



Pathfinder Communication, LLC



Better Communication, Better Decisions, Better BusinessSM

www.PathfinderCommunication.com



“What Makes You Say That?”

– Converting Conflict into Results

International Council on Systems Engineering

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Results Oriented Communication

(Patrick Lencioni)

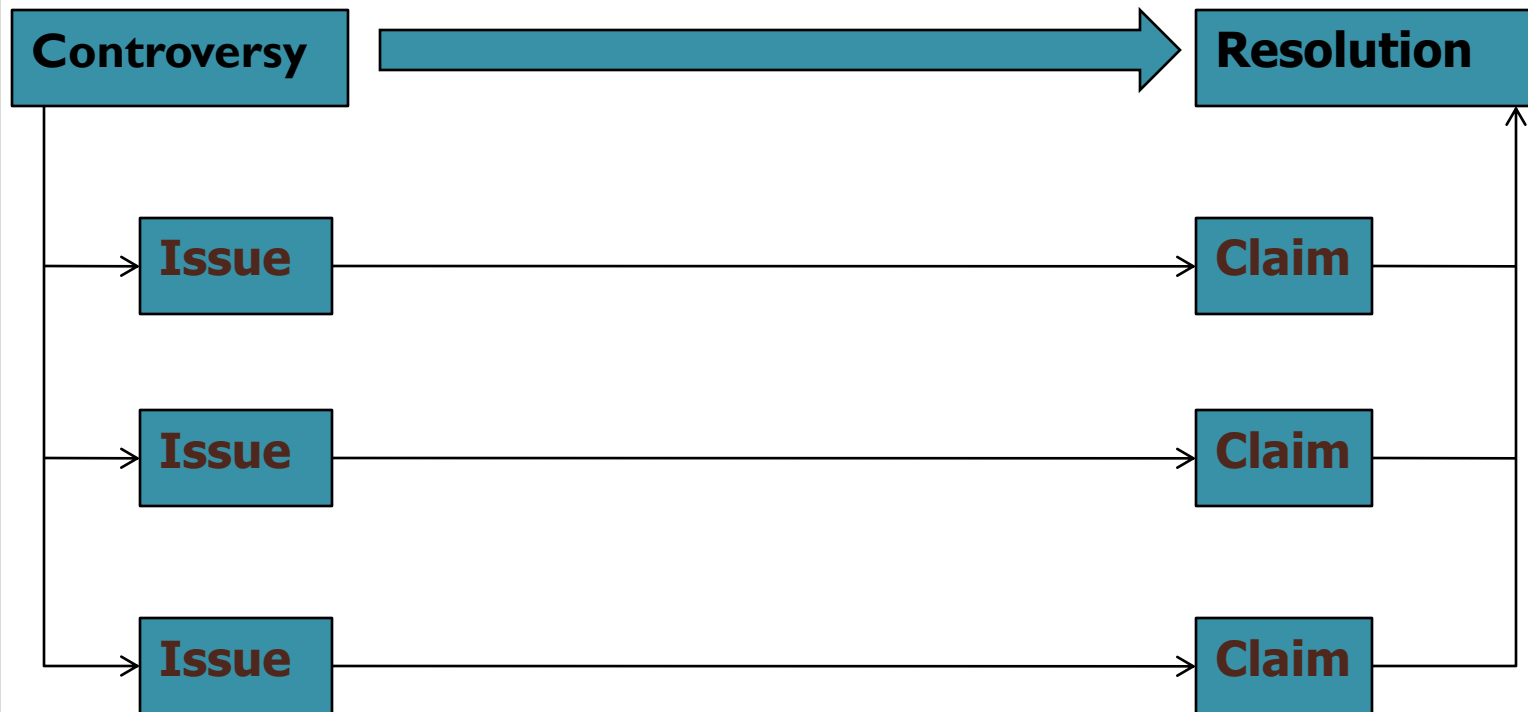


In the 90 days from 5/1/07 to 8/1/07 (272 companies; 9,561 respondents)

- 93% of people have avoided confronting a coworker about inappropriate behavior
- 81% of managers have avoided confronting a subordinate about inappropriate behavior
- 89% of people have avoided confronting their boss when he or she failed to fulfill an expectation or promise
- 77% of people say that when they speak up about sensitive topics, the other party gets angry or defensive
- 83% of people say that they occasionally or frequently withhold important information from bosses, coworkers and employees because they fear the conversation will end badly
- *37% of an employee's willingness to stay at their company is driven by their comfort with speaking the truth about these sensitive issues*

