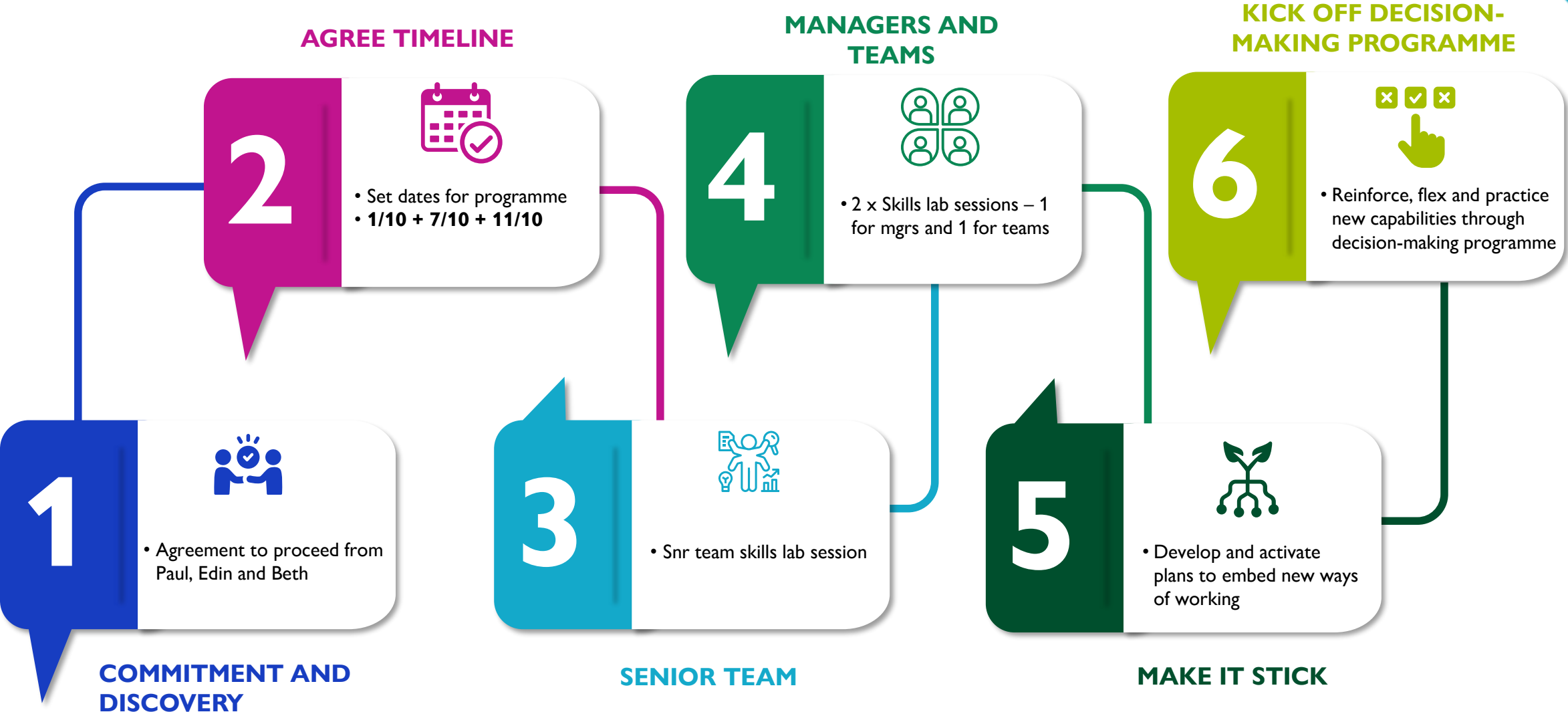


# TRANSFORMATIVE CONVERSATIONS



# TRANSFORMATIVE CONVERSATIONS

## PLAN



# So what is a Transformative Conversation?

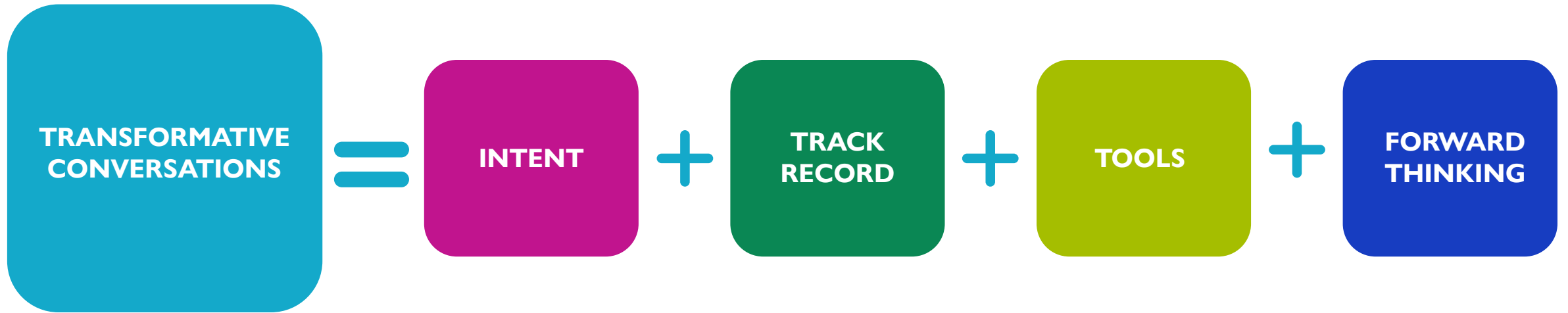


# SESSION OUTCOMES

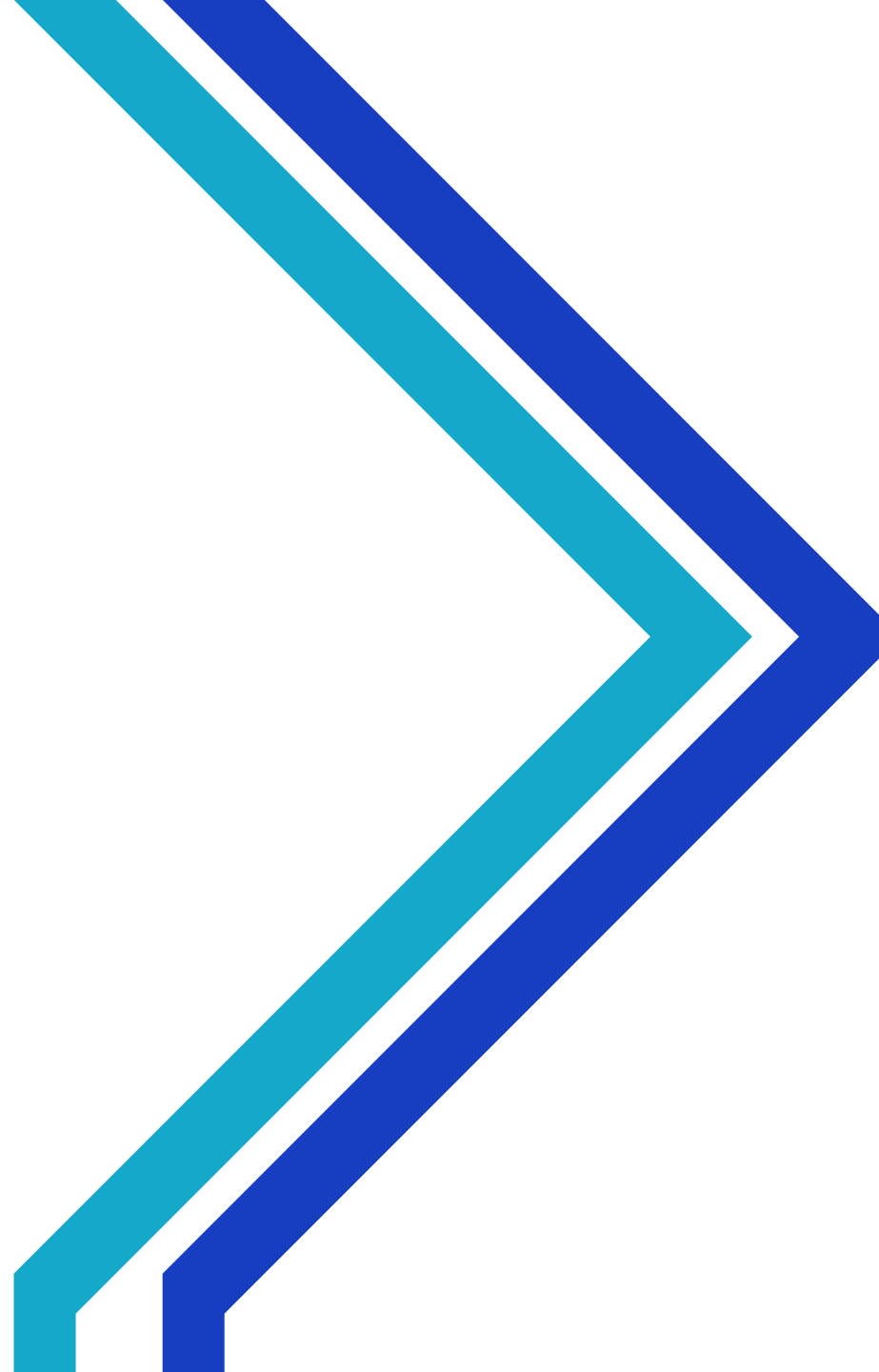
