

CALA CONSTRUCTION **ACADEMY OF EXCELLENCE**



## CONSTRUCTING LEADERS PROGRAMME

Leadership, Excellence, Accreditation & Development

### Difficult Conversations Workshop



# HOW ARE YOU TODAY?



Don't Ask

I'm here

I'm Ok  
thanks

Feeling  
Good

Amazeballs  
Thanks



On top of  
the world!

# DIFFICULT CONVERSATIONS OUR LEARNING TODAY



- Why would we need to have a difficult conversation?
- What are the Dos and Don'ts?
- What is assertiveness?
- How to communicate assertively
- Understanding conflict
- Work with Actor Facilitator (s) to explore great approaches to handling conflict
- Use our pre work thinking to support and help each other

PRE WORK

# What makes a conversation difficult?

Use Jamboard to capture your thoughts



**breakout**

# What is a Difficult Conversation?

## When would we need it?



- Something someone doesn't want to hear
- Something performance or personality based
- Something which is hurting the team
- Something you need to say constructively to get results
- Something is going to change



**It is a conversation that creates a supportive and safe environment where employees feel able to share concerns and hear feedback**

# SCENE ONE

*“WHAT DO WE SEE AND HEAR?”*

OBSERVATIONS

# TALKING HEAD

*“WHAT DO WE SEE AND HEAR?”*



## THE WHY NOT'S?

- Compile a list of challenges/blockers/why not's as to why we don't always handle difficult conversations well
- What are the things that can go wrong?



**breakout**

DISCUSS



# SCENE ONE TAKE TWO!

*“WHAT CAN WE DO TO HELP?”*

OBSERVATIONS

# THE PSYCHOLOGY BEHIND IT ALL



## Option 1

### Passive

Emotionally dishonest,  
Indirect,  
inhibited,  
Self-denying,  
Blaming,  
apologetic

## Option 2

### Passive Aggressive

Emotionally dishonest,  
Indirect, self-denying at first.  
Self-enhancing at expense of others later.

## Option 3

### Aggressive

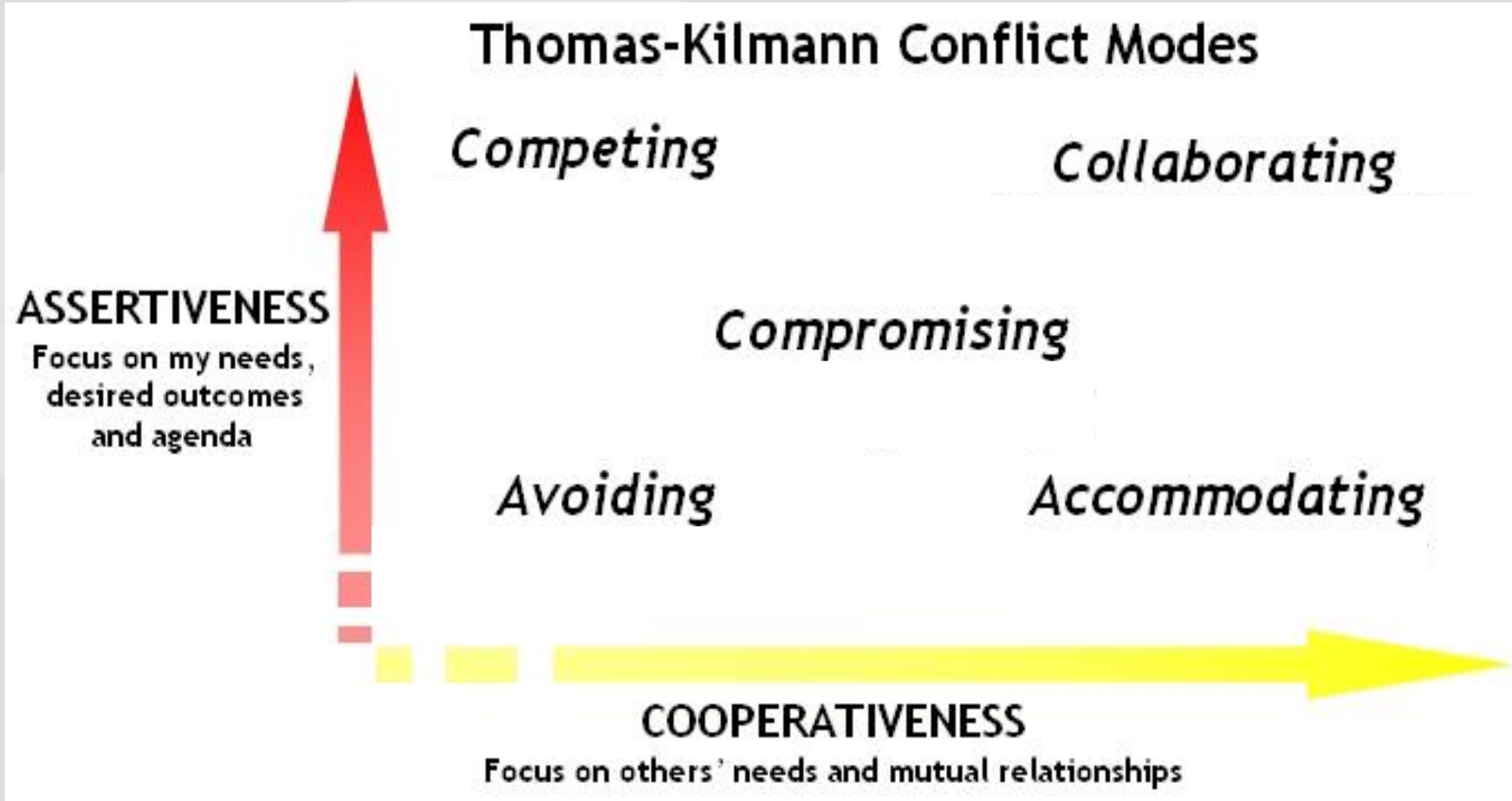
Inappropriately honest, direct,  
expressive,  
attacking,  
blaming,  
controlling, self-enhancing at expense of others