Even when a customer or the organization suffered as a result

Elements of a Controversy

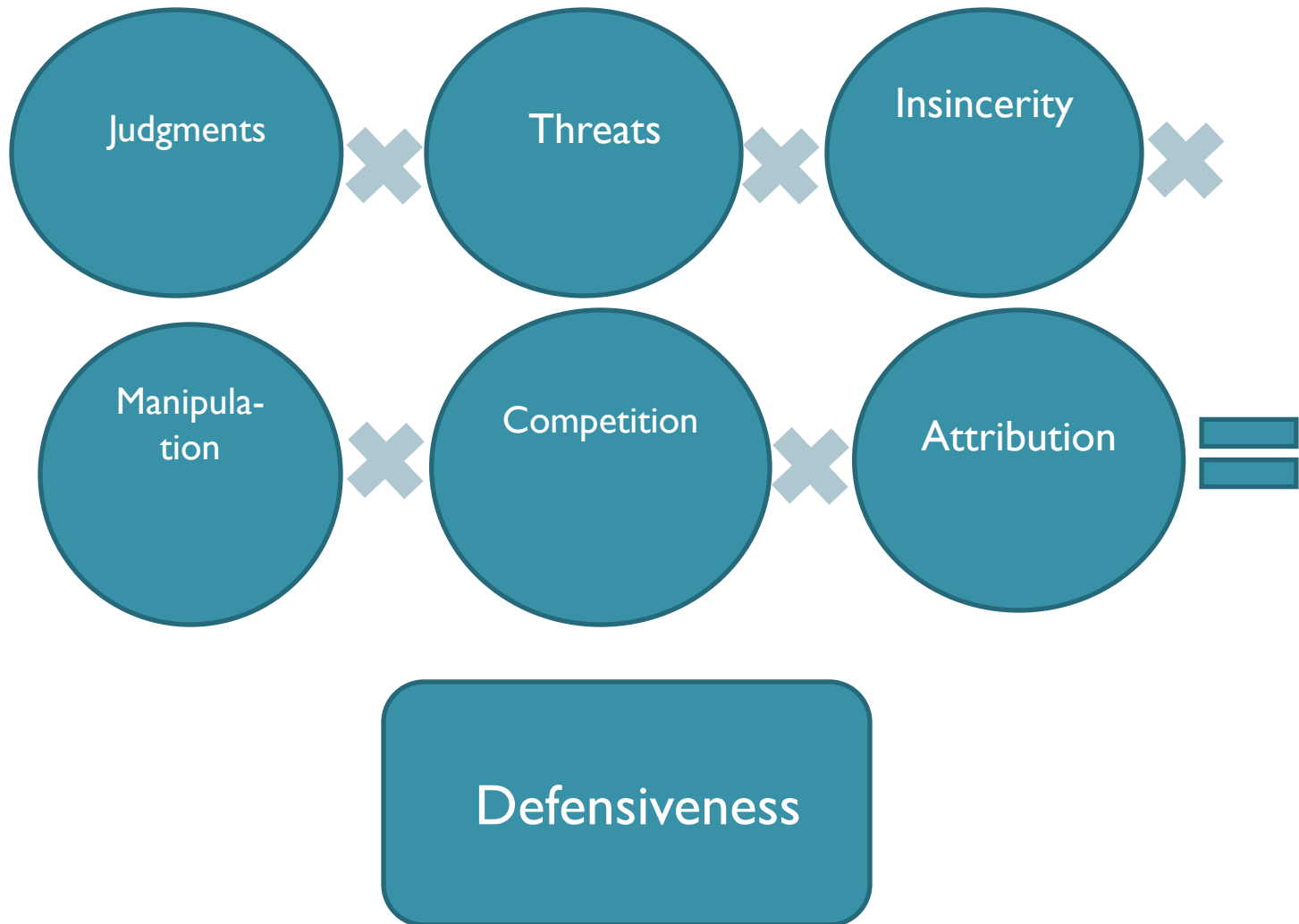


Approaches to Problem Solving

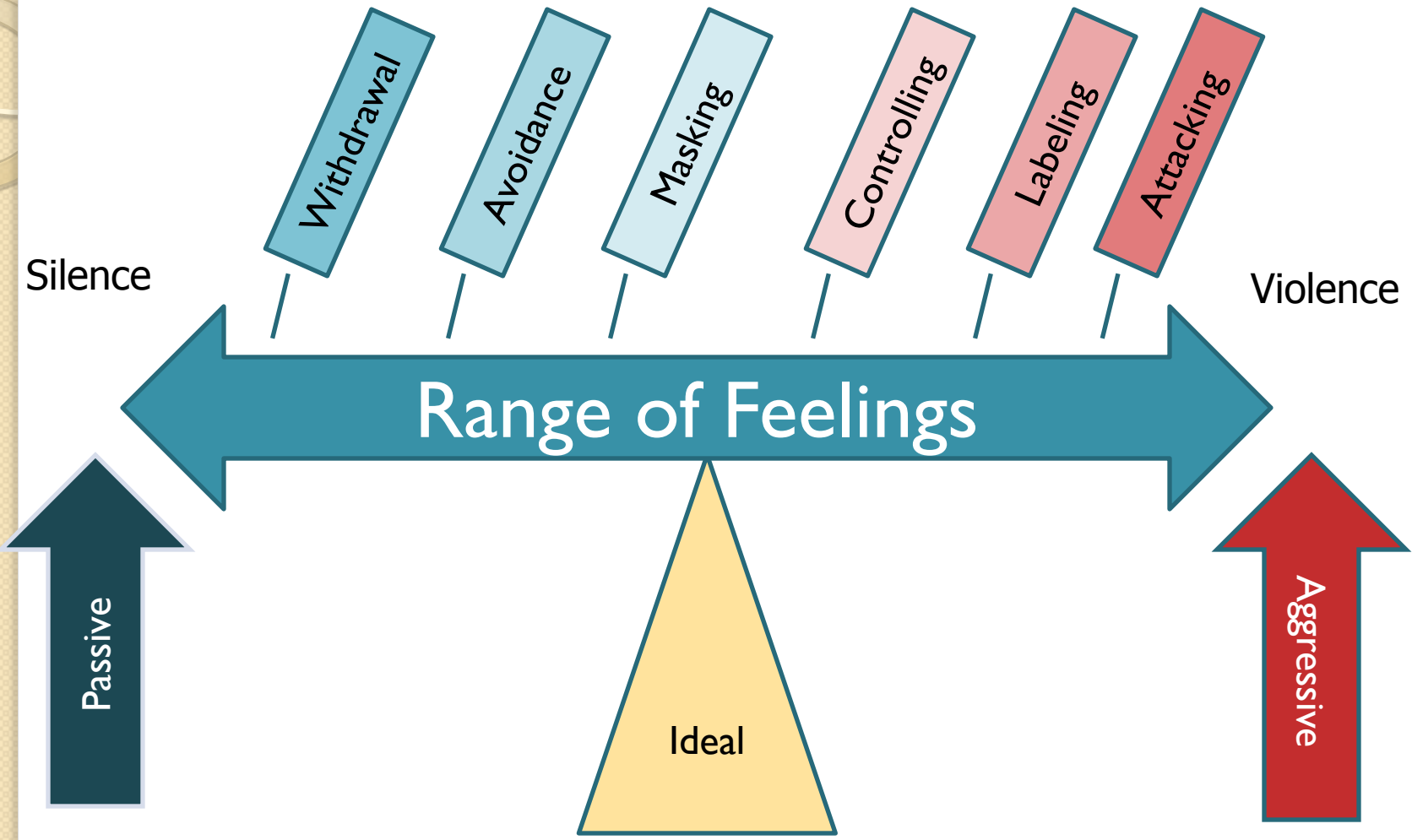
(Garvin & Roberto)

