

“What Makes You Say That?”

– Converting Conflict into Results

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May 15, 2008

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Why Am I Here?



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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

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The Most Valuable Player

- The VitalSmarts study
 - Consultants to 300 of the Fortune 500
 - 25 years
 - 20,000 individuals
 - Seeking widespread agreement on who “really gets things done” and analyze what it is that they do

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Skills We Need

- Conduct Productive Conversations
- Create and Maintain Good Relationships
- Build Meaningful Influence



Foundational Skills

HPC { Critical Thinking
Relationships
Influence

{ Identifying Needs and Setting Goals
Learning / Coaching
Motivation
Logic and Evaluation
Facilitation
Relationship Building
Interpersonal Problem Solving

4 hour Mastery Sessions

Controversies in Process Improvement

- Which processes to change?
- Scope of change
 - Defining the current state
 - Defining the proposed state
 - Defining the pathway
- Resources
 - Estimating
 - Securing and Retaining Resources
 - Securing and Retaining Commitment
 - Leading
 - Alignment
 - Review and Course Correction
 - Measuring


High-Performance Communication is Results Oriented



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Three Areas of Focus

- Logos
 - Facts
 - Evidence
 - Inference



- Pathos
 - Vivid Language
 - Narrative
 - Emotion

- Ethos
 - Credibility
 - Reliability
 - Competence
 - Respect

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Argument Life-Cycle

- What is the Scope of an Argument?
 - Domain (Spheres)
 - Context
 - Types
- When do we argue?
- How do we move through an argument?
- How do we end an argument?

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Promote	Avoid
<ul style="list-style-type: none"> • Presence • Engagement • Empathy • Openness • Curiosity • Depth • Safety • Collaboration 	<ul style="list-style-type: none"> • Defensiveness • Emotion (unless it is the focus) • Judgment • Attribution • Threats • Insincerity • Manipulation • Competition

Engagement Stance

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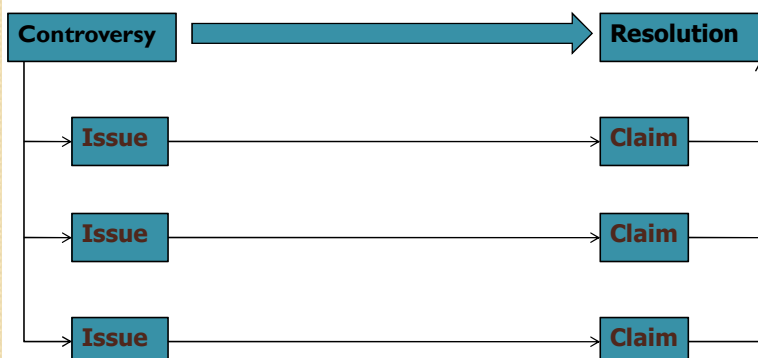
Moving Through an Argument

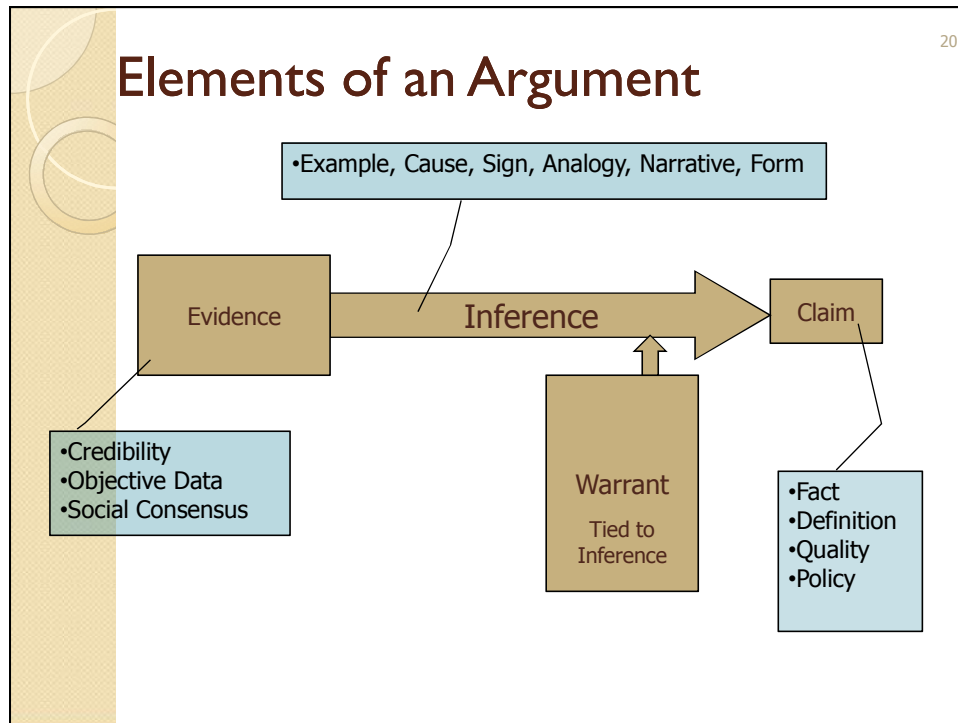
- Presumption
 - The Current State
- Burden of Proof
 - The Challenge to Presumption
- Burden of proving assertions
 - Evidence and Inference
- Burden of Rejoinder
 - Responsibility to move the argument forward

