Crucial Conversations

ROCKWATER
LEADERSHIP

Effective methods and practice for positive outcomes.

Plan
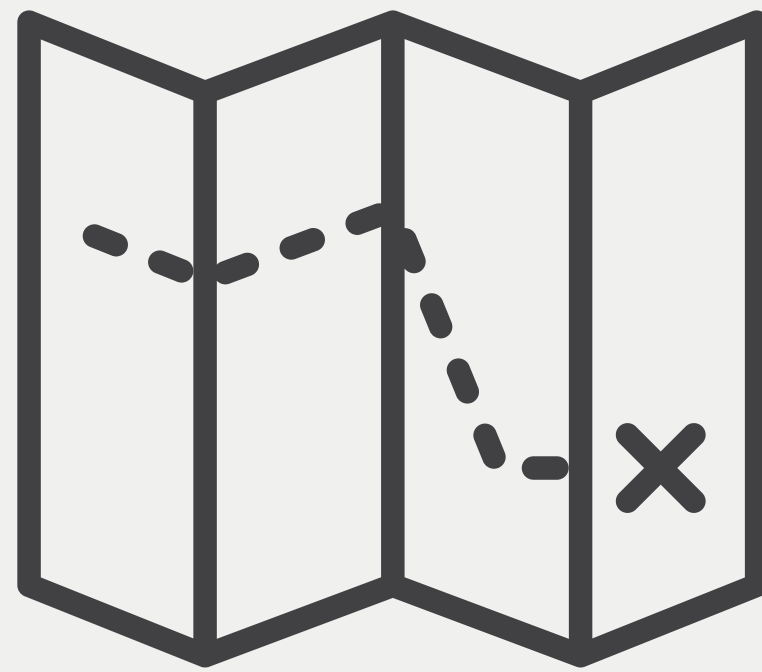
1	**2**	**3**	**4**
6 C's Diagnosis.	Peparing for the conversation	The Whole Conversation	Simulated Practice

6 C's of Diagnosis

Have in mind someone who you may be needing to have a crucial conversation with, or someone who you're having some kind of performance or behavioural issues with.

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4. *Construct* - is it the way the organisation is constructed e.g. matrix reporting or lack of promotion / responsibilities

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4. *Construct* - is it the way the organisation is constructed e.g. matrix reporting
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6. *Conflict* - is this a result of some kind of professional or even domestic conflict.

Before the conversation

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6. Prepare the script (SPIN)
7. Mindfulness (BCAS)

The Conversation (SPIN)

SPIN

Situation

Problem (or Push/Pull)

Implications

Needs to change

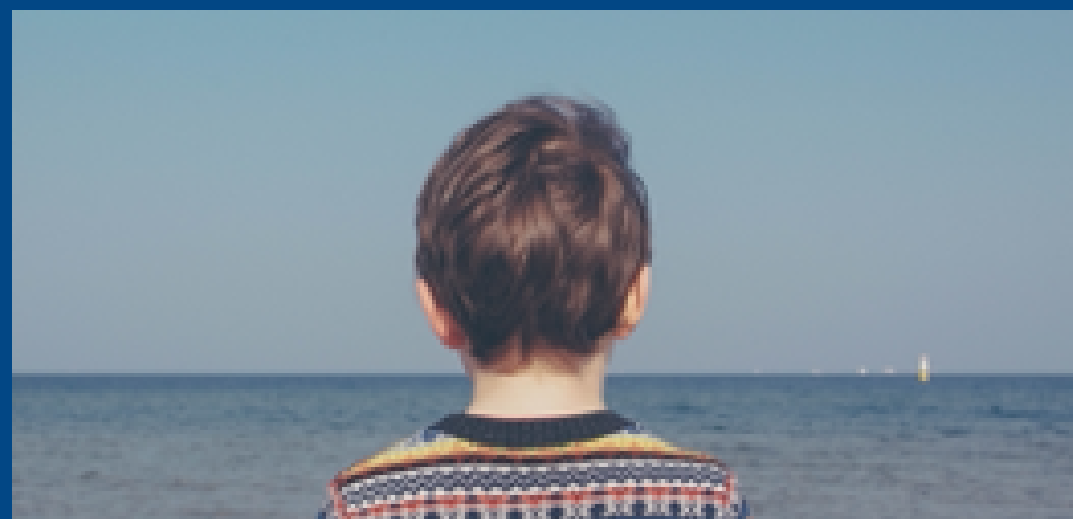# Situation (starting well)

See, Hear, Feel

See – what I'm seeing is____

Hear – what I hear/d is____

Feel – how this makes people feel is

Situation (starting well)

Example

SEE - what I'm seeing is the quality of your work has deteriorated over the last 3 months. I'm seeing lots of mistakes in the figures.