Characteristic	Advocacy	Inquiry
Concept of Decision Making	A contest	Collaborative problem solving
Purpose of discussion	Persuasion and lobbying	Testing and evaluating
Participant's role	Spokespeople	Critical thinkers
Patterns of behavior	<ul style="list-style-type: none">• Strive to persuade others• Defend your position• Downplay weaknesses	<ul style="list-style-type: none">• Present balanced arguments• Remain open to alternatives• Accept constructive criticism
Minority Views	Discouraged or dismissed	Cultivated and valued
Outcome	Winners and losers	Collective ownership

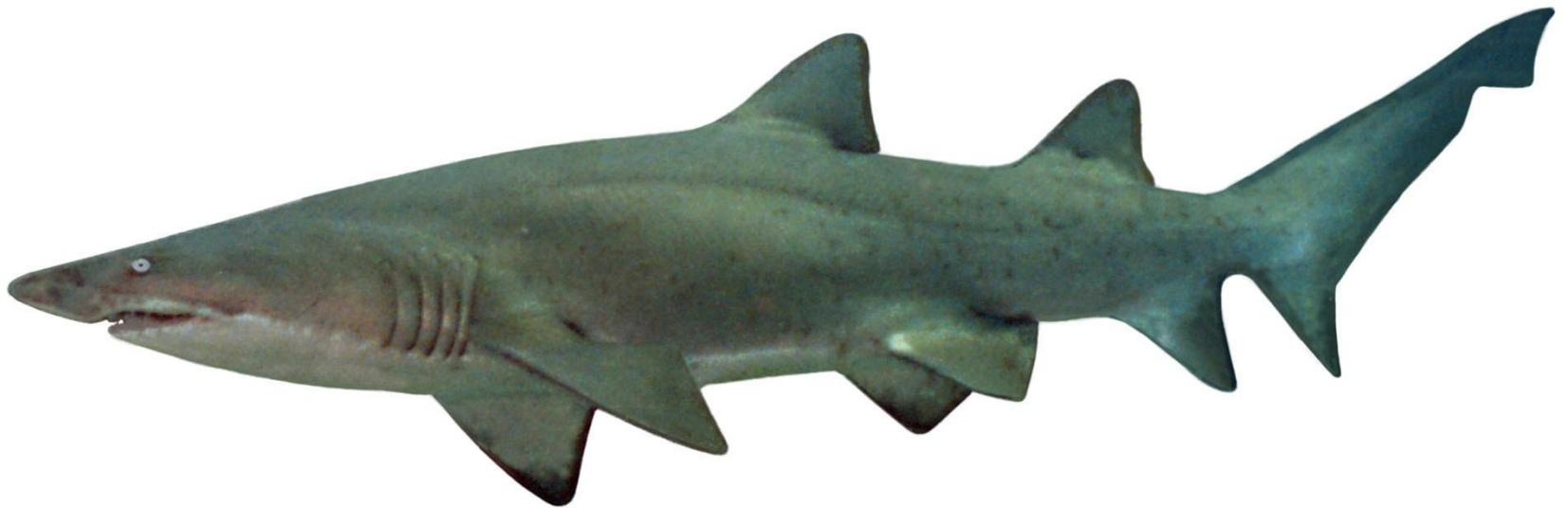
What We Hate



Unexpressed Feelings



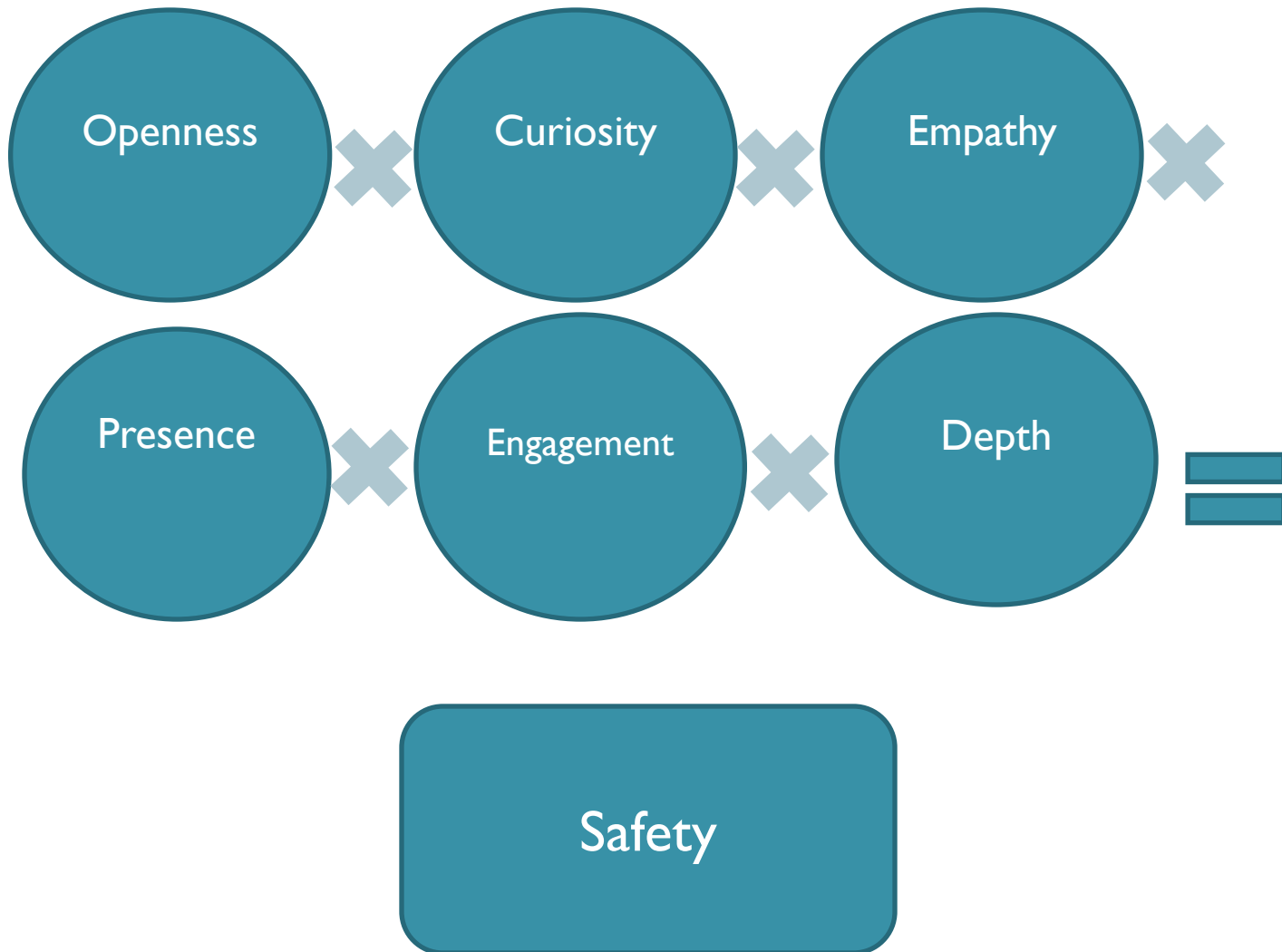
Shark Story



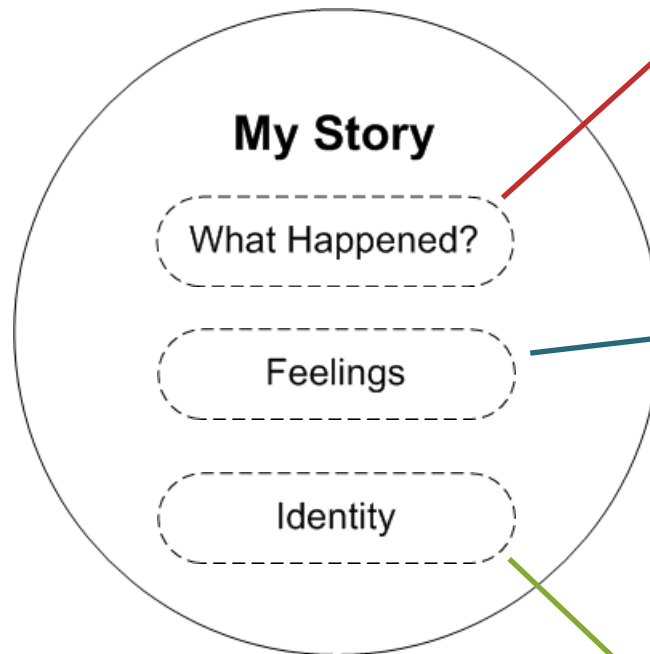
What Goes Wrong in Relationship Management

- We use our kindergarten model
 - Being right is good
 - Being right first is better
 - Being right at the expense of others is best
- The 'Grown Up' Version
 - See or Hear something (facts)
 - Interpretation (assumptions / intentions)
 - Feel (reaction to the interpretation)
 - Act (accusation)
 - React (defense / accusation)

