior
- Change in attitude
- Change in performance

Why Won't People Change?

Feeling Some Resistance-Some Reasons For It

Based on the work of Michael Fullan

- People don't know what to do – lack of knowledge
- People don't know how to do it – lack of skills/abilities
- People don't know why they are doing it –the purpose
- People weren't involved in the decision-making
- People are satisfied with the way things are
- People say workload & pressure are increasing too fast



Why Won't People Change?

Feeling Some Resistance-Some Reasons For It

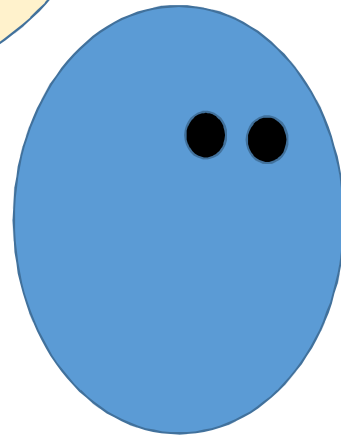
Based on the work of Michael Fullan

- People can't see the benefits of changing
- People don't see the change agent as credible
- People don't sense they have support
- People see that the change conflicts with current culture
- People are worried about failing
- People have had a negative experience with change before

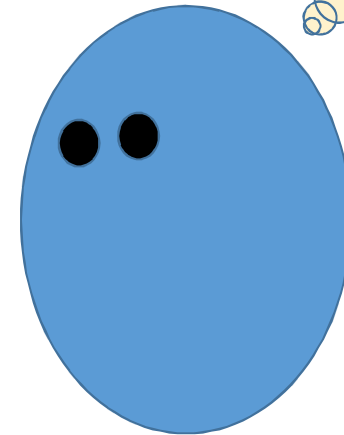


Influencing ... It's just not about the facts

"This is what we need to do. Here is my logical, rational argument, and the evidence that it's a great idea. And see how it benefits you!"



Have you lost your mind? Do you have any idea how I am feeling right now???



Influence Tactics

HEAD

Logical Appeals



- Org Benefits
- Personal Benefits

HEART

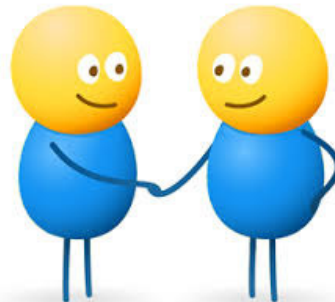
Emotional Appeals



- Individual Goals and Values

HAND

Cooperative Appeals



- Collaboration
- Alliances

Critical Conversation Advance Planner

- Is change inherent in your conversation?
- Can you name it?
- What resistance factors might you encounter?



Jigsaw Activity Instructions



1. Divide yourselves into groups of 4.
2. From the handout packet, each member of the group selects one of the conversational tool topics on which to become an expert.
3. Read your topic carefully.
4. “Expert” groups about each topic will meet to discuss more fully. (e.g., All individuals who have read about questions come together)
5. The “expert” group works together to plan a summary of their topic to share with their home group.
6. When time is called, return to your home group and share the information you learned in your “expert” group.

Consolidating Learning

Create a graphic representation of the Conversational Tools you have reviewed: reativity is encouraged!

Post your graphic

Walk about to view other groups' posters; note similarities and differences to your own group's work

Role Play
