



Pathfinder Communication, LLC

Better Communication, Better Decisions, Better Business SM

www.PathfinderCommunication.net

2

Why Am I Here?



© Scott Adams, Inc./Dist. by UFS, Inc.

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

3

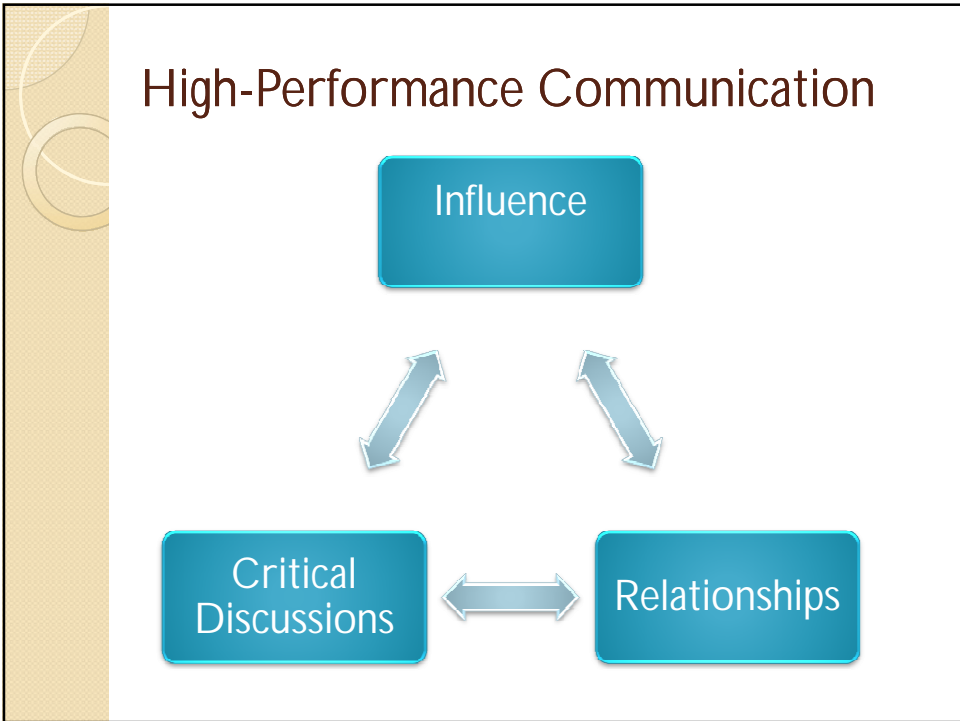
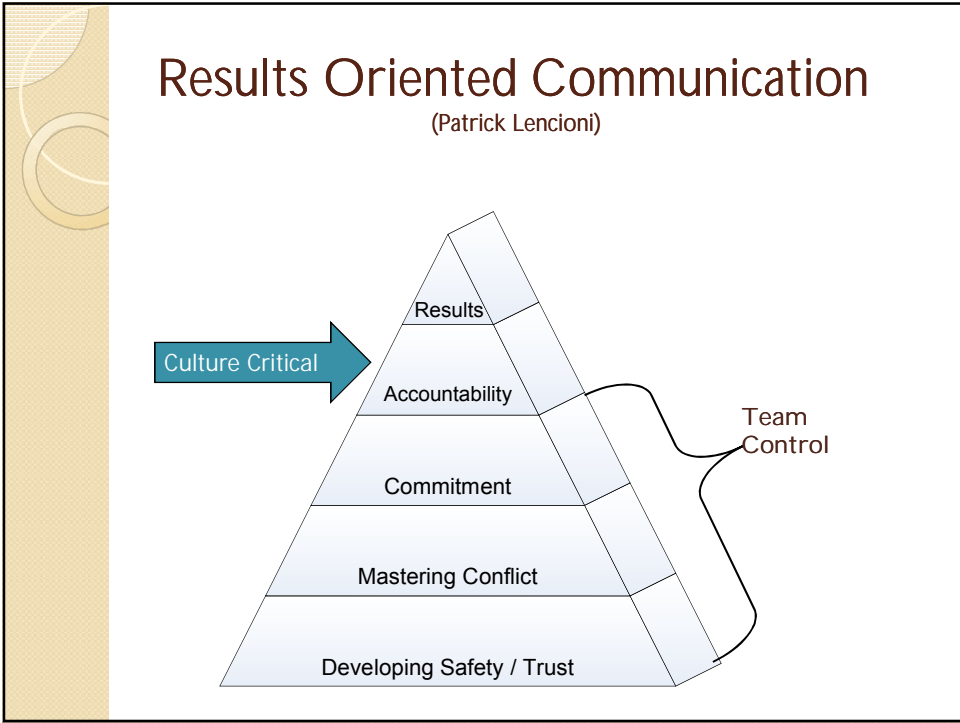
- 93% of people have avoided confronting a coworker about inappropriate behavior
- 81% of managers have avoided confronting a subordinate about inappropriate behavior
- 89% of people have avoided confronting their boss when he or she failed to fulfill an expectation or promise
- 77% of people say that 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