Productive Communication



Model of My Story

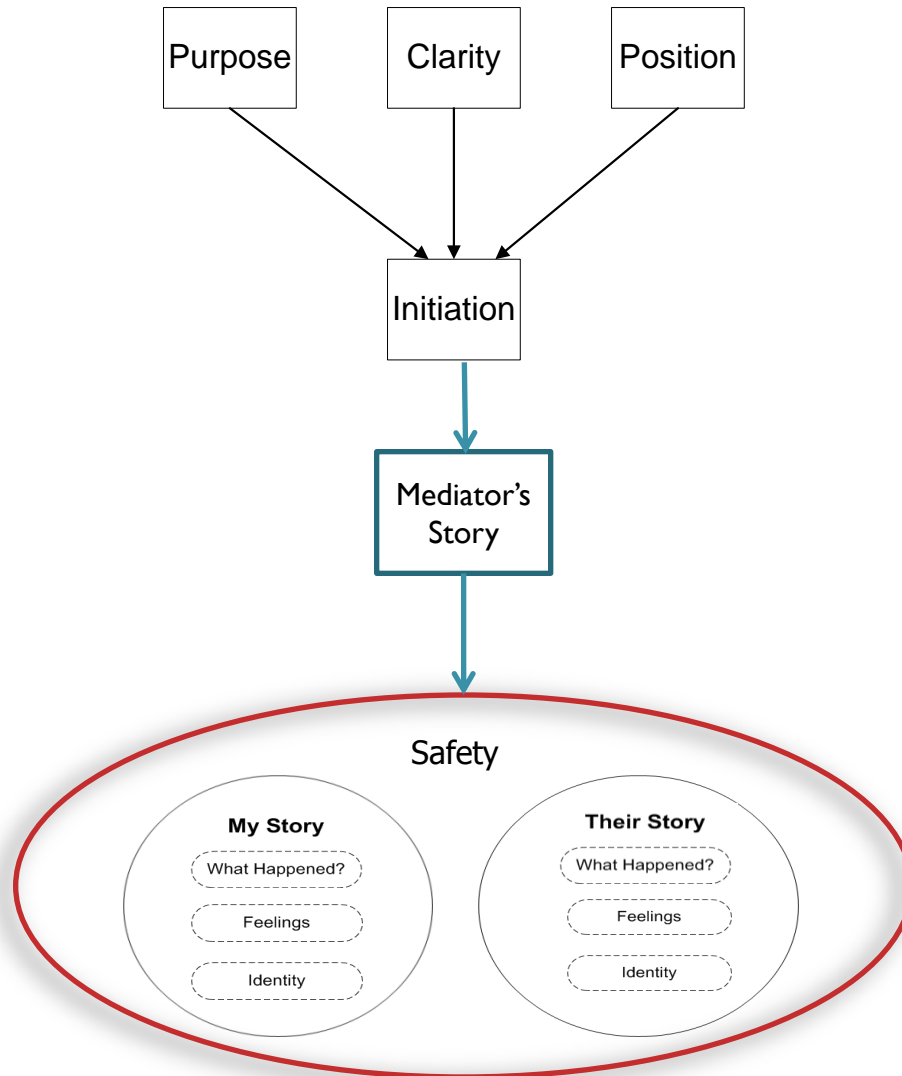


Truth vs. Facts
Intentions vs. Impact
Blame vs. Contribution
Rules & Perceptions
Preference & Style
Dilemma

Judgments, Attributions, Characterizations
Your feelings are as important as theirs
Feelings change slowly
Unexpressed feelings make it difficult to listen
Explore Precisely and Fully
If Feelings are part of the problem, frame them as part of the problem
Feelings can be contradictory

Am I competent?
Am I a good person?
Am I worthy?
Bifurcation vs. Complexification
Balance vs. Gap b/w Hopes and Fears
You make mistakes
You contribute to the problem
Your intentions are complex

