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## **Having Difficult Conversations**

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# CANDICE GREGORIS Who?

- Account Director,
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- CIBC Investor Services,
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   Department





# CANDICE GREGORIS Why Me?

Let me give you a for instance...

WHAT IS

Tough?

# Tough means we don't want to.

Usually because of fear / anxiety.



#### **OUR**

## Goal:

Reduce the fear and anxiety of difficult conversations by providing practical advice on how to have these discussions with each other.

### Checklist

- 1. CONTEXT
- 2. PREPARE
- 3. FOR INSTANCE...
- 4. TIMING & AWARENESS
- 5. QUESTIONS
- 6. RECAP





# CONTEXT: The Relationship

This conversation is about the relationship you have... and want to have.

There were conversations before, there will be conversations after.

### **CONTEXT**:

# The Relationship

## It's important to be:

- Honest
- Trustworthy
- Reliable

### **CONTEXT**:

# The Relationship

## **Mindset:**

- Empathy
- Clarity
- Outcome



### **CONTEXT**:

# The Relationship

### **Be Confident!**

Confidence is grounded in humility.

Arrogance is not.





# Prepared

### **Know the:**

### Issue

- How did it happen?
- When?
- Why?



# Prepared

### **Know the:**

# **Impact**

- Contextualize
- Proportion / Perspective



# **Prepared**

### **Know the:**

### **Audience**

- What are their preferences?
- What are they concerned about?
- Outside forces?

# Prepared

### **Know the:**

## **Next Steps**

- Can you offer a solution?
- Can you offer an alternative?
- What can you say yes too?

## Find the right tone.

People will take their cue from you on how they should feel about the situation.

### Know the destination.

Before you start the conversation think about how you want it to end and work backwards.

Tip: Bullets points, not script

# Remember, it's a conversation:

Leave space for listening, reiteration and confirmation.

Tip: Check in

### **Consider:**

- Location
- Minimizing distractions
- Behaviour not feelings





### Issues

### **Three Buckets:**

- Not in Budget
- Directional feedback on Creative
- Performance



## Issues

## Not in Budget:

- Issue
- Impact
- Next Step

Tip: Big picture & options



### Issues

### **Directional Feedback on Creative**

- Issue
- Impact
- Next Step

Tip: Be curious & specific



## Issues

### Performance issue:

- Issue
- Impact
- Next Step

Tip: Be clear and confident



## Issues

## What's on your problem?

- Issue
- Impact
- Next Step

Tip: Circle back





# WHAT IS The best time?

- When you know your goal,
- Can frame the issue,
- Can frame the impact,
- and Have next steps.



### WHAT IS

## The best time?

### You are:

- Prepped
- Rested
- Fed
- Available for the conversation

Tip: Be positive

### **AWARENESS**

## **Pitfalls**

## **Triggers:**

- "Problem"
- "Issue"
- Deflecting responsibility



#### **AWARENESS**

# Empathy

### \*Doorknob Test:

Before you walk into a conversation, what do you want to bring in with you?

And how do you want to exit?







#### **OUR**

## Goal:

Reduce the fear and anxiety of difficult conversations by providing practical advice on how to have these discussions with each other.

#### **PRACTICAL**

# Steps

# **Empathy, Relationship, Tone, Mindset**

Have a goal, know the impact and context, know next steps.

**Tip:** Write goal down



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#### SELECT REFERENCES

Jane Gaynor, Performance Coach

• <a href="http://www.gainyouredgecoaching.com/">http://www.gainyouredgecoaching.com/</a> (Doorknob test)

Stop Avoiding It: 4 Tips for Delivering Tough Feedback

https://www.entrepreneur.com/article/285468

6 Rules For Effective Feedback

• <a href="https://www.entrepreneur.com/article/280791">https://www.entrepreneur.com/article/280791</a>