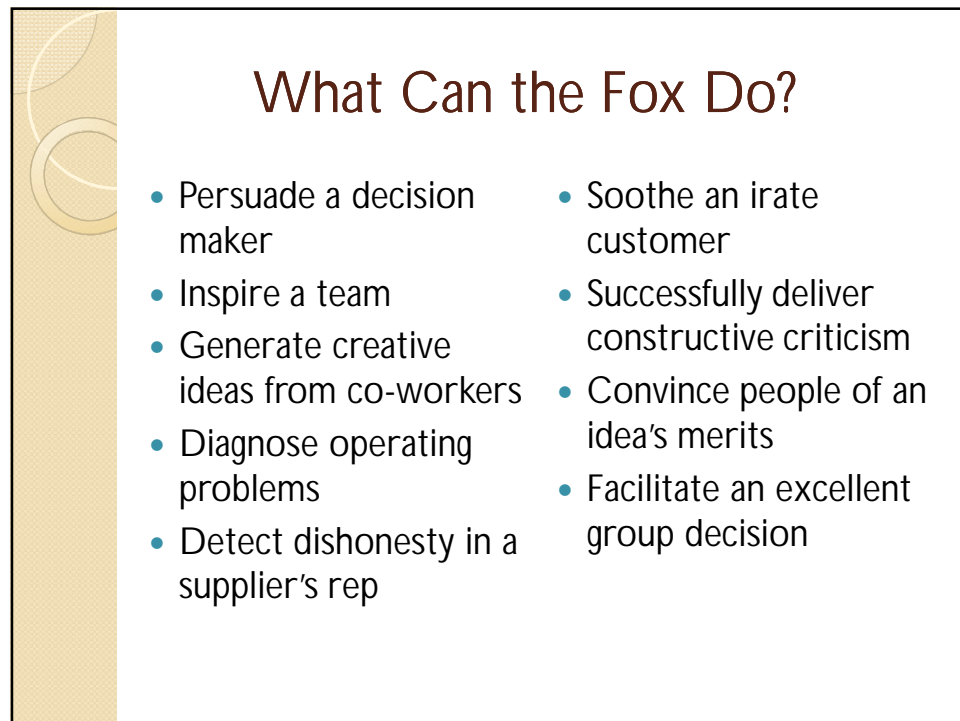
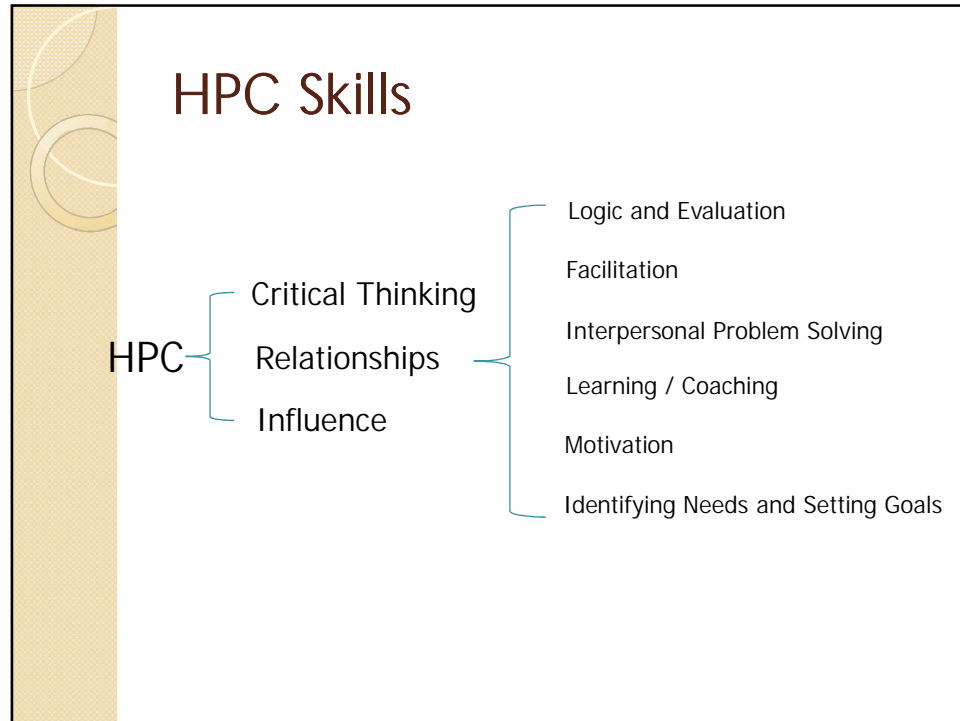
Even when a customer or the organization suffered as a result

Who is Successful in Our Organizations?



