



# CRISIS CONVERSATION



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# WHY A CONFLICT?

## Task Related

- Competing goals, Incompatible Interests, Poor planning, Incongruent values

## External Influences

- Interdependence, Limited resources, Win-lose scenarios, Ineffective process

## Emotional Triggers

- Anger, Jealousy, Expectations, Prejudices, Stress buildup, Fear, Power dynamics, Feeling judged

## Behavioral Antecedents

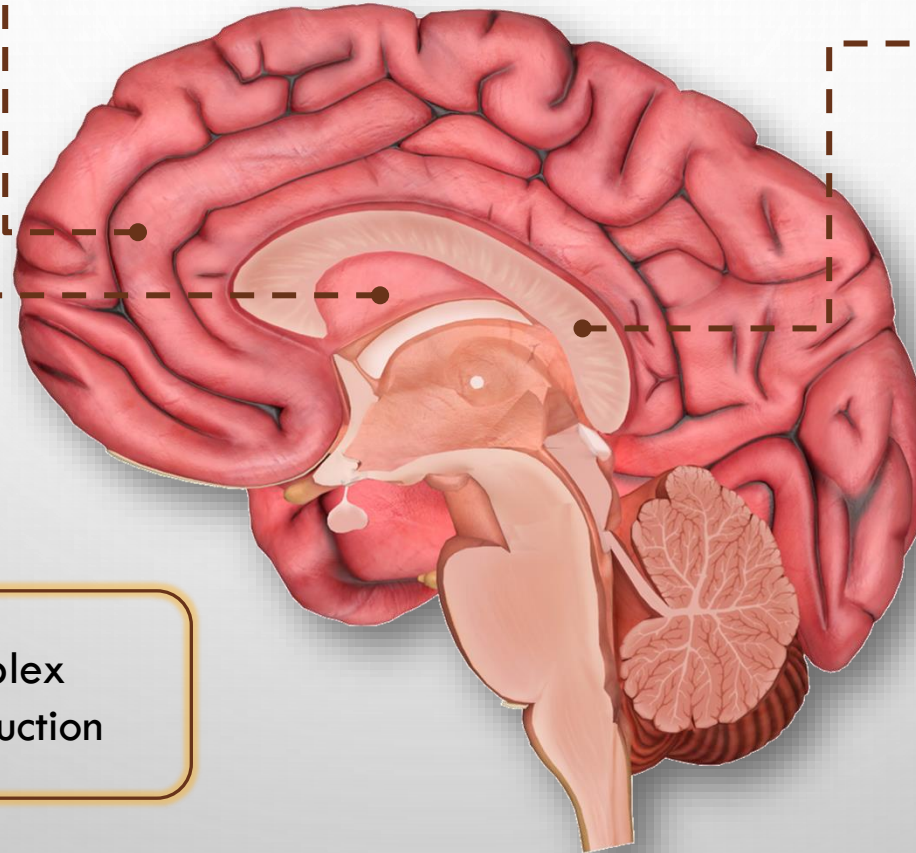
- Sarcasm, Miscommunication, Condescending Language, Risk-Aversion, Arrogance, Hostility, Incompetence

# THE 3 PARTED BRAIN

Neocortex  
Human Brain  
Logic/Abstract Thought

Limbic System  
Mammalian  
Emotions/Empathy/Parental

Reptilian Complex  
Survival/Reproduction





# TYPES OF CONFLICTS – A.RELATIONSHIP



**What it is**

A clash of personalities



**Example**

Your counterpart  
interrupts and talks over  
you in a meeting



OUTCOME

**Outcome if you get it right**

Better understanding of  
your counterpart  
Improved relationship

# TYPES OF CONFLICTS – B. TASK



## What it is

A disagreement over the intended goal of a task or project



## Example

You and your colleagues in the legal Department don't agree on how much risk the company should assume in a partnership agreement



## Outcome if you get it right

Clear understanding of the tradeoffs to be made  
Better results  
Innovation

# TYPES OF CONFLICTS – C. PROCESS



## What it is

A disagreement over how to carry out a project or task



## Example

You think it's important to roll out a new initiative quickly, even if it means sacrificing some quality, while your counterpart believes it needs to be perfect before it hits the market



OUTCOME

## Outcome if you get it right

Process innovation  
More potential solution to the problem

# TYPES OF CONFLICTS – D. STATUS



## What it is

A disagreement over who's in charge or gets credit for the work



## Example

You and your peer are competing to run a high profile project



## Outcome if you get it right

Clear hierarchy  
Easier coordination of the work

FLYING FISTS



OR

Fleet Feet ?