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Situation (starting well)

Example

SEE - what I'm seeing is the quality of your work has deteriorated over the last 3 months. I'm seeing lots of mistakes in the figures.

HEAR - what I'm hearing is that your contribution in other meetings has been quite poor in terms of the advice that is being given.

FEEL - this is making me and others feel like you don't care about your job, the organisation or our clients.

Problem or Push/Pull

Ask:

What is the problem with this behaviour / attitude / approach?

For people leaving:
What are the factors that are pushing you from Crisil?
What are the things that could pull you back?

Implications

Ask:

What are the implications on you, the team, the organisation and clients if this behaviour continues?

For people leaving:
What are the implications on you and your career if we were able to resolve some of those push factors?

Needs to change

Ask:

Now that we're clear this behaviour is a problem and we've discussed the implications, what do you think needs to change?

These need to be SMART.
Do NOT tell them what needs to change (until they have told you somethings)

SPIN

Situation (see, hear, feel)

Problem Or Push/Pull (initial thoughts

Implications (you, team, org, client)

Needs to change (SMART and a commitment to follow-up)

Next Steps

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Follow-up - have a meeting in 2 weeks (or whatever appropriate) to check in on follow-up on actions.

"*Outstanding leaders go out of their way to boost the self-esteem of their personnel.* If people believe in themselves, it's amazing what they can accomplish."

SAM WALTON

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LEADERSHIP

Catch people doing good stuff!

Write a note today or over the weekend that will encourage your team.

Try and be specific about things you appreciate about them or you've noticed them doing.

Doesn't have to be long. Just 2-3 lines.

4

Simulated Practice

Case Studies

Case Study 1 - R2O

Samuel joined the organisation just before lockdown 2 years ago. He has settled into the role and a decent-performing member of the team.

Now that the organisation is moving to a hybrid model, Samuel is reluctant to come into the office as per organisation expectations.

He says that he is able to work just as well from home, he has a good routine, his work is good, so why does he need to make the effort of commuting?

Case Studies

Case Study 2 - Performance Review

Shalini has been with the organisation for just over a year. She has shown some level of expertise but broadly her performance has not been great. The quality of her work often leaves much to be desired and you are having to regularly send work back to her to correct or improve. You have not been able to develop a trust of her work. She is hard working and wants to do well but is really struggling to meet the required standards.

Case Studies

Case Study 3 - Attitude Problems

Bob is a star performer. He hits all his targets and the quality of his work is excellent. He is well-liked by the clients.

However, internally is a different matter. He is arrogant, talks badly to his peers and juniors. He is very aggressive to get work done. People are afraid to approach him to support their projects or clients because of the way he responds. He won't listen and doesn't take suggestions unless it comes from his manager. He tends to dominate conversations where it will make him look good, or he undermines those that are leading a meeting just so he can look good.

Case Studies

Case Study 4 - Employee looking to leave
A strong member of the team has made known their desire to leave the organisation. They have contributed well, they have a good relationship with a key client and you would like for them to stay as they have the capacity for growth.