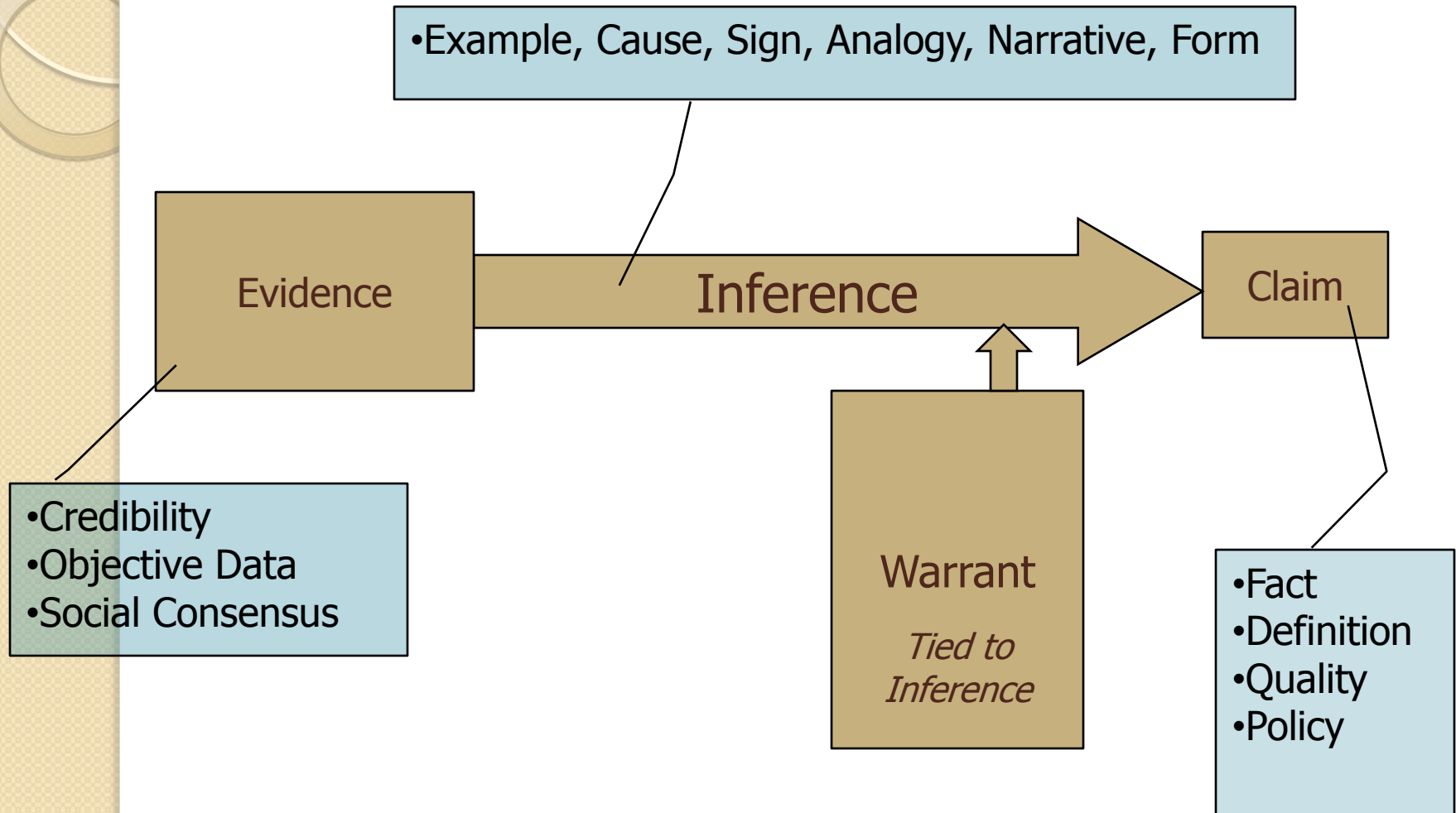
Model of Relationship Conversations



Critical Discussions

- What is a **Critical Discussion**?
- What is the **Scope** of a **Critical Discussion**?
- When do we hold **Critical Discussions**?
- How do we move through a **Critical Discussion**?
- How do we end a **Critical Discussion**?

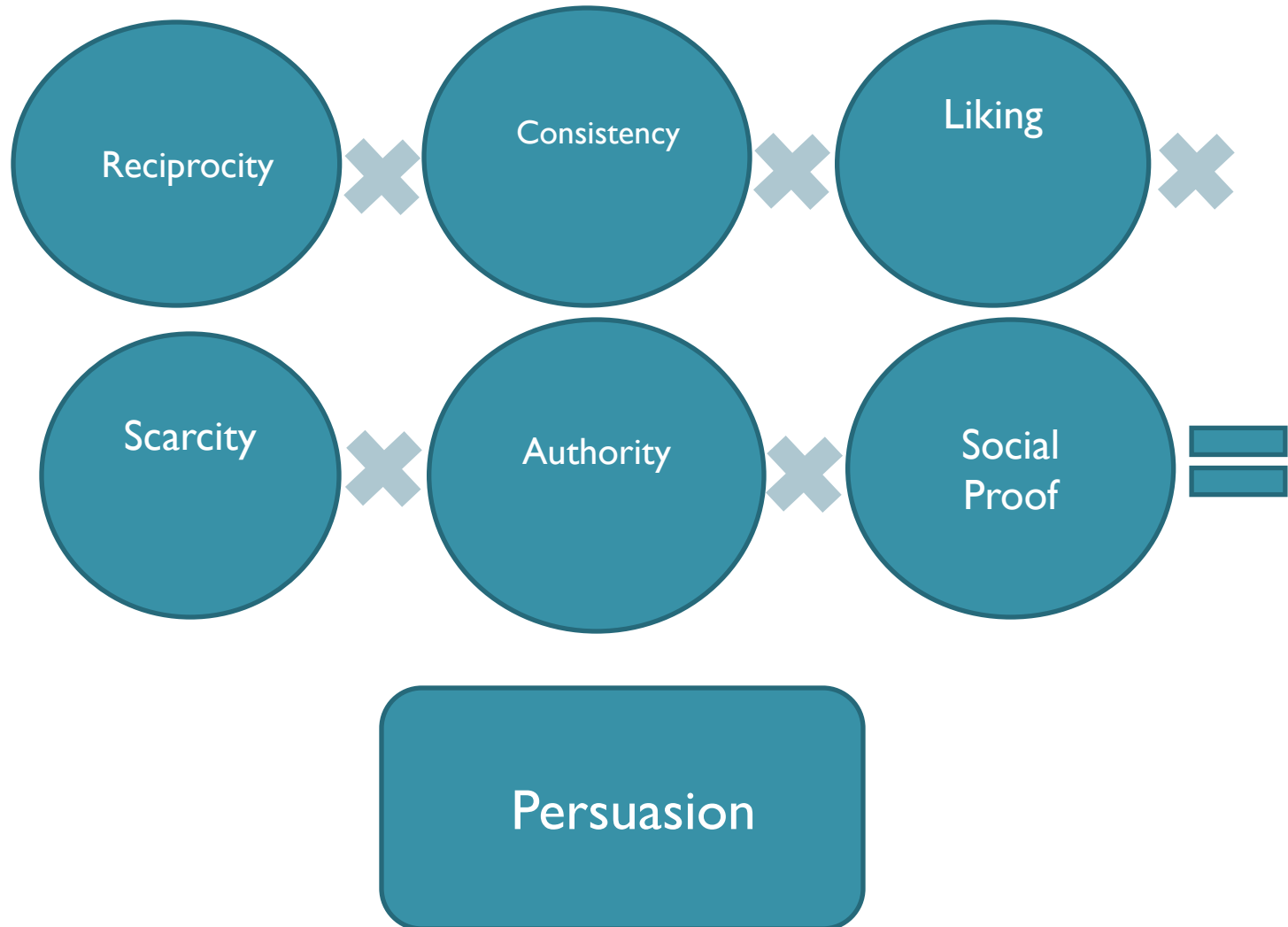
Elements of an Critical Discussion



Influence Model (Macro)