## YOUR OPTIONS FOR HANDLING CONFLICT

01

Do nothing

02

Address it  
indirectly

03

Address it  
directly

04

Exit

# WHICH ONE IS YOU?



# PICK YOUR OPTION

## Do Nothing

### What it is

- Ignoring and swallowing the conflict

### Use it when...

- You don't have the energy or time.
- You suspect the other person is unwilling to have constructive conversation.
- You have little or no power.
- You won't beat yourself up or stew about it.

## Address it Indirectly

### What it is

- Striking the issue instead of naming it

### Use it when...

- It's important in your culture to save face
- You work in a place with direct confrontation is inappropriate
- You think the other person will be more willing to take feedback from someone else

# PICK YOUR OPTION

## Address Directly

### What it is

- Actively trying to change the situation by talking to the other person

### Use it when...

- You worry that there will be lingering resentment if you don't clear the air.
- You've tried other options and the problem persists.
- You want to get your relationship with your counterpart back on track.

## Address it Indirectly

### What it is

- Getting out of the situation entirely by being reassigned to another project, finding the new boss, or leaving the company

### Use it when...

- You're dealing with someone from another Department or outside your company where your jobs aren't interdependent.
- you can easily find a job somewhere else.
- you've tried other options and nothing has worked.

# RECOGNIZE YOUR NATURAL TENDENCY

## Conflict Avoiders

- Shy away from disagreements.
- Value how many in positive relations.
- Often try to placate people or change the topic.
- Don't want to hurt others feelings.
- Don't want to disrupt team dynamics.

confidential, not for distribution

## Conflict Seekers

- Are eager to engage in disagreements.
- I care most about directness and honesty.
- Strongly advocate for their own perspective.
- Lose patience when people aren't being direct and honest.
- Don't mind ruffling feathers.

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# HOW CONFLICT APPROACHES WORK TOGETHER

Your Counterpart is an Avoider	You are an Avoider	You are a Seeker
	What happens	What happens
	<ul style="list-style-type: none"> <li>• Both of you lean towards doing nothing</li> <li>• You make downtown feelings that would explode later on.</li> </ul>	<ul style="list-style-type: none"> <li>• Both of you lean towards doing nothing</li> <li>• You make downtown feelings that would explode later on.</li> </ul>
	How to Manage	How to Manage
	<ul style="list-style-type: none"> <li>• One of you needs to take the lead.</li> <li>• Say directly” I know we both don't like conflict, but instead of doing nothing, should we consider other options?”</li> <li>• Do your best to draw the person out in a sensitive, thoughtful way.</li> <li>• If things get tough, don't shy away. Fight your natural instinct.</li> </ul>	<ul style="list-style-type: none"> <li>• Ask the person to participate actively in the conversation- Not hide her opinions.</li> <li>• Don't be a bully.</li> <li>• Be patient with the pacing of the conversation.</li> </ul>