Ending an Argument

- Reach an understanding
- 3rd party renders a judgment after a time
- Some conceptual breakthrough occurs offering a new perspective
- Rendered moot
- Continues on

Elements of a Controversy





Inference

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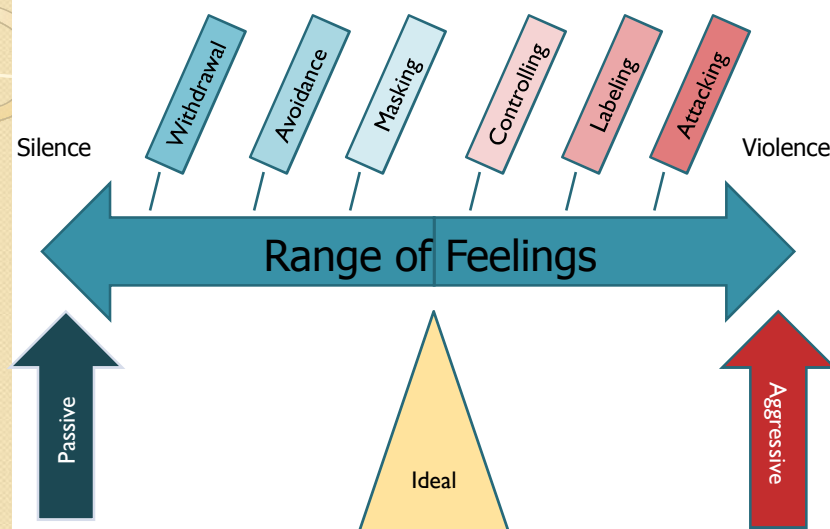
graph LR
    Evidence[Evidence] -- Inference --> Claim[Claim]
    Warrant[Warrant] --- Inference
  
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- **Example**
 - Warrant: The example represents the population in the characteristic under discussion
 - Use: Generalization – Making a general statement based on examples (the brown-eyed people I know are mainly republicrats.)
 - Use: Classification: - Derive a specific application from a general principal (you have brown eyes - must be a republicrat.)
 - Test & Fallacies
 - Hasty generalization – too few examples or cases, and generalizing that to be representative of the whole class
 - Overwhelming exception – too few exceptions to overturn a well-formed generalization
 - Biased sample – not selected per the appropriate selection rules (see “evidence”)
 - Misleading vividness – hasty generalization that appeals to the senses.
 - Special Pleading – the interpretation of the relevant statistic is “massaged” by looking for ways to reclassify or re-quantify data from one portion of results,

What Goes Wrong in Deliberative Argument ²³

- Issues are not Properly Identified
- Inference is Fallacious
- Evidence is Misrepresented or Inappropriate
- Point of Clash is not Understood
- Exercise in Manipulation
- Relationships or Feelings Interfere

Unexpressed Feelings ²⁴



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Who Is Your Collaborator?