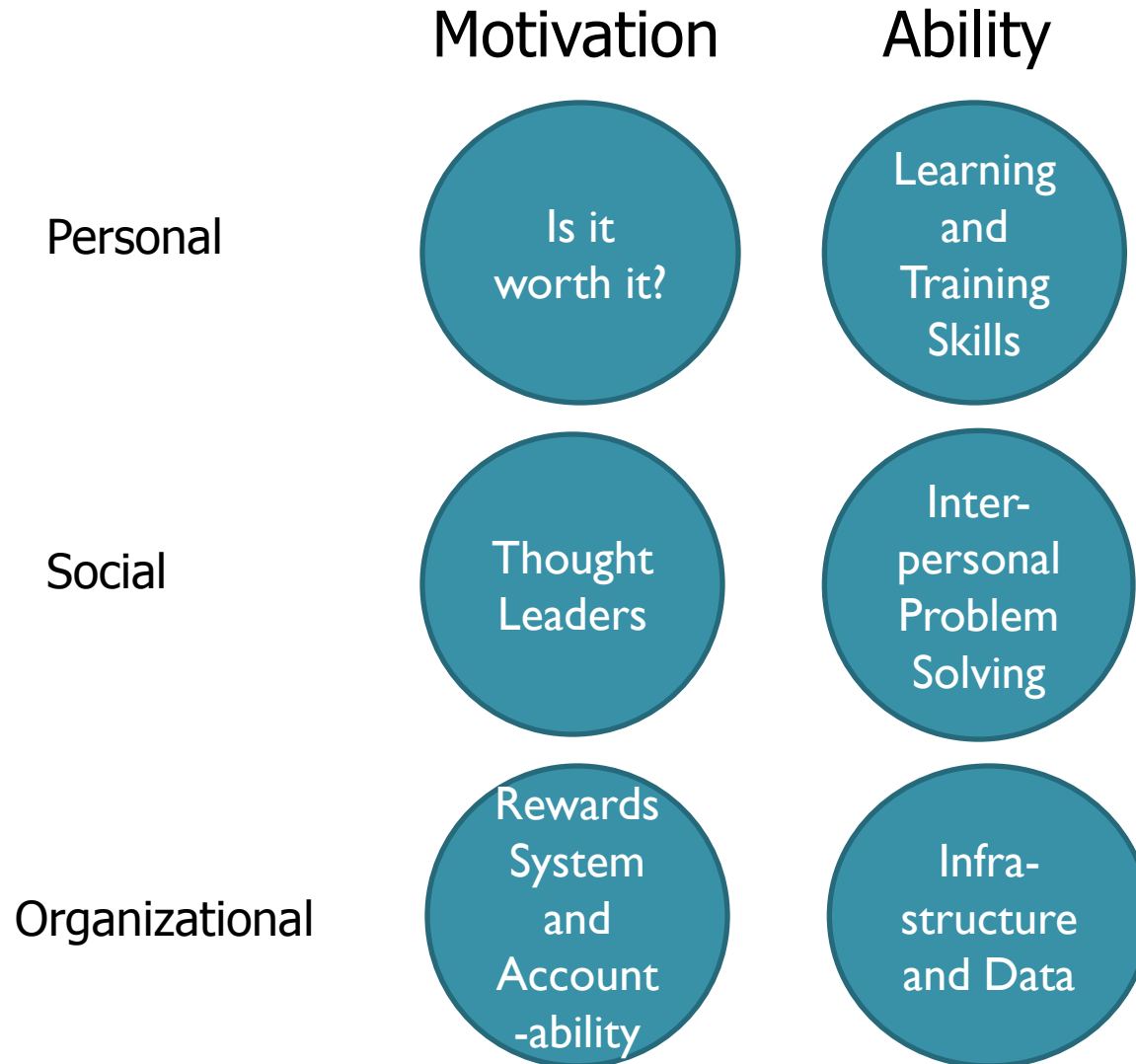


Cialdini's Law



Influence Model

(from “Influencer” by Kerry Patterson, et. al.)



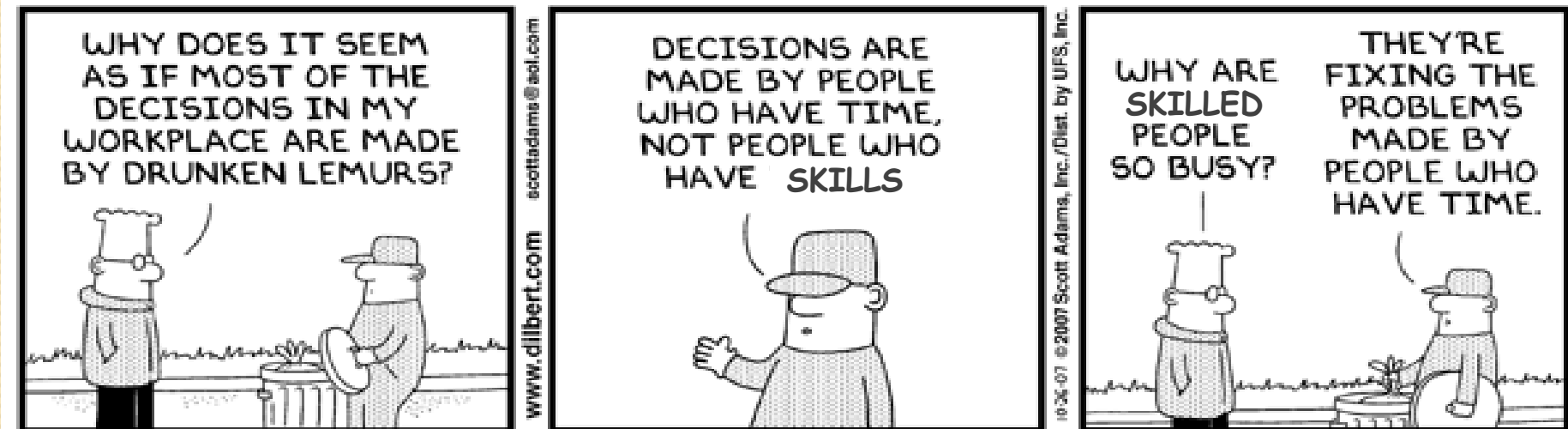
What Can I Do?