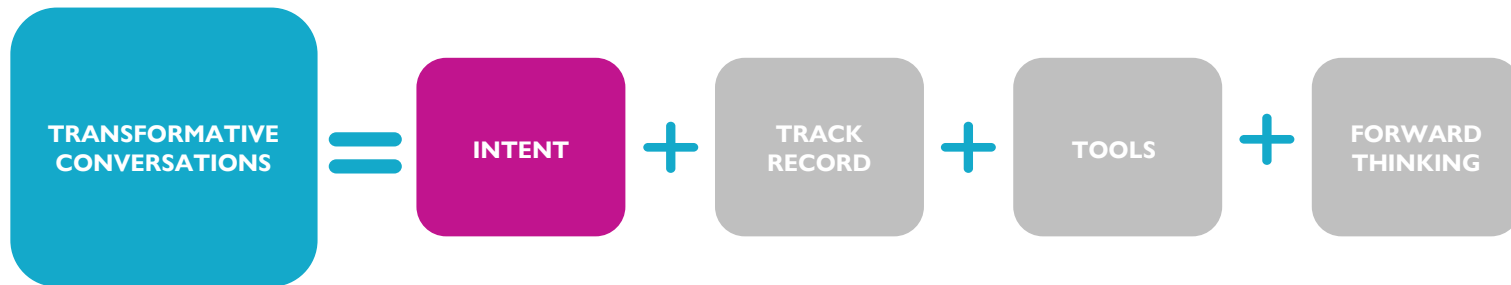
- Understand the value of Transformative Conversations and the role of senior leaders
- Understand your personal responses to Potential Transformative Conversations
- Reflect on previous Transformative Conversations and identify areas for development
- Apply a simple approach for Transformative Conversations
- Commit to one behaviour and action plan to implement the Transformative Conversations approach immediately

