

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



Thomas-Kilmann Conflict Modes

Competing

Collaborating

ASSERTIVENESS

Focus on my needs,
desired outcomes
and agenda

Compromising

Avoiding

Accommodating

COOPERATIVENESS

Focus on others' needs and mutual relationships

HANDOUT TWO

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



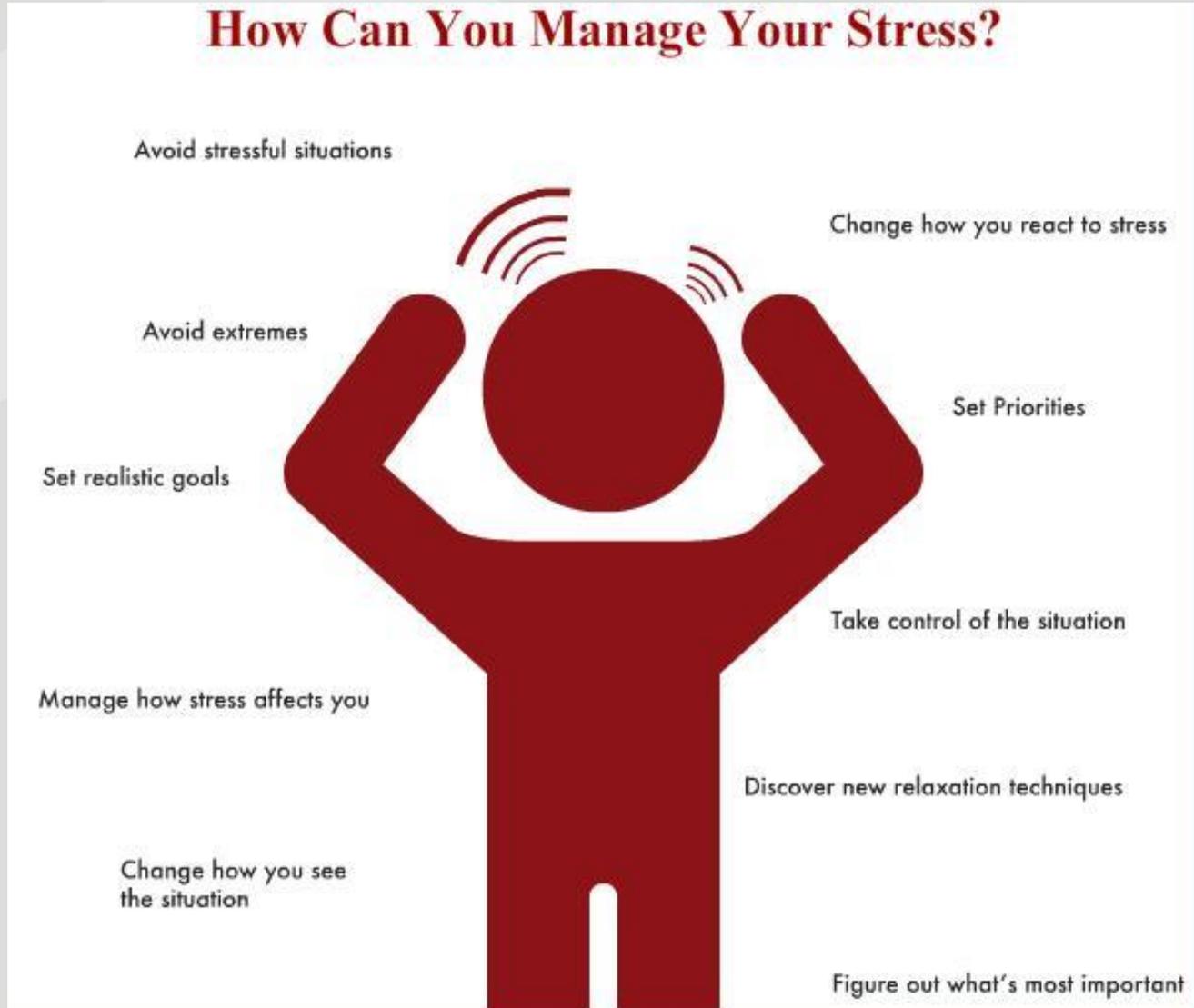
Recognition

DISCUSS

SESSION A- DEBRIEF



How Can You Manage Your Stress?