- Persuade a decision maker
- Inspire a team
- Generate creative ideas from co-workers
- Diagnose operating problems
- Detect dishonesty in a supplier's rep
- Soothe an irate customer
- Successfully deliver constructive criticism
- Convince people of an idea's merits
- Facilitate an excellent group decision



Fox Among Hounds

Why Am I Here?



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Four Questions

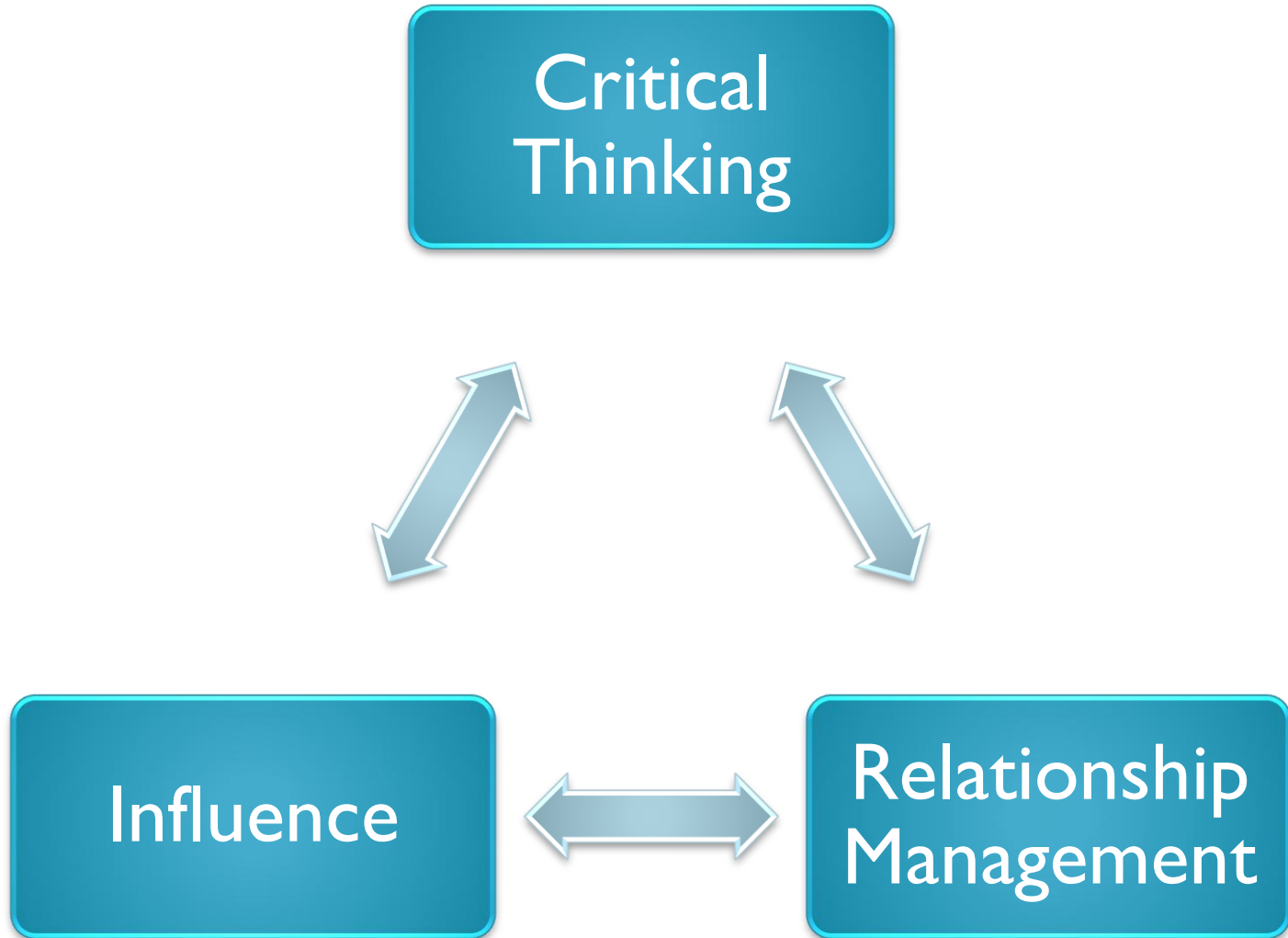
Believe that you can improve your ability to communicate?

Are you “pro-self” or “pro-social”?

Are you intelligent and creative?

Are you sensitive (“thin-skinned”)?

High-Performance Communication





Questions ?