Fox Among Hounds





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

Three Areas of Focus

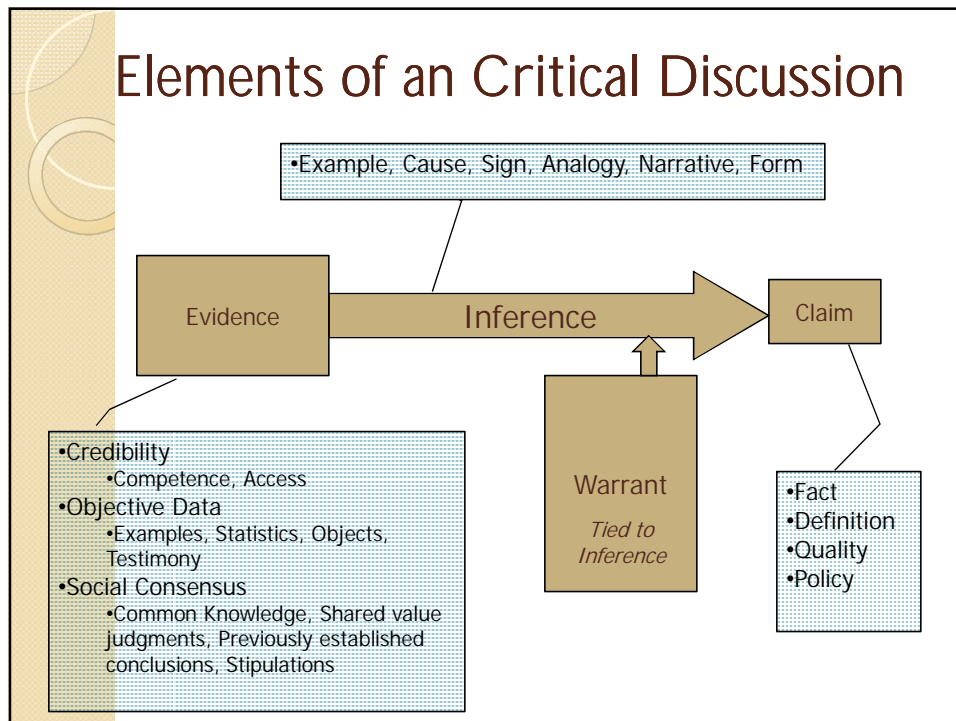
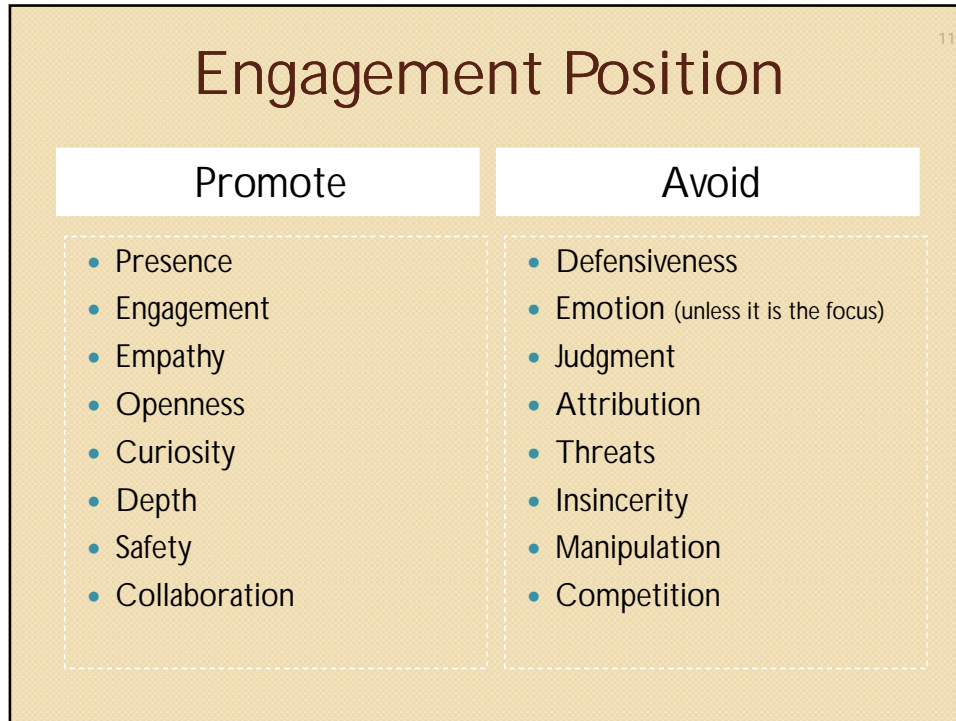
10

- Logos
 - Facts
 - Evidence
 - Inference



- Pathos
 - Vivid Language
 - Narrative
 - Emotion

- Ethos
 - Credibility
 - Reliability
 - Competence
 - Respect



Shark Story



Breaking Down the Shark Story

- 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)
- Initiators Mistake – I tell you why you did or said it
- Respondent's Mistake – If I persuade you that you're wrong about my intentions, then it's your problem

This is My Version of What Happened

- See / Hear → Input
- Tell a Story → Process
- Feel → Process
- Act → Output

How do we troubleshoot this?

- Our discussions are NOT usually about facts.
- Our stories are usually wrong
- Our feelings are not isolated

