

The Plan

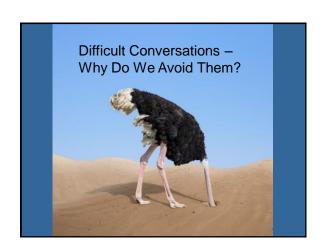
- ▲ Topic area: Having Difficult Conversations
- **▲** The Challenges
- ▲ Strategies / Techniques
- PSC Strategies
- Crucial Conversations



Examples of Difficult Conversations

- · Time management issues
- Team dynamics
- Work style
- · Performance issues
- · Disagreements with policy/vision
- · Appearance / image issues
- · Refusal to attend to advice





Consequences of Avoidance

- Nothing changes or it gets worse and [it is]more difficult to have the conversation in the future.
- Situations grow out of hand when not addressed.
 Staff may not know they are doing something wrong, have no opportunity to improve. Resentment builds up among staff and leadership this can go both directions.
- Staff morale decreases, poor customer service.
- Mistakes keep happening and other staff needs to deal with the mistakes.

Strategy: Have a Goal



- Maintain focus
- Examine your motives
- Ask questions



Suggestions for Difficult Conversations

- Making sure the conversation is private and not held during a
 busy time of day or at the end of the day when a staff person
 may be tired. Use a PCS approach. State what you or other staff
 have noticed or has been reported in a factual way and ask for
 their input. State that you are there to help.
- Have the conversation early don't wait too long, do it in private, plan ahead for your objective/outcome for conversation, think about the characteristics of the person that you need to consider.
- [Have a] direct and open conversation with ideas for moving forward
- Be non-judgmental, gather info about the situation, and focus on fixing the problem

Making it Safe





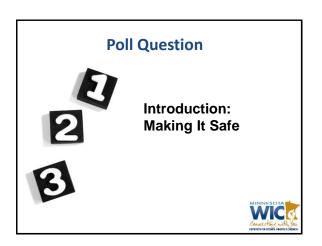
Suggestions for Making it Safe

- Recognizing the person's strengths; asking their perspective on the situation; welcoming their input.
- Open with the purpose so they know what to expect, seek their side and clarify, have empathy.
- Listen as well as talk, calm and even, plan talking points.
- Maybe send a "reminders" email to all staff, so one person is not called out. Or discuss as a group in a staff meeting as a group.

Crucial Conversations

- Share your facts
- Tell your story
- · Ask for other's paths
- Talk tentatively
- Encourage testing











PCS Strategies for Difficult Conversations Listening Asking Reflecting Asking for input Goal setting



Asking

- Open-ended questions
- · Invite different view points
 - Please let me know if you see it differently
 - I really want to hear your thoughts



Reflecting



- Understanding their position
- Encouraging discussion
- Reflecting does not equate to agreement
- Potential for finding an area of agreement
- · Agree and build



Poll Question



Offering a Reflection





Goal Setting

- Asking for input, ideas
- · How you will decide?
- Be specific
 - By when
 - How
 - Method of follow-up



An Ounce of Prevention



- Hiring strategies
- Set expectations early
- Approach situations timely



What Expectations to Set?

Expectations about communication

- That communication both ways will be open and up front.
- Staff know how WIC staff are expected to work together as a team and tell them to communicate any problems to supervisor
- Work as a team in a positive manner, be responsible to talk for own self, request meetings to share concerns and perspectives.
- Continuous coaching and feedback.
- Open-mindedness, plan to continue to learn new things.



What Expectations to Set?

- Expectations about job performance
- Make sure staff know what is expected of them regarding conduct, break and lunch times.
- · WIC takes a while to learn and figure out.
- What exactly the staff person will be reviewed on and how
- This program is team-oriented, we learn from each other, and when mistakes are made, it is a good learning experience. We do chart audits and observations which can be helpful for everyone to learn from.

What Expectations to Set?

- Expectations about PCS
- That you will encounter rude/ungrateful people. Most are very polite and appreciative, but be ready for the few bad eggs.
- Stress the PCS mind set of meet the client where they are at and always be respectful of what they know.
- Not every participant wants to change or sees things as a problem - things are handled differently in different cultures too.
- Encourage the need to be aware and mindful of different diversity on the level of learning, beliefs, culture and expectations.

Setting Expectations

- · Setting shared expectations
- Involving everyone
- · Asking for input / creating buy-in



Time to Share



- Questions
- Strategies
- Tips for difficult conversations