DISCUSS

SESSION B-DEBRIEF



A

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

I

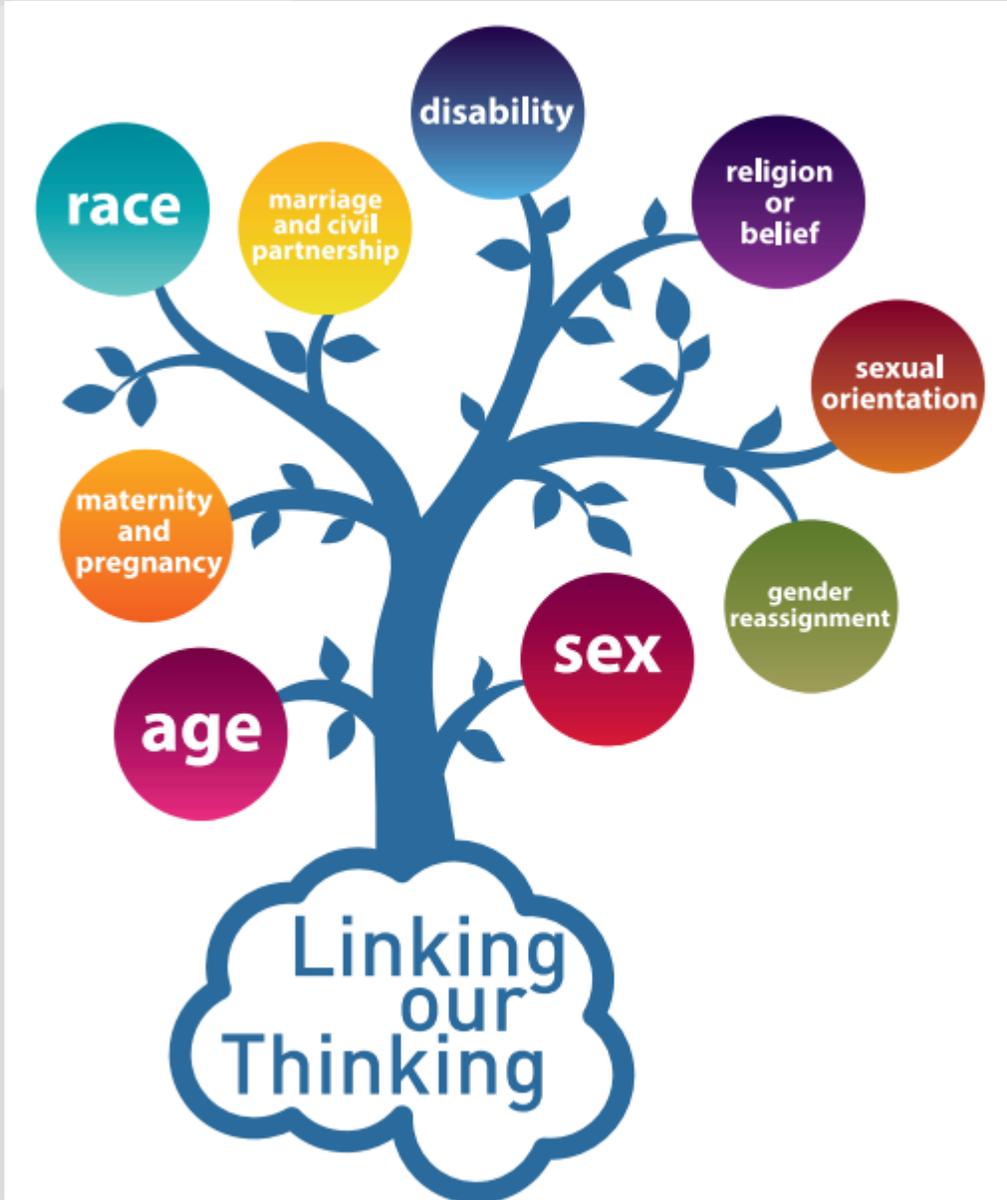
IMPACT:
What is the impact on
themselves / colleagues /
customers / the work / project?
Focus on feelings

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



CALA CONSTRUCTION
ACADEMY OF EXCELLENCE