# THE TRANSFORMATIVE CONVERSATION

## FORMULA

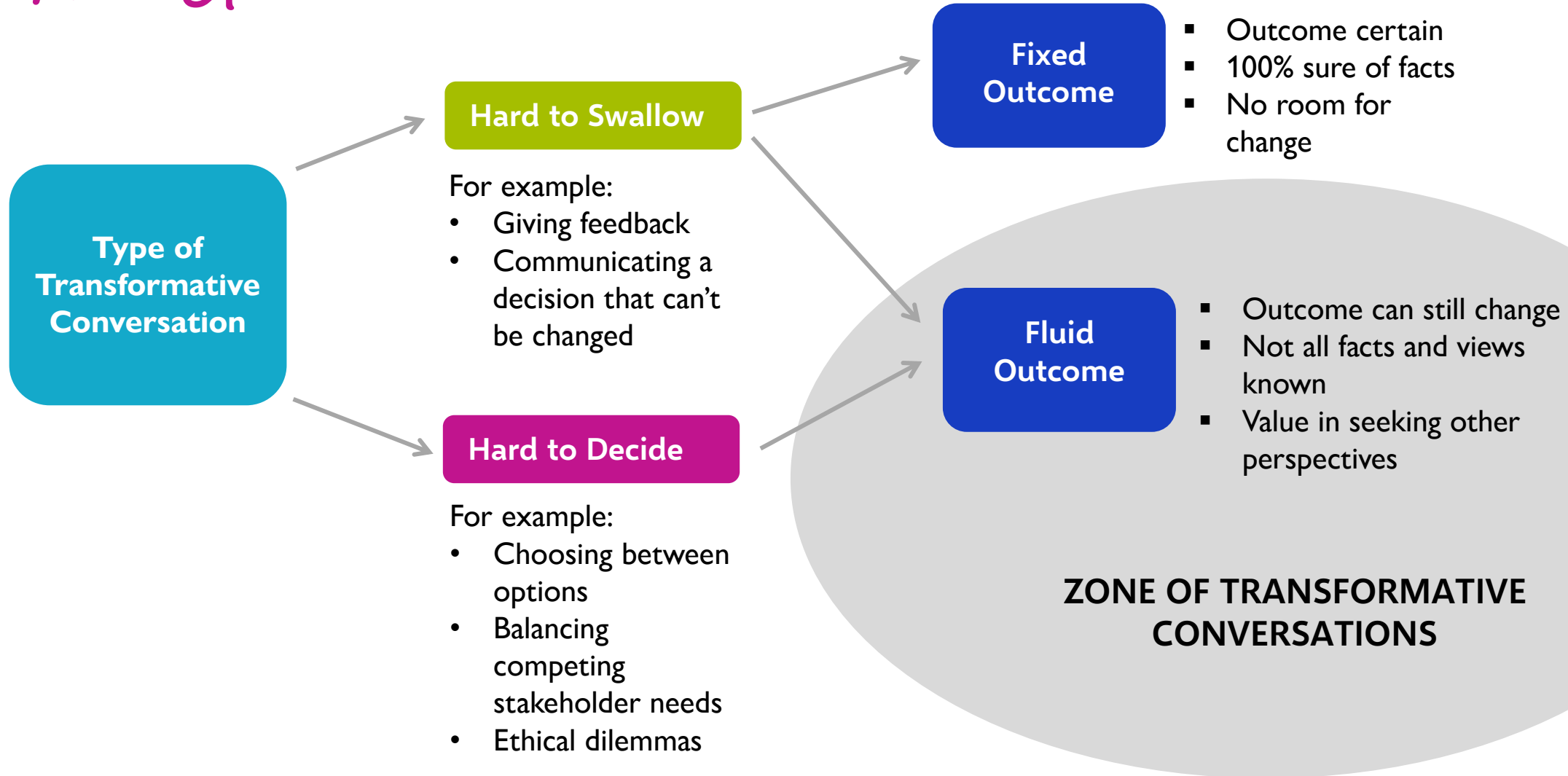


# INTENT



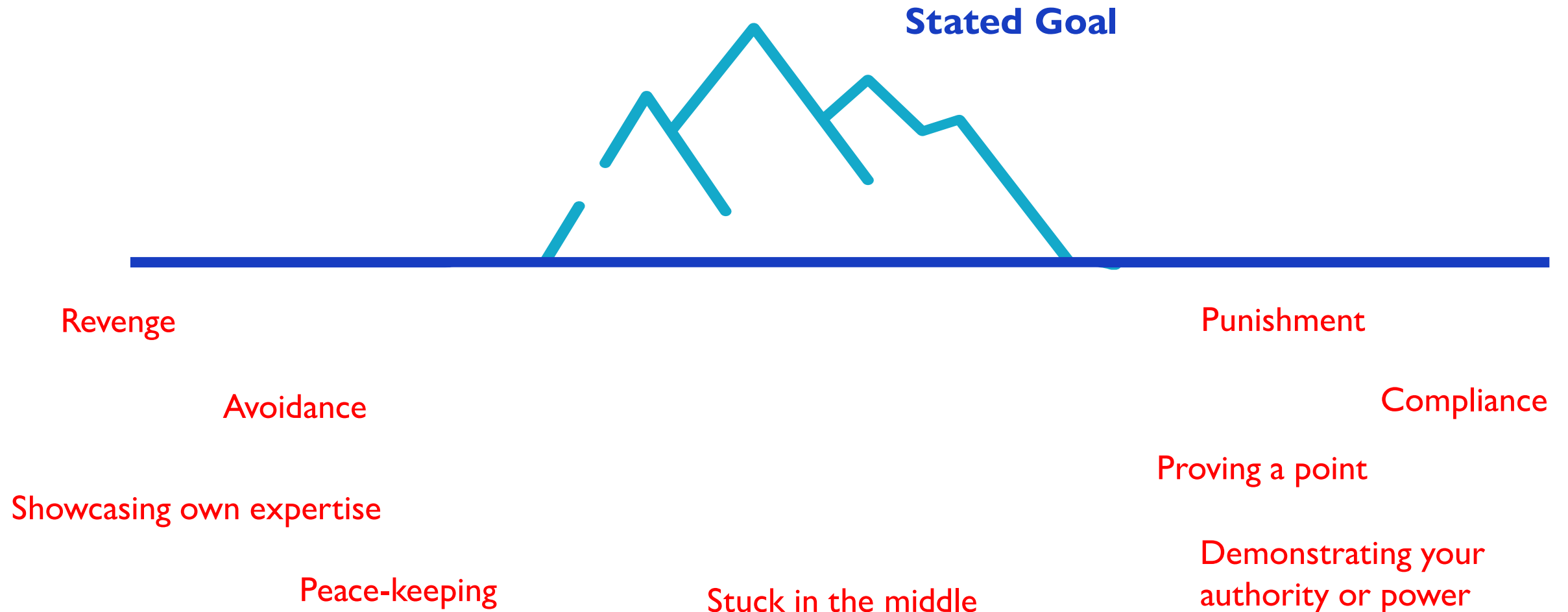
# TRANSFORMATIVE CONVERSATIONS

## CATEGORISE



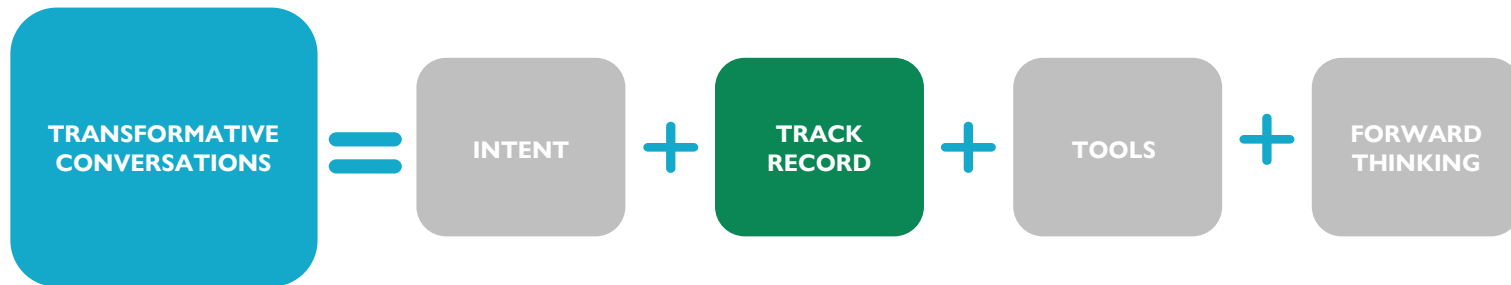
# TRANSFORMATIVE CONVERSATIONS

## WHAT LIES BENEATH





# TRACK RECORD



# WHAT'S YOUR TRACK RECORD?

**We all leave an emotional wake**

**People will have asked and answered these questions before approaching you:**

1. How have you made me (or my team) feel in past conversations?
2. How safe do I feel to disclose how I am truly feeling?
3. Do I genuinely think you are interested in what I have to say?
4. How do you respond (during or afterwards) when I have something to say that I know you'll disagree with?
5. Do I believe anything positive will happen as a result?



# OUR IMPACT ISN'T ALWAYS WHAT WE INTEND

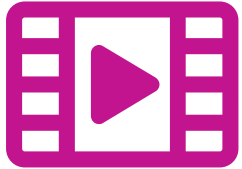


INTENDED



FELT

# OUR IMPACT ISN'T ALWAYS WHAT WE INTEND



You notice your direct report appears to be struggling with an issue. You offer them advice, but they get defensive and end the conversation.

