

We are One Team, Let's Prove It!

Tools for Overcoming Challenging Conversations While Building & Leading Collaborative Teams

"Innovative Leadership In A Rapidly Changing World"

Region D PTAC June Gathering

PURCHIN CONSULTING

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GOALS & LEARNING OUTCOMES

1. Positive communication and collaboration skills
2. Looking at problems from different perspectives
3. Identifying the vital difference between interests and positions
4. Clearly articulating concerns from staff and parent perspectives, especially when a request may seem unreasonable or unfair
5. Dealing with anger
6. Building trust
7. Finding and focusing on the strengths of individual team members
8. Building consensus
9. Moving a team forward that's stuck or at an impasse
10. Creating psychological safety
11. What to do when "Change Happens!"

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WORKING AGENDA

9:00a.m. - 12p.m. Morning Session

Morning Break (10:45a.m. - 11:00a.m.)

12:00p.m - 1:00p.m Lunch

1:00p.m.-4:30p.m. Afternoon Session

Afternoon Break (2:30p.m. - 2:45p.m.)

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MEETING AGREEMENTS

- Be hard on the problem and gentle with each other
- Listen carefully to the ideas of others
- Consider the ideas of others
- Share your views willingly
- Ask & welcome questions
- Honor agreed time limits
- Listen to others
- Respect different opinions
- There are no mistakes (we're all learning)
- Name any special needs
- Have fun!
- Be in the moment
- Examples remain in the room



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RUSTY TAKE ONE



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CHARACTERISTICS OF A SUCCESSFUL CONVERSATION

First, let's close our eyes and visualize a conversation that was positive.

In the Mentimeter, type in words that come to your mind when visualizing this successful conversation. What was going on? What made this successful?

Scan the QR code to respond
Or go to Menti.com and enter code: 5359 8120



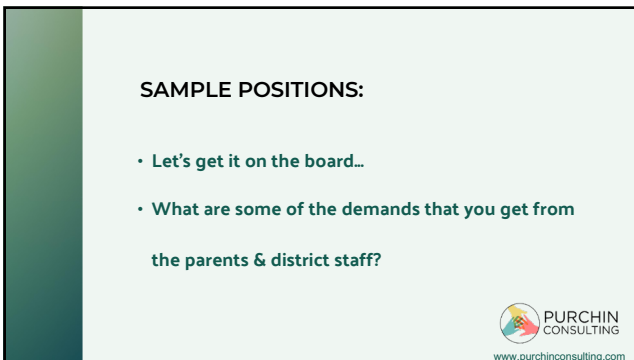
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INTERESTS:

- Underlying Motivations
- Concerns & Fears
- Basic Human Needs
 - Security
 - Economic Well-Being
 - Sense of Belonging
 - Recognition
 - Control Over One's Life



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COMMUNICATION TIPS

GETTING TO INTERESTS

- Build trust between listener & speaker
- Demonstrates understand and acceptance
- Encourages discussion of important issues



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EFFECTIVE COMMUNICATION TIPS

1. Stop talking
2. Ask questions when you don't understand
3. Focus your attention on the speaker's words, ideas & feelings
4. Look at the person
5. Check your emotions
6. Get rid of distractions
7. Share responsibility for communication
8. React to the ideas, not the person

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EFFECTIVE COMMUNICATION TIPS (continued)

- 9. Don't argue mentally
- 10. Listen for what is not said
- 11. Listen to how something is said
- 12. Avoid jumping to conclusions
- 13. Avoid classifying the speaker
- 14. Recognize your own prejudice
- 15. Take an attentive body posture
- 16. Make appropriate head nods & other movements

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The Art of the Question
English



The Art of the Question
Spanish



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**ASK QUESTIONS THAT
ENCOURAGE COMMUNICATION**


- Tell me more about...
- I am not sure I understand that part about...
- Let me make sure I understood correctly...
- Can you help me understand?
- Can you help me get a better idea of the reason for your request?



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WHAT TO AVOID?

- Avoid a question that can only be answered with a yes or a no
- Avoid a question that begins with why
- Avoid asking anyone to talk about their "side"




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THE ART OF THE QUESTION

- Help me understand your view/perception of the issues
- Tell me more about how you feel about this..
- What will happen if this is not worked out today?
- I want to thank you for discussing such a hard issue with us and I hope you can us more about..




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SAMPLE QUESTIONS

- How will you know their intentions are sincere?
- What needs to change in order for things to be different?
- What have you been doing differently (recently) that has led to these results?
- How could this be handled so that the outcome will be positive?
- How will you know when you are ready for a change?
- How have changes in one area affected the rest of your/ my life?
- What is the longest period I can remember during which things were going well?



