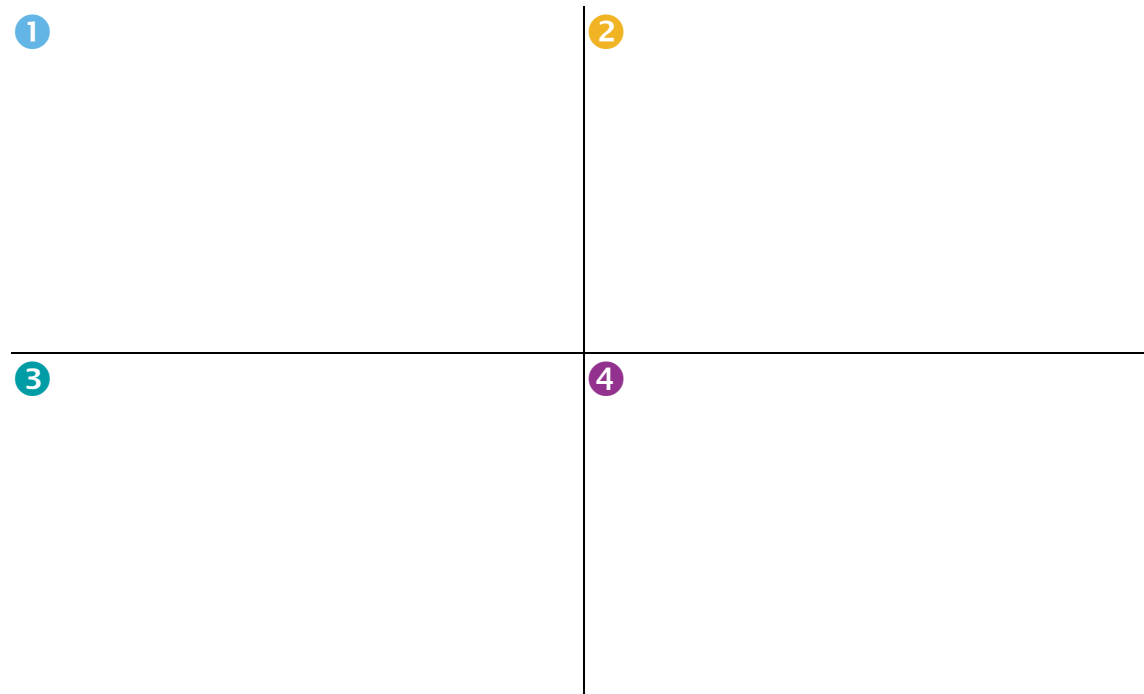


COURAGEOUS CONVERSATIONS

BIG IDEAS

1. People are more _____ than _____.
2. People and conversations are _____ - _____.
3. In challenging conversations, _____ is inefficient.
4. In making conversations better, we _____ with ourselves.
5. Left to our own devices, we will _____ choose the _____ and _____ conversation over the _____ and _____ conversation.
6. It is _____ that unaddressed challenges will get better over _____.
7. _____ is better than _____.

4 ASPECTS OF CONVERSATIONS



TWO APPROACHES

Approach #1

Creating conditions that lessen the likelihood of friction, confusion, and underperformance in conversations, interactions, and relationships

Approach #2

Identifying moments when conversations, interactions, and relationships are getting off track and stepping into course correct

APPROACH 1

1. CLARIFY YOUR OBJECTIVE

What do you want the other person to know?

How do you want them to feel?

What do you want them to do?

2. CONSIDER THEIR NEEDS

4 Basic Human Needs

What (Task, Work) Needs:

- | | | |
|--|---|--|
| <input type="checkbox"/> Environment/ Workspace | <input type="checkbox"/> Travel to . . . | <input type="checkbox"/> Certification/license |
| <input type="checkbox"/> Clarity of objectives/goals | <input type="checkbox"/> Reference materials | <input type="checkbox"/> Alignment with others |
| <input type="checkbox"/> Materials/Supplies | <input type="checkbox"/> Understanding priorities/project | <input type="checkbox"/> Budget to . . . |
| <input type="checkbox"/> Equipment/Technology | <input type="checkbox"/> Understanding structure | <input type="checkbox"/> Headcount |
| <input type="checkbox"/> Guidance/Instruction | <input type="checkbox"/> Expertise of . . . | <input type="checkbox"/> _____ |
| <input type="checkbox"/> Access to . . . | <input type="checkbox"/> Coaching/Mentoring | <input type="checkbox"/> _____ |
| <input type="checkbox"/> Approval of . . . | <input type="checkbox"/> Sponsorship | <input type="checkbox"/> _____ |
| <input type="checkbox"/> Time to . . . | <input type="checkbox"/> Development opportunity | <input type="checkbox"/> _____ |

3. EVALUATE YOUR STORY AND DATA


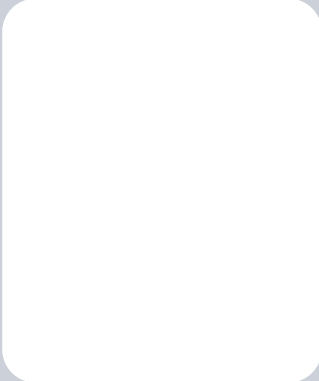
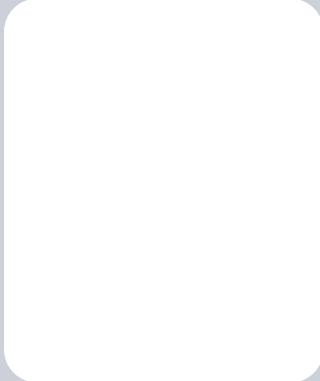


Three horizontal bars for evaluation, each preceded by a circle icon.

APPROACH 2

1. MONITOR PROCESS

Three questions to ask yourself during the conversation.

1. Are we having the right conversation?	2. Are we off-track or stuck?	3. Are we discovering more concerns?
		

ABOUT TIAA AND STEPHANIE

Stephanie Hale is a Director of Client Leadership Solutions at TIAA. Stephanie supports TIAA's clients by helping them to build leaders internally that are prepared to take on increasingly complex roles and to manage the demands of a rapidly changing environment. She provides leadership development services including workshops, retreats, consultation and coaching. Stephanie holds a bachelor's degree from Brigham Young University, a master's in Organization Development from Queens University. To reach Stephanie, contact her at shale@tiaa.org.

CONVERSATION PLANNING WORKSHEET

Audience	
Experience (with you, with the topic/content)	
Anticipated demeanor/mood?	
Intent and Objective	
What is the intent of this conversation?	
What specific outcomes are you trying to achieve? (Know, Feel, Do)	
What are the consequences of not having the conversation?	
How do you expect the conversation to go?	
What has worked or not worked in the past?	
What makes the conversation/situation difficult?	
Story and Data	
What do you think are their needs?	
What are the facts?	
Where are the sticking points? (the resistance)	
Order	
What's your first line?	
Prioritize your key points.	1. 2. 3.
Who does what, by when?	
Feedback	
How are we working together?	
Could we work better together?	