## Option 4

### Assertive

Appropriately honest, direct,  
self-enhancing,  
expressive, self-confident,  
empathic to emotions of all involved

# CONFLICT MANAGEMENT



# MEET JO, GEORGE & SAM

- **Session A**
- **Session B**

**Session B**

**Session A**

**Break into two groups**



**breakout**

MEET THE ACTORS

# SESSION A- DEBRIEF



## Empathy

**Experiencing** the  
feelings of another



You have similar  
personal experiences



Emotion



## Sympathy

**Understanding** the  
suffering of another

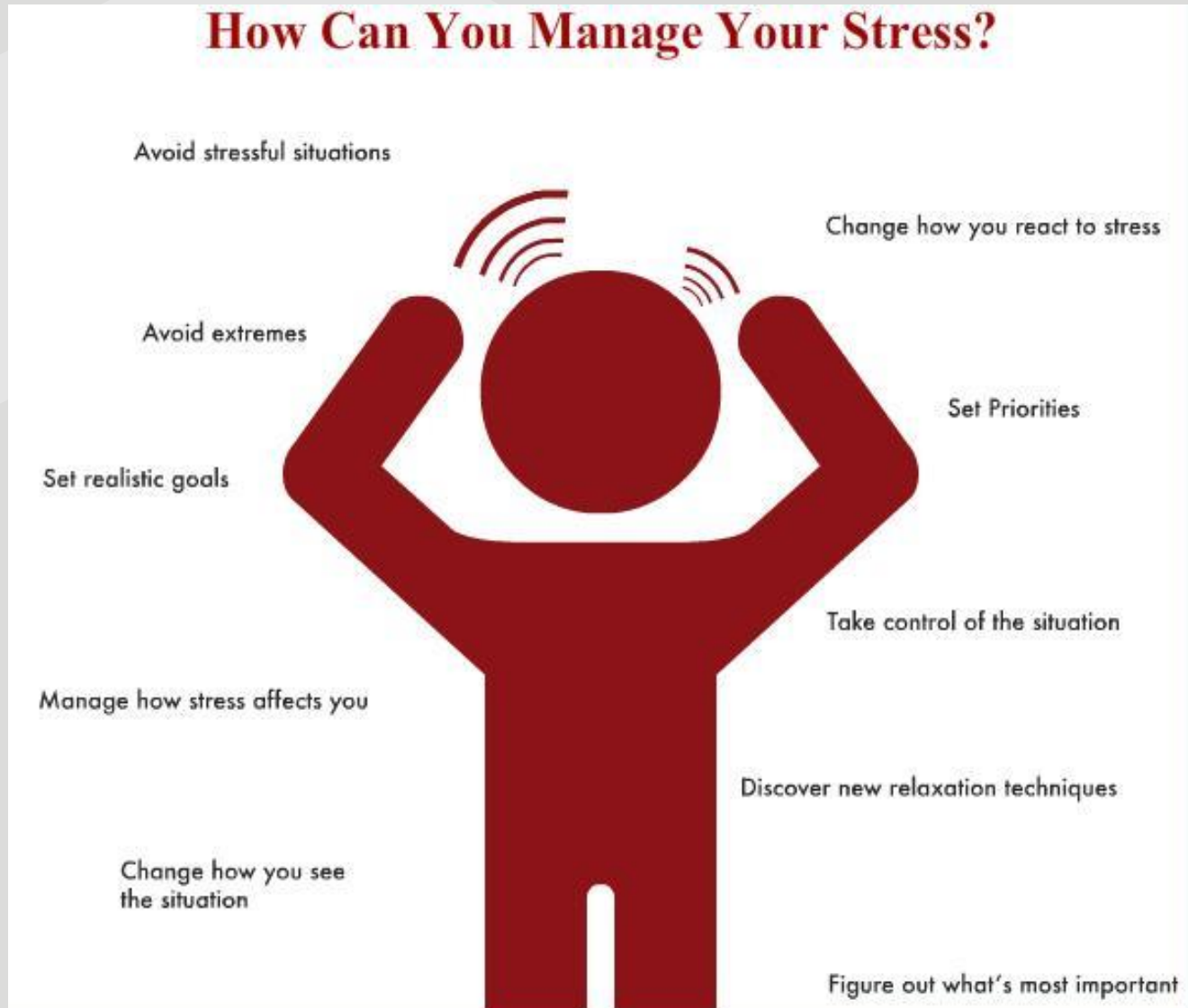


You acknowledge  
another's circumstances



Recognition

# SESSION A- DEBRIEF



DISCUSS

# SESSION B-DEBRIEF

A

ACTION:  
What are the facts?  
What did the person really do?

I

IMPACT:  
What is the impact on  
themselves / colleagues /  
customers / the work / project?  
Focus on feelings

D

DESIRED OUTCOME:  
What kind of change in the  
behaviour is expected?  
Future focus



DISCUSS

# SESSION C -DEBRIEF



DISCUSS



# SESSION C -DEBRIEF



## Direct Discrimination

Treating someone with a protected characteristic less favourably than others.

## Indirect Discrimination

Putting rules or arrangements in place that apply to everyone, but that puts someone with a protected characteristic at an unfair disadvantage.

## Harassment

Unwanted behaviour linked to a protected characteristic that violates someone's dignity or creates an offensive environment for them.

## Victimisation

Treating someone unfairly because they've complained about discrimination or harassment.

## Association

Where a person is associated with someone who has a particular protected characteristic.

## Perception

Where someone thinks a person has a particular protected characteristic, even if they do not.

DISCUSS



MEET THE ACTORS

# REINFORCEMENT OBJECTIVE #

***REINFORCEMENT OBJECTIVE # 1***  
***Use the AID Feedback technique  
shown to give some constructive  
feedback to three colleagues in the  
next four weeks***

***REINFORCEMENT OBJECTIVE # 2***  
***When encountering passive  
aggressive behaviour in the next  
month use the model shown to  
remember to communicate  
assertively and collaboratively***



TAKE AWAY

# HOW DID YOU FIND TODAY?



Don't Ask

Needs  
improvement

Its Ok

Good

Amazeballs

Excellent



Thank you

Questions?

Contact us if  
needed



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