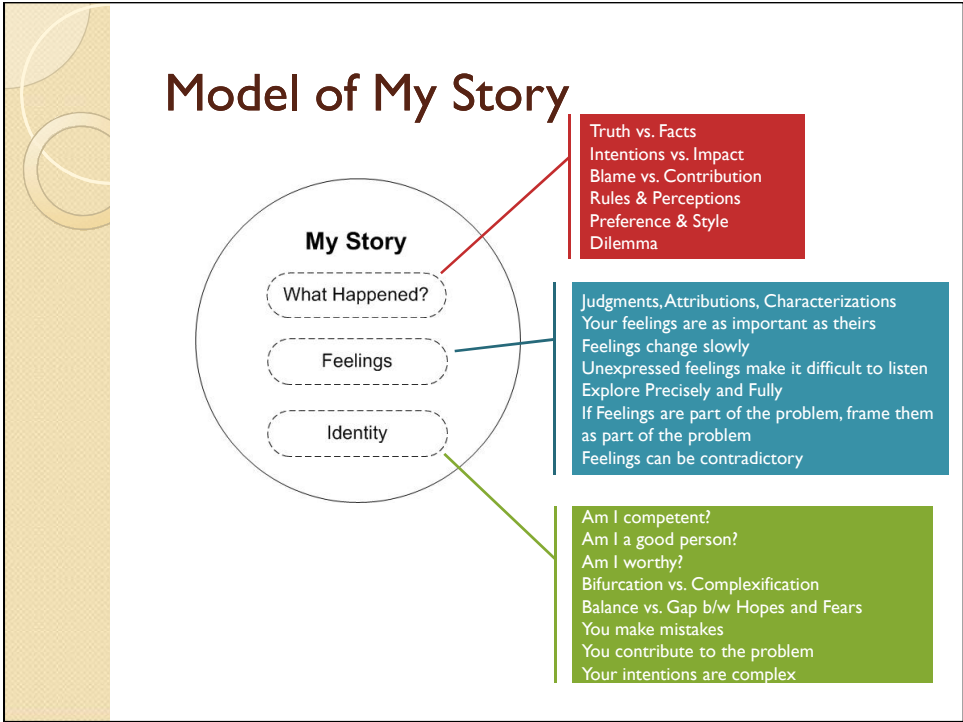
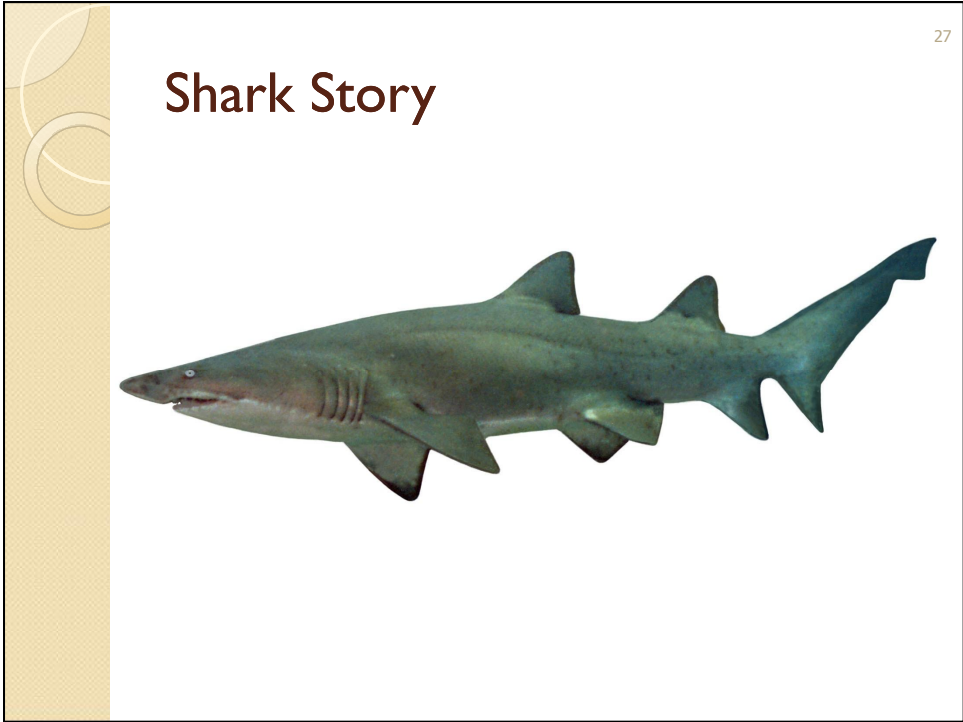
- Task versus People?
- Passive versus Aggressive?
- Solo versus Team?
- Perfectionist versus Throughput?
- Superior, Peer, Subordinate?

They are individuals

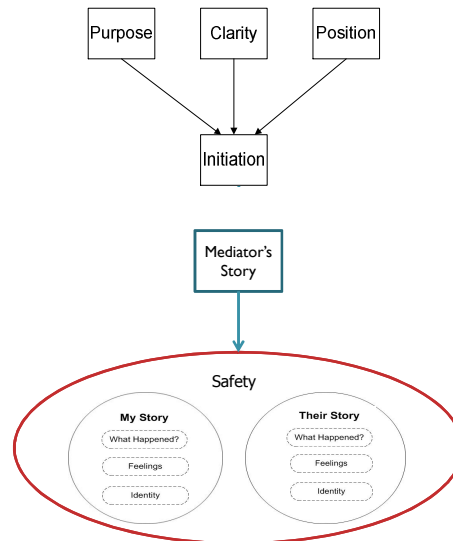
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What Goes Wrong in Relationship Management

- 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)