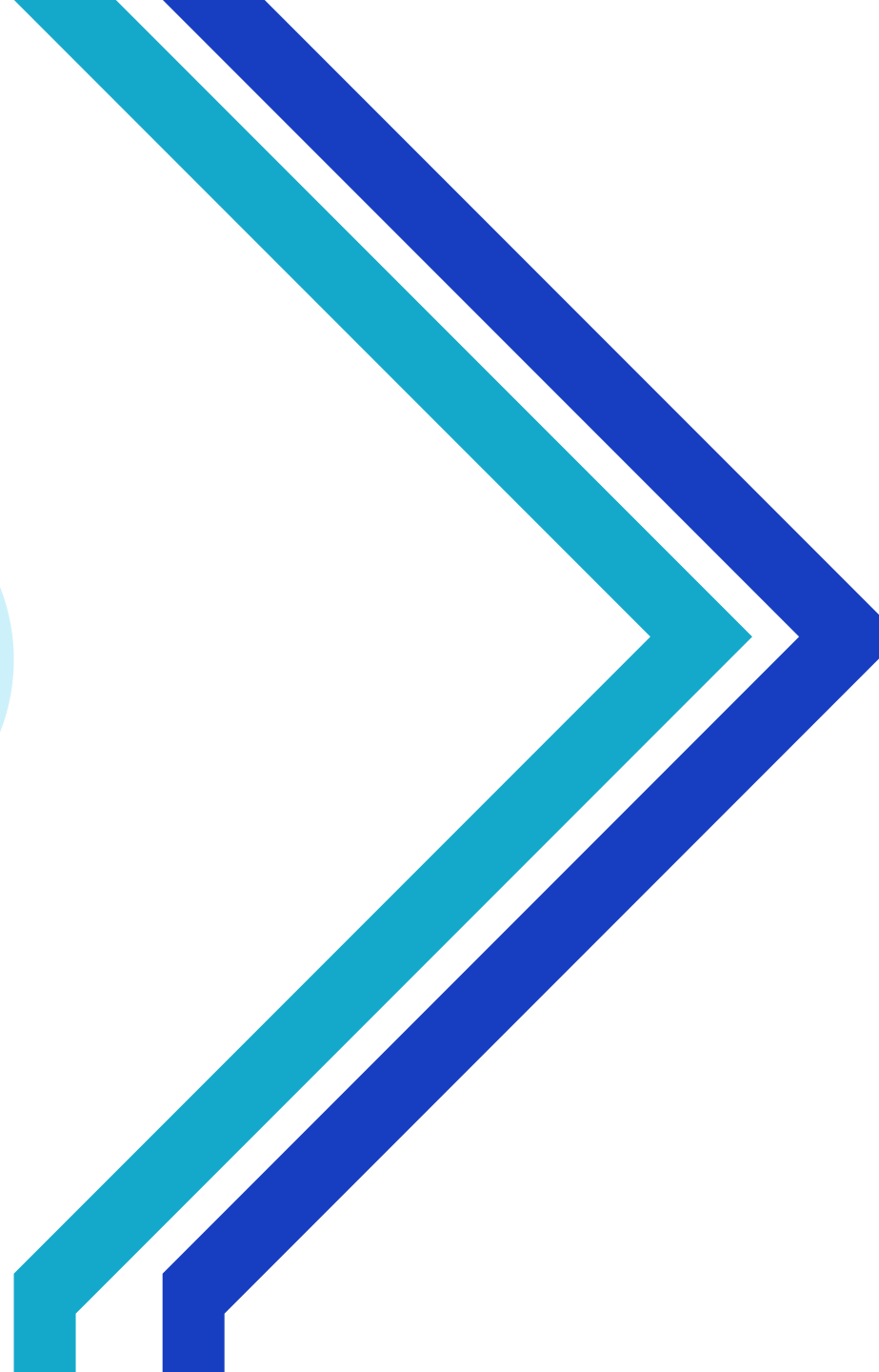
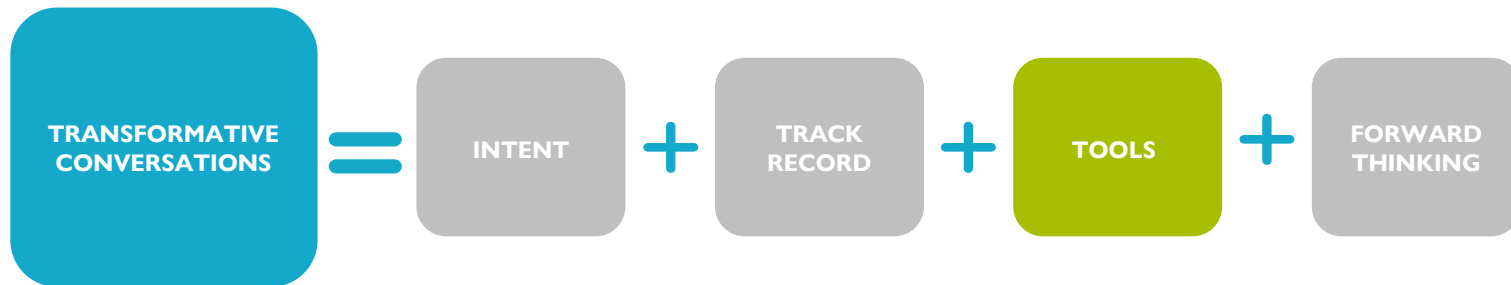
Your **intent** was to offer them support and a way to resolve their problem

INTENDED

But the **impact** was that they felt judged. You later learn that they felt like you were telling them they were handling the situation poorly.

FELT

# TOOLS



# TRANSFORMATIVE CONVERSATION

## FRAMEWORK

1

SET THE SCENE

2

MAKE IT SAFE

3

BUILD SHARED UNDERSTANDING

4

STAY WITH IT

5

NOW WHAT?

