MASTERING COURAGEOUS CONVERSATIONS IN THE WORKPLACE

FACILITATOR: MARIA CAMPBELL DEMPSEY
GETTING TO KNOW YOU

- Name
- What’s your role in your district?
- Tell the group something that we don’t know about you.
GROUND RULES

• Listen as Colleagues
• Give Everyone an Opportunity to Speak
• Honor Time Limits
• Have Fun
Session Deliverables:

- Use indicators from instructional systems to evaluate proficiency
- Provide timely and actionable feedback on instructional effectiveness
- Practice engaging in difficult conversations using “SHINE Technique”
• SHINE Technique

• Role Plays and Showtime
• Having Hard Conversations by Jennifer Abrams
• Giving Constructive Feedback
  Professional Improvement Plan
  Giving an NI

• Corrective Feedback Form

• Resources
MASTERING COURAGEOUS CONVERSATIONS

WHAT IS A COURAGEOUS CONVERSATION?

Why do we avoid having Courageous Conversations?
HAVING COURAGEOUS CONVERSATIONS IS A SKILL

- SUPPORTS OUR District’s Vision
- HELPS CREATE A HIGH PERFORMING AND DEDICATED TEAM
- SHAPES AN ENVIRONMENT THAT SUPPORTS STUDENT LEARNING
THE SHINE TECHNIQUE

- Manage Challenges
- Improve Relationships
- Navigate Difficult Situations
Always SHINE

Sincerity—Be open and honest

Humility—Treat the other person respectfully and courteously

Imagination—Approach the situation as a challenge to which you may not already have solution.

Negotiation—Know where you can be flexible and what parameters must be met.

Enthusiasm—Adopt a positive mind-set about your co-worker and the situation.
Start With Mutual Respect

Listen With Empathy
Hear what they are saying
See it the way they see it
Feel what they are feeling
Avoid Negative Words

Reframe The Questions To Focus On Actions You Can Take

To Solve The Issue:
Instead of...........
"Why don’t they stop complaining?”
Consider............
“What can I do to understand their frustrations?”
Use Names To Show Respect

Stay Calm If You Are Verbally Attacked

Share Your Observations, Not Your Frustrations:

Instead of:

“You’re driving me nuts.”

Consider:

“You’re interruptions are preventing us from finishing this project.”
MORE BEST PRACTICES

- Encourage Engagement by Welcoming Questions and Comments

- Check Your Emotions Before Responding to a Difficult Question

- Respond Positively
  - Instead of stating ...........
  - “I disagree.” or “You’re wrong!”
  - Consider ............
  - “I see things differently” or “Have you considered....”
More Best Practices

- Encourage Engagement by Welcoming Questions and Comments

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Situation 1: An up-and-coming employee complains after you hire an outside candidate for an important job—instead of promoting her.

Situation 2: An employee wants to work from home two days a week, but his job requires his presence at the office.

Situation 3: You’ve just been told to reduce your staff by nearly a third. You are meeting with one of the employees who will be affected.
**EXERCISES**

**Situation 4:** Due to organizational needs, you must change an employee’s role. The employee is unhappy about the proposed change.

**Situation 5:** Two employees are in the front office yelling at each other. You intervene, taking them to your office to mediate the situation.

**Situation 6:** An employee is absent from work at least once a week. The absences usually occur on Mondays or Fridays. You are meeting with the employee to discuss this matter.
Up To 93 % Of Communication Is Non-Verbal.

Tone of Voice
Eye Movement
Posture
Hand Gestures
Facial Expressions

Being aware of your body language and the employee’s body language can impact the conversation.

www.positive-way.com/body.htm
The Art of Giving Feedback or Constructive Criticism
GIVING CONSTRUCTIVE CRITICISM

Do Give Constructive Criticism To:
- Fix A Problem
- Make A Positive Change
- Help Someone Perform Better

Don’t Give Criticism To:
- Prove You Are Right
- Blame Someone Else
- Show Your Authority
Once You Have Determined Criticism Is Necessary:

- Approach The Person Calmly When No One Else Is Present
- Use A Sincere, Nonthreatening Tone
- Speak Slowly To Stress Key Words
THE ART OF GIVING FEEDBACK OR CONSTRUCTIVE CRITICISM

PRACTICE
ROLE PLAY

- Supervisor is meeting with an employee to discuss her inappropriate comments about students.
• Which critical step did the manager use most effectively and why?

• If the manager could change one thing, what could she do instead, and why?
Supervisor is meeting with an employee to discuss maintaining a professional relationship with a fellow employee.
SUMMARY QUESTIONS FOR THE MANAGER

• Which critical step(s) did I use most effectively and why?

• If I could change one thing, what would I do instead, and why?
CORRECTIVE FEEDBACK DOCUMENTATION FORM
Having Hard Conversations by Jennifer Abrams

Building Effective Work Relationships With

21 Tricky Workplace Personalities

Points To Ponder From Legal Department
Our students are coming through the doors of our classrooms everyday, and they deserve our best selves, both personally and professionally.

By confronting the issues in a timely fashion and speaking the truth about what we know and believe, we are developing the talent that we need to be the top producer of successful students in the nation.

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