# HOW CONFLICT APPROACHES WORK TOGETHER

Your Counterpart is a Seeker	You are an Avoider	You are a Seeker
	What happens	What happens
	<ul style="list-style-type: none"> <li>You're tempted to play the role of "good guy" and go along with what your counterpart wants.</li> <li>You might get trampled by your counterparts request</li> </ul>	<ul style="list-style-type: none"> <li>Neither of you is afraid to say what's on your mind.</li> <li>The discussion turns contentious.</li> <li>You might end up saying things you don't believe</li> <li>You both feel dis respected</li> </ul>
	How to Manage	How to Manage
	<ul style="list-style-type: none"> <li>Explicitly ask for what you need: "to have a productive conversation, I need you to be patient with me and watch the tone and volume of your voice."</li> <li>Earn the seeker's respect by being direct and to the point.</li> <li>Don't signal disrespect, which is likely to set the seeker off</li> </ul>	<ul style="list-style-type: none"> <li>Since you'll both be eager to address the situation, take extra time to prepare for the conversation.</li> <li>Know that you're likely to feel impatient and schedule your discussion in a way that allows you both to take breaks.</li> <li>Be ready- things may get heated. Suggest a coffee break or a walk or a change of scenery to help even out emotions</li> </ul>

# PRE- CONVERSATION CHECKLIST

## MENTALLY

- ☐ CHECK YOUR MINDSET - be positive, but also honest with yourself about how difficult the conversation may be.
- ☐ CONSIDER THE OTHER POSITIONS - look at the situation from your counterpart's perspective: what does he/ she want?
- ☐ VENT- Get your emotions out beforehand so you can Be calm during the conversation.

### DO

- ❖ Focus on what you stand to gain from the discussion and assume you have something to learn.
- ❖ Ask a trusted coworker for input if you're at a loss about what your counterpart is thinking.
- ❖ identify places where you see eye to eye.
- ❖ get your feelings out ahead of time so you'll be more centered and calm
- ❖ come up with a list of questions you want to ask when you sit down together

### Don't

- ❖ label the conversation as "difficult".
- ❖ sugarcoat what's going to happen.
- ❖ Assume you can know everything your counterpart is thinking ahead of time.
- ❖ went to a friend who typically riles you up.

## STRATEGICALLY

- ☐ PLAN YOUR MESSAGE - think what you say ahead of time.
- ☐ PREPARE FOR MULTIPLE SCENARIOS- play out various ways the conversation might go.

### DO

- ❖ Plan how you approach the conversation- Literally what you will and what you won't to say.
- ❖ Focus on a shared goal.
- ❖ Find a trusted colleague with whom you can do a few role plays.
- ❖ Test out phrases you may say.

### Don't

- ❖ Script the entire conversation- Just jot down notes and key points.
- ❖ Assume you know how the conversation is going to go

## LOGISTACALLY

- ☐ PICK THE RIGHT TIME - choose a time when you and your counterpart can be unrushed and calm.
- ☐ SELECT THE RIGHT PLACE - look for somewhere you can meet in private

### DO

- ❖ Pick a time when you and your counterpart want to be rushed.
- ❖ Consider an initial meeting to hear each other out, and then schedule a follow up time when you can focus on problem solving.
- ❖ Talk in person, or at least on the phone.
- ❖ Try a change of scenery- going to a coffee shop or taking a walk.

### Don't

- ❖ Have the conversation over email.
- ❖ Try to talk to your colleagues when emotions are high
- ❖ Have a fight in a group setting.
- ❖ Choose a 'turf' 'setting' where you or your counterpart has a power advantage.

### **QUESTIONS TO DRAW OUT YOUR COUNTERPARTS PERSPECTIVE**

- What about the situation is most troubling to you?
- What's most important to you?
- Can you tell me about the assumptions you've made here?
- Can you help me understand your thinking here?
- What makes you say that?
- Can you tell me more about that?
- What leads you to believe that?
- How does this relate to your other concerns?
- What does it take for us to be able to move forward? How do we get

there?

- What would you like to see happen?
- What does a resolution look like for you question?
- What idea do you have that would meet both our needs?
- if this was completely in your control how would you handle it?

### **PHRASES TO MAKE SURE YOU ARE AHEAD**

- Here's what I'm thinking.
- My perspective is based on the following assumptions..
- I came to this conclusion because...
- I'd love to hear your opinion to what I just said
- This is my reasoning? What do you think?
- Do you see the situation differently?