# TRANSFORMATIVE CONVERSATION

## 3 MINDSETS



**SELF AWARE**



**DESCRIPTIVE**



**CURIOUS**

# TRANSFORMATIVE CONVERSATION PLAN ON A PAGE

## 1 SET THE SCENE



Desired Outcome



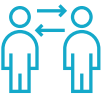
Likely Challenges



Intent (Stated and Hidden)



Time and Turf



Relationship Status (now and in the future)

## 2 MAKE IT SAFE



Emotional State – you/them



How can you make it safe?

## 3 BUILD SHARED UNDERSTANDING



Your Assumptions & Beliefs



Fundamental Attribution Error



Skilful Transparency

## 4 STAY WITH IT



Techniques to stay with it?

## 5 NOW WHAT?



How will you follow up?



# TRANSFORMATIVE CONVERSATION FRAMEWORK

- 1 SET THE SCENE
- 2 MAKE IT SAFE
- 3 BUILD SHARED UNDERSTANDING
- 4 STAY WITH IT
- 5 NOW WHAT?



**SELF AWARE**



**DESCRIPTIVE**



**CURIOUS**

# SET THE SCENE

1



**Desired Outcome**

2



**Intent** (Stated and Hidden)

3



**Time and Turf**

4



**Relationship Status**  
(now and in the future)

5



**Likely Challenges**

# TRANSFORMATIVE CONVERSATION

## FRAMEWORK

- 1 SET THE SCENE
- 2 MAKE IT SAFE
- 3 BUILD SHARED UNDERSTANDING
- 4 STAY WITH IT
- 5 NOW WHAT?



**SELF AWARE**



**DESCRIPTIVE**



**CURIOUS**

# TACTICS FOR MAKING IT SAFE

1



Warm the context

2



Make a genuine connection

3



Control your reaction - be ready for their response

4



Show you are willing to change your mind and are open to feedback

5



Don't make situations personal

6



Help people learn - don't blame

7



Create mutual purpose

8



Show respect

# TRANSFORMATIVE CONVERSATION

## FRAMEWORK

- 1 SET THE SCENE
- 2 MAKE IT SAFE
- 3 BUILD SHARED UNDERSTANDING
- 4 STAY WITH IT
- 5 NOW WHAT?



**SELF AWARE**



**DESCRIPTIVE**



**CURIOUS**

# BUILDING SHARED UNDERSTANDING

**E**xplain your facts and what you need

**S**hare your perspective and assumptions

**M**ake space to hear their take on things

**A**sk where you might have misunderstood

**D**on't rush to judgement

# FUNDAMENTAL ATTRIBUTION ERROR

People have a cognitive bias assuming that a person's actions depend on what kind of person that person is rather than on the social and environmental forces that influence the person



## Clarity Problem

Don't know what is expected of them



## Competency Problem

Don't know how to do it



## Motivation Problem

Don't want to do it



## Infrastructure Problem

Don't have the tools or resources or there is an external reason

# SKILFUL TRANSPARENCY

## The Experience Cube\*

A simple exercise for getting clarity ours and other people's experiences

*“Start every question with the word I. It gets you out of the problem of creating something that's a truth for you. You might say 'it's really hot in here' but that's closing down the conversation. If instead you say 'I think it's hot in here,' you're not.”*

**Ken Ingham, Roffey Park**

### OBSERVING



What do you notice?

### FEELING



What do you feel?

### THINKING



What are you telling yourself?

### WANTING



What do you want?

\* Gervase Bushe, Clear Leadership



# TRANSFORMATIVE CONVERSATION

## FRAMEWORK

- 1 SET THE SCENE
- 2 MAKE IT SAFE
- 3 BUILD SHARED UNDERSTANDING
- 4 STAY WITH IT
- 5 NOW WHAT?



**SELF AWARE**



**DESCRIPTIVE**



**CURIOUS**

# STAYING WITH IT – TOOLS AND TECHNIQUES



**Clarify if your message is clear**



**Let the silence do the heavy lifting**



**Reserve judgement**



**ABC - Agree, build, compare**



**Acknowledging**



**Be present and actively listen**



**Paraphrasing**



**Mirroring**



**Don't project**



**Contrasting**



**Empathise**



**Invite their view**

# TRANSFORMATIVE CONVERSATION

## FRAMEWORK

- 1 SET THE SCENE
- 2 MAKE IT SAFE
- 3 BUILD SHARED UNDERSTANDING
- 4 STAY WITH IT
- 5 NOW WHAT?