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OTHER QUESTIONS

- What would it look like for you if this matter was resolved? How would you feel?
- Paint a picture for me of the future if this is settled/ not settled?
- What ideas do you have that might help solve the problem?



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**SMALL GROUP WORK:
IDENTIFYING INTERESTS FROM
POSITIONS**



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**USING THE HANDOUT, READ EACH POSITION
AND COME UP WITH 1-2 QUESTIONS AND AN ACTIVE
LISTENING STATEMENT. ALSO, IDENTIFY WHAT THE
INTERESTS ARE OF THE PERSON MAKING THE
ORIGINAL STATEMENT.**


*Choose a note taker & scribe



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Message Formula –Worksheet

- **STEP ONE**
- I feel...
- (Talk about your feelings)
- **STEP TWO**
- When ...
- (State the specific behavior)
- **STEP THREE**
- Because...
- **STEP FOUR**
- And what I NEED is ...
- (Say what you need to make the situation better)



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Prep Sheet Before Entering a Meeting and/or Challenging Conversation

- **My Interests** What matters to me: my wants and needs.
- **Their Interests** What I think they care about: their wants and concerns.
- **Agreements** The possible agreements we might reach.
- **Objective Criteria** The objective criteria that give my wants and needs legitimacy.
- **My Walking Away Alternatives** What you can do if you walk away without an agreement.




Scan to download the PDF

** These concepts are from the Getting To Yes workbook by Roger Fisher and William Ury.

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FORMULA FOR SOLVING A CONFLICT AND CHALLENGING CONVERSATION

4 Step Process



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1.COMMIT TO WORKING IT OUT

- Find a good time and place to talk
- Agree to try to solve the problem
- Establish meeting agreements (ground rules)




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2. DEFINE THE PROBLEM

- Each person says what happened and how they feel
- Use active listening and I-Messages
- Focus on needs




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3. BRAINSTORM SOLUTIONS

- Suggest many ways to address the issue
- Do not judge the suggestions




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4. A SOLUTION & MAKE AN ACTION PLAN

- Consider all options; look at possible outcomes
- Select a solution that everyone agrees to
- Decide the specifics (i.e. Who? What? Where? When? How?)



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USING EMOTIONS AS YOU NEGOTIATE

1. Take a Break (pull out this sheet)

2. Get Some Distance

- Count to ten
- Take a few deep breaths; focus on your breathing
- Ask yourself: How important is this issue to me?

3. Think About What Triggered Your Emotions and Theirs

- Feeling unappreciated?
- Disaffiliated?
- Impinged in autonomy?
- Belittled in status?
- Unfulfilled in a role?




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STIMULATE HELPFUL EMOTIONS

- Express APPRECIATION
- Listen. Find Merit. Show it
- Build AFFILIATION
- Look for ways to connect ("how are the kids?"),
- Focus on the problem together ("Looks like we have a shared problem.")
- Respect AUTONOMY
- Always Consult Before Deciding (ACBD)
- Acknowledge STATUS
- Respect their experience and expertise
- Help make their ROLE fulfilling
- Ask for their advice

From Beyond Reason: Using Emotions as you Negotiate, Robert Fisher and Daniel Shapiro



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Team Building

Let's do some exercises, & have some fun.

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"Yes And..." V.S. "Yes But..."

Description: The "yes and" practice in improvisation is one of the most important. It means you accept your partner's idea and build on it. This exercise illustrates the difference between when you accept an idea and when you block it.

Instructions: Participants work in pairs and are instructed to plan a vacation together. One must start by sharing an idea, and the other replies with the words "Yes but", a reason why it is not a good idea, and then shares another contrasting idea.


The first then replies with "yes but" and so they go back and forth blocking each other's ideas. After a while stop them and ask them to plan the same vacation but this time instead of saying "yes but" they must start their sentences with "yes and", accepting the other's idea and building on it.



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Improvisation rules are the same rules as successful teams

- Rule #1 – Yes, and.....
- Rule #2 – Pay attention to your partner
- Rule #3 – Make statements
- Rule #4 – Trust one another
- Rule #5- Make your partner (teammates look good)
- Rule #6 – There are no mistakes




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NEXT STEPS

In your small group, come up with 3-4 tools/skills that you would like to begin implementing next week or ASAP.

What do Agreements look like within you organization?
 How and when do you have challenging conversations?
 How do you celebrate each other?

Choose a scribe/spokesperson, and when we come back to the main session be prepared to share out to the full group.



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Takeaways From Today - Mentimeter Poll

What do you want to remember and/or use in future?

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**"ALONE WE CAN DO SO LITTLE;
 TOGETHER WE CAN DO SO MUCH."
 - HELEN KELLER**

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Evaluation

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