### **PHRASES THAT PRODUCTIVELY MOVE THE CONVERSATION ALONG**

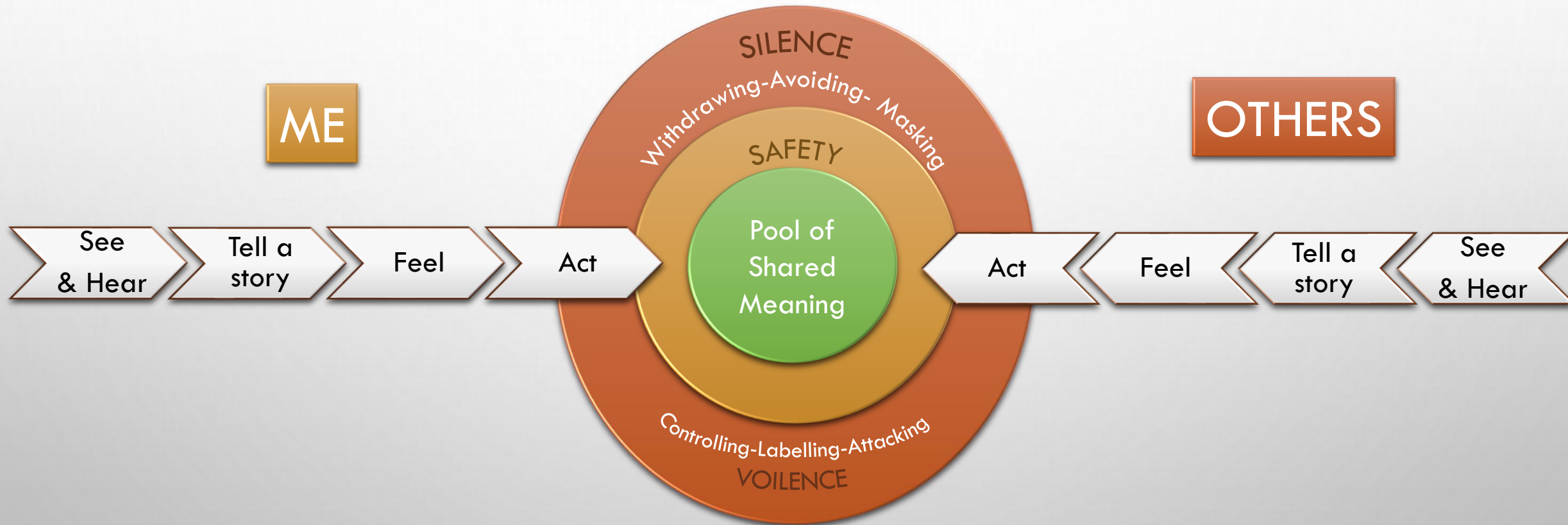
- You may be right, and I'd like to understand more
- I have a completely different perspective, and clearly you think this is unfair so how can we fix this?
- Can you help me make the connection between this and the other issue we're talking about?
- I'd like to give my reaction to what you've said so far and understand what you think.
- I'm sensing there are some intense emotions about this. when you said 'x', I had the impression you were feeling 'y'. if so, I'd like to understand what upset you. is there something I've said or done?
- This may be more my perception than yours, but when you said..... I felt.....
- is there anything I can say or do that might convince you to consider other options here?
- When I first heard your recommendation, my initial reaction was..... I'd like to talk about how both of us can more objectively weigh this decision...

# MANAGING A CONFLICT





# THE CRUCIAL CONVERSATION MODEL



# KNOW YOUR PATH TO ACTION



## Watch for Clever Stories

**The  
Victim**

**The  
Villain**

**The  
Helpless**

# 5 POINTS TO REMEMBER

Ask the right question.

State facts for your story

Apologize when necessary

Contrast, to avoid confusing meaning...  
I do/I don't

Stay focused on the common goal

1

2

3

4

5



Maybe I am  
wrong here!!  
What if the  
opposite is  
true?

# DISAGREE AGREEABLY

- WHAT DO I THINK?
- WHY DO I THINK THAT?
- WHAT'S THE EVIDENCE?
- 
- MY EXAMPLE IS...
- MY EVIDENCE SHOWS...
- THEREFORE I THINK...