Their main issue is that they want to be given greater responsibility so that they can grow in their career and get promoted. They feel they are not being given the necessary opportunities in Crisil.
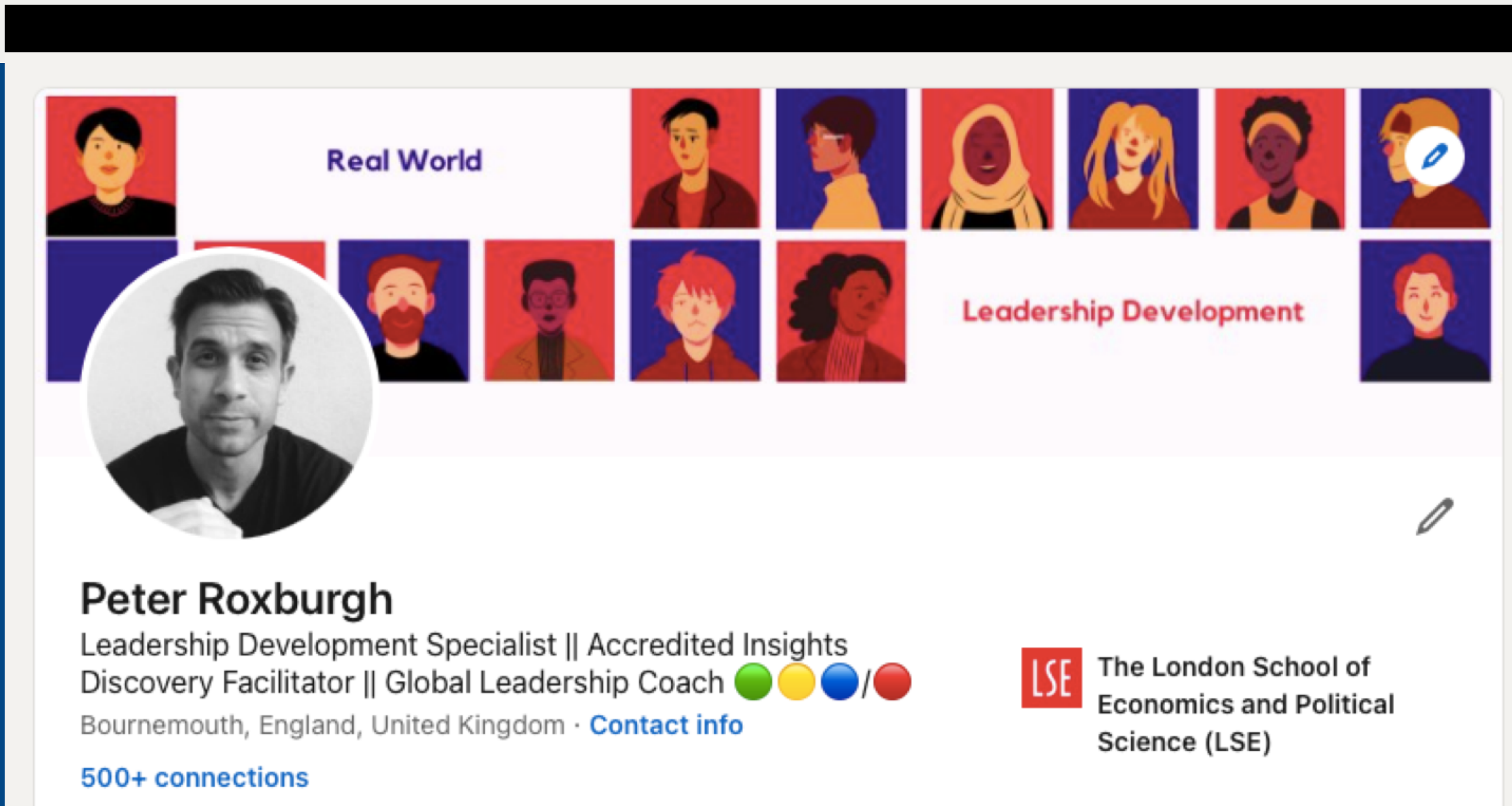
Case Studies

Case Study 5 - Inter-departmental Conflict

Rajesh is a member of your team. He is generally a good contributor and does well. However, lately there has been some trouble brewing with someone in another team that he is required to work with for the sake of the client. There was an incident where the delivery to the client was delayed and Rajesh and Rohini blamed each other.

Since then they have been at conflict and have not been responding to each other's requests or emails in a timely manner and this has caused some issues with the service to the client.

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Peter Roxburgh

Leadership Development Specialist || Accredited Insights Discovery Facilitator || Global Leadership Coach 🟢🟡🔵/🔴

Bournemouth, England, United Kingdom · Contact info

500+ connections

LSE The London School of Economics and Political Science (LSE)