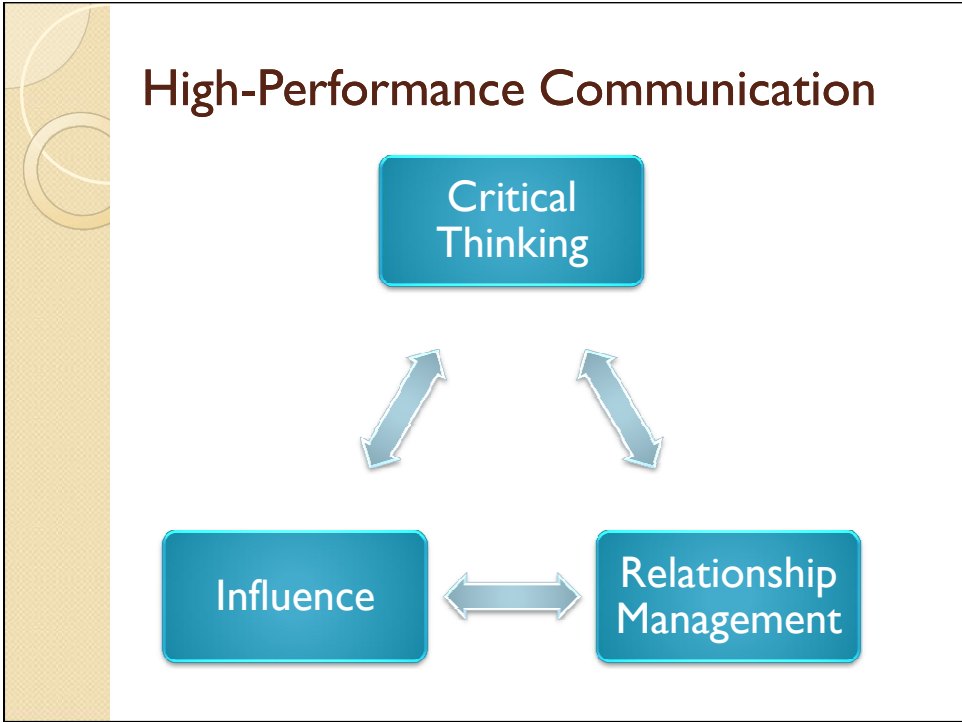
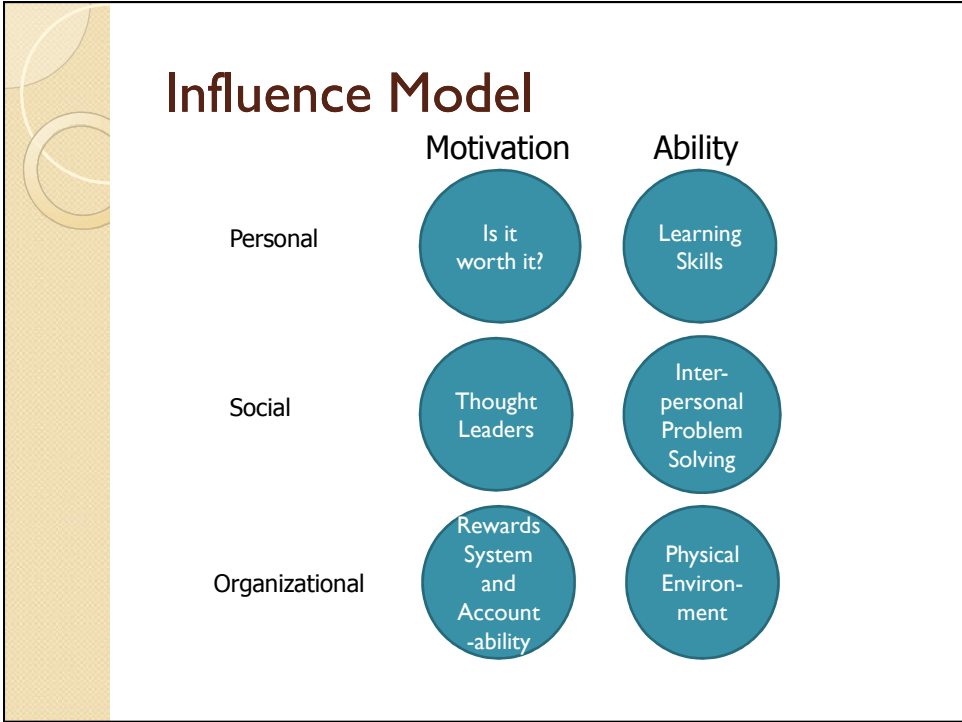


Model of Relationship Conversations



Influence Model (Macro)





Summary

- Hold a Collaborative Mindset
- Develop Ethos
- Keep Things Tracking
- Question Inferences
- Keep your relationships “in the zone”
- Build Influence with Thought Leaders
- Encourage Accountability
- Study, Mentor, and Practice



Questions ?