Think

1-4 seconds for  
"reflection"  
*Cushion*

Speak



# THE 5 RULES FOR DISAGREEING AGREEABLY

**01**

Give the  
benefit of  
doubt

**02**

Listen to learn  
and  
understand

**03**

Take  
responsibility  
with I  
statements

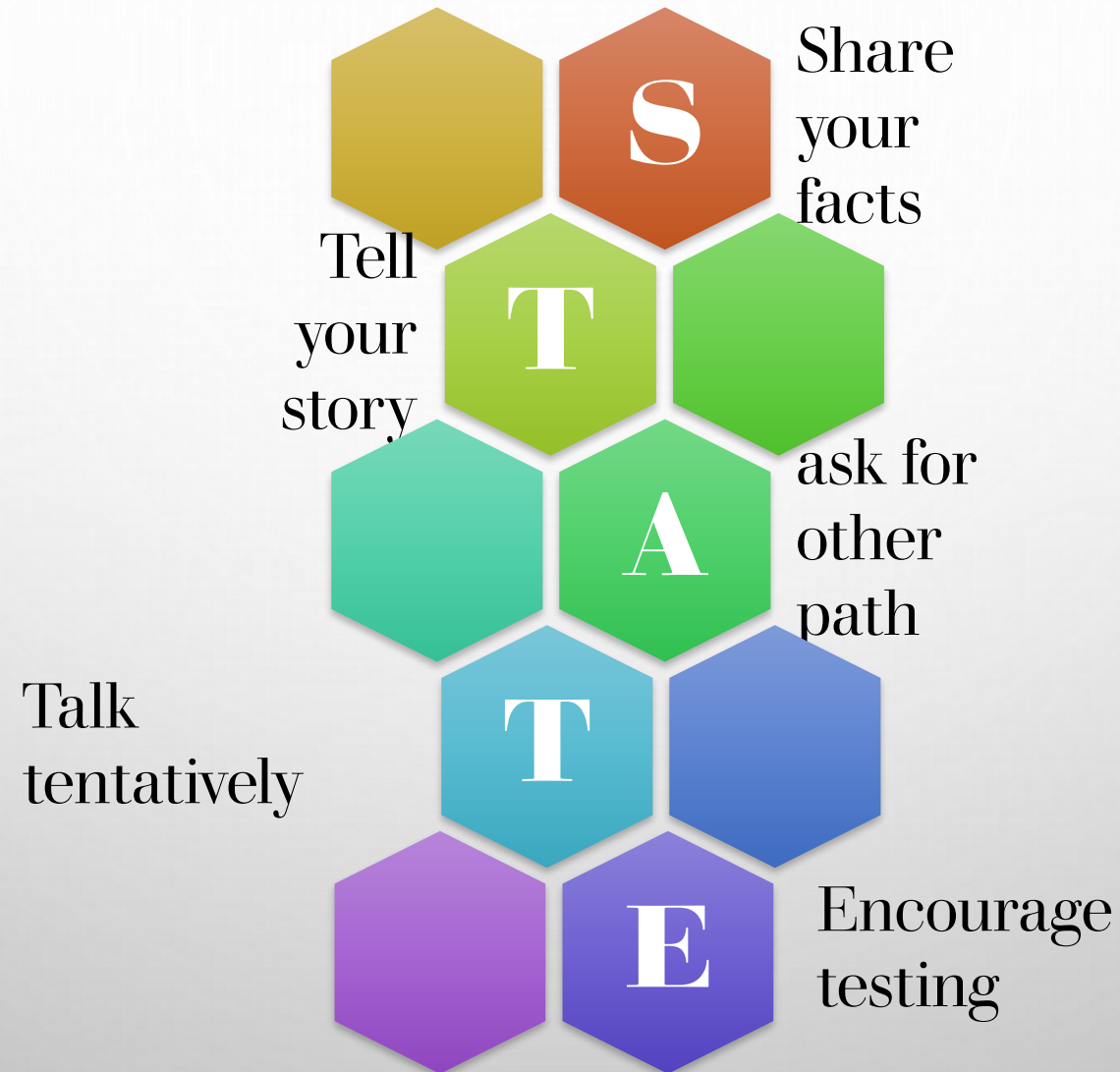
**04**

Use a cushion

**05**

Never use  
'but' or  
'however'