**SELF AWARE**



**DESCRIPTIVE**



**CURIOUS**

# NOW WHAT?

**1**



Make sure the Conversation has really concluded for **BOTH** of you

**2**



Record what you've agreed and any actions

**3**



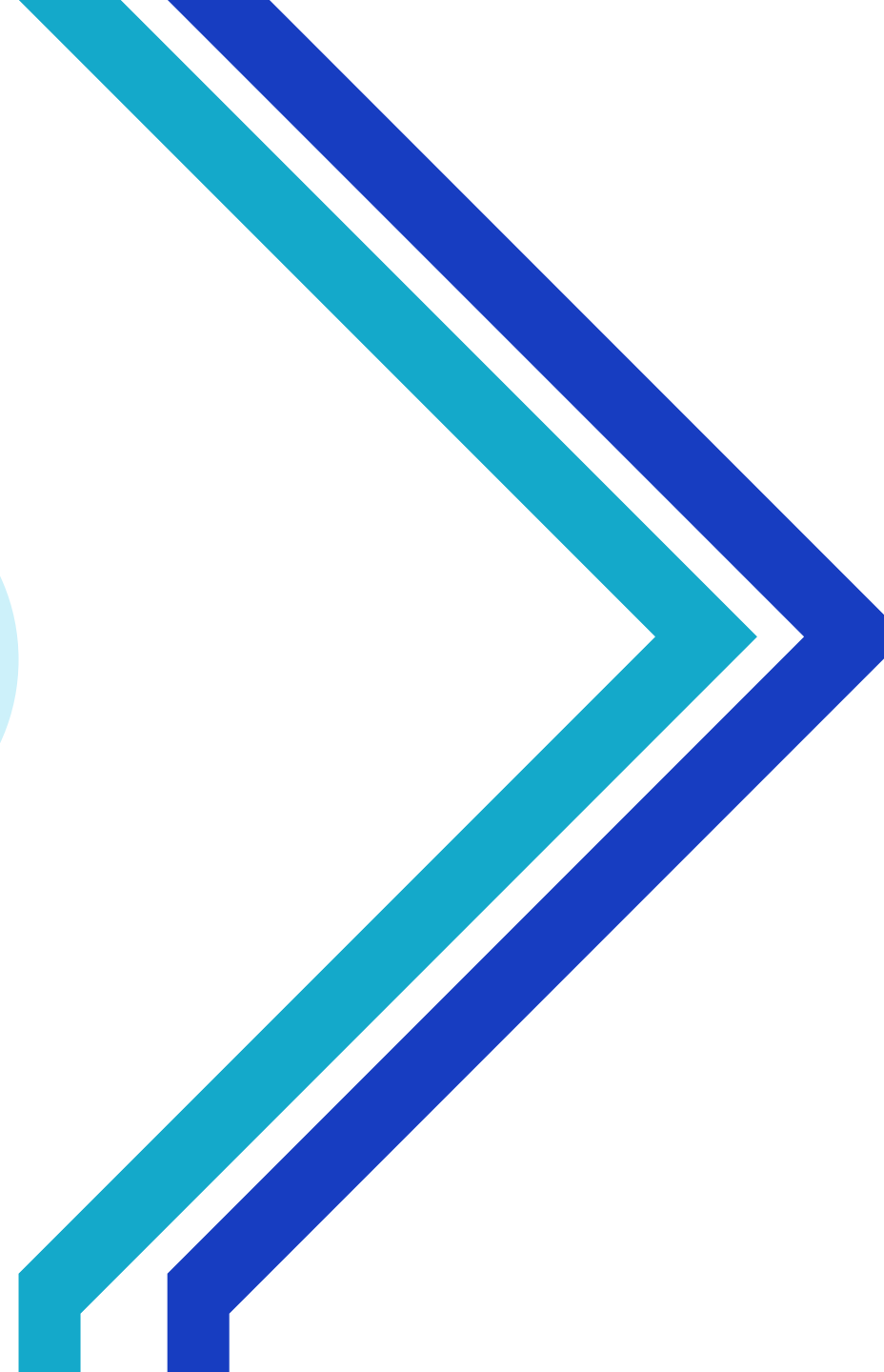
Follow up & check-in on the same day

**4**



Keep the conversation going

# **TRANSFORMATIVE CONVERSATIONS IN PRACTICE**



# FORWARD THINKING