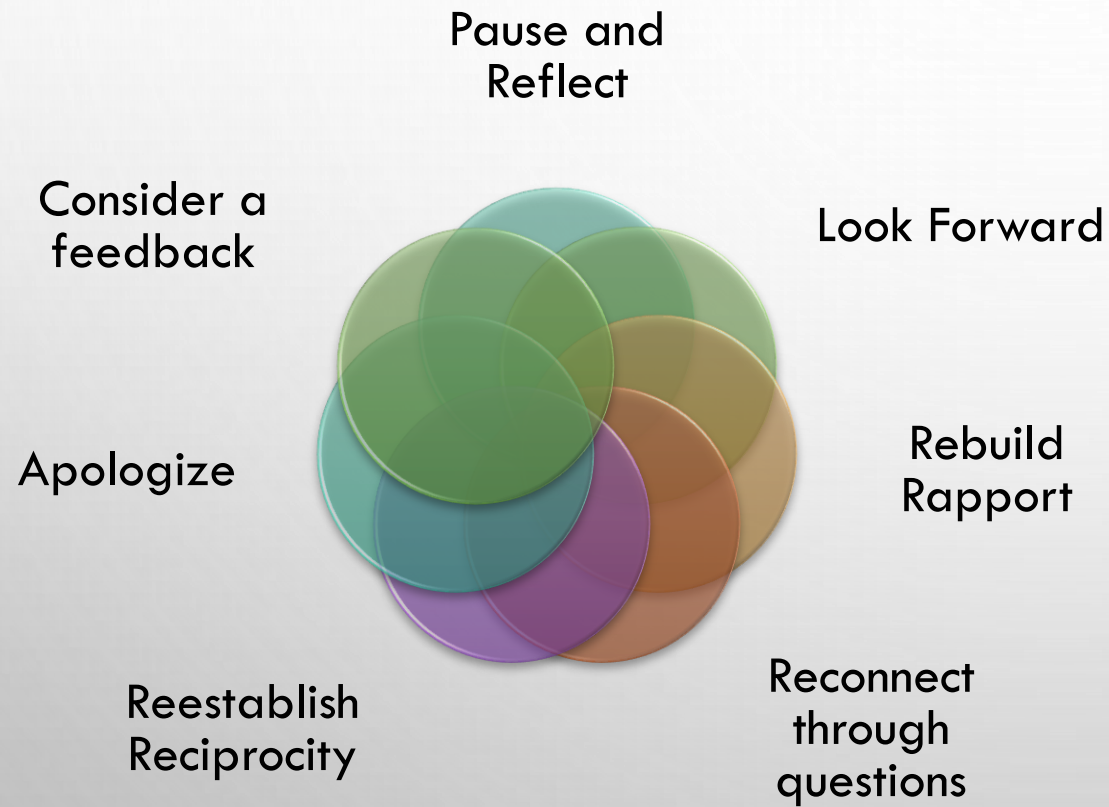
# STATE YOUR PATH



# EXPLORE OTHERS PATH



# REPAIR RELATIONS





# REFERENCES

- DEALING WITH CONFLICT - AMY GALLO
- CRUCIAL CONVERSATION- PATTERSON- GRENNY- MCMILLAN- SWITZLER
- SOURCE URL: [HTTP://CATALOG.FLATWORLDKNOWLEDGE.COM/BOOKHUB/READER/15](http://catalog.flatworldknowledge.com/bookhub/reader/15)
- SAYLOR URL: [HTTP://WWW.SAYLOR.ORG/COURSES/BUS210](http://www.saylor.org/courses/bus210)
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- SOURCE URL: [HTTP://MANAGEMENTHELP.ORG/COMMUNICATIONSSKILLS/FEEDBACK.HTM](http://managementhelp.org/communicationsskills/feedback.htm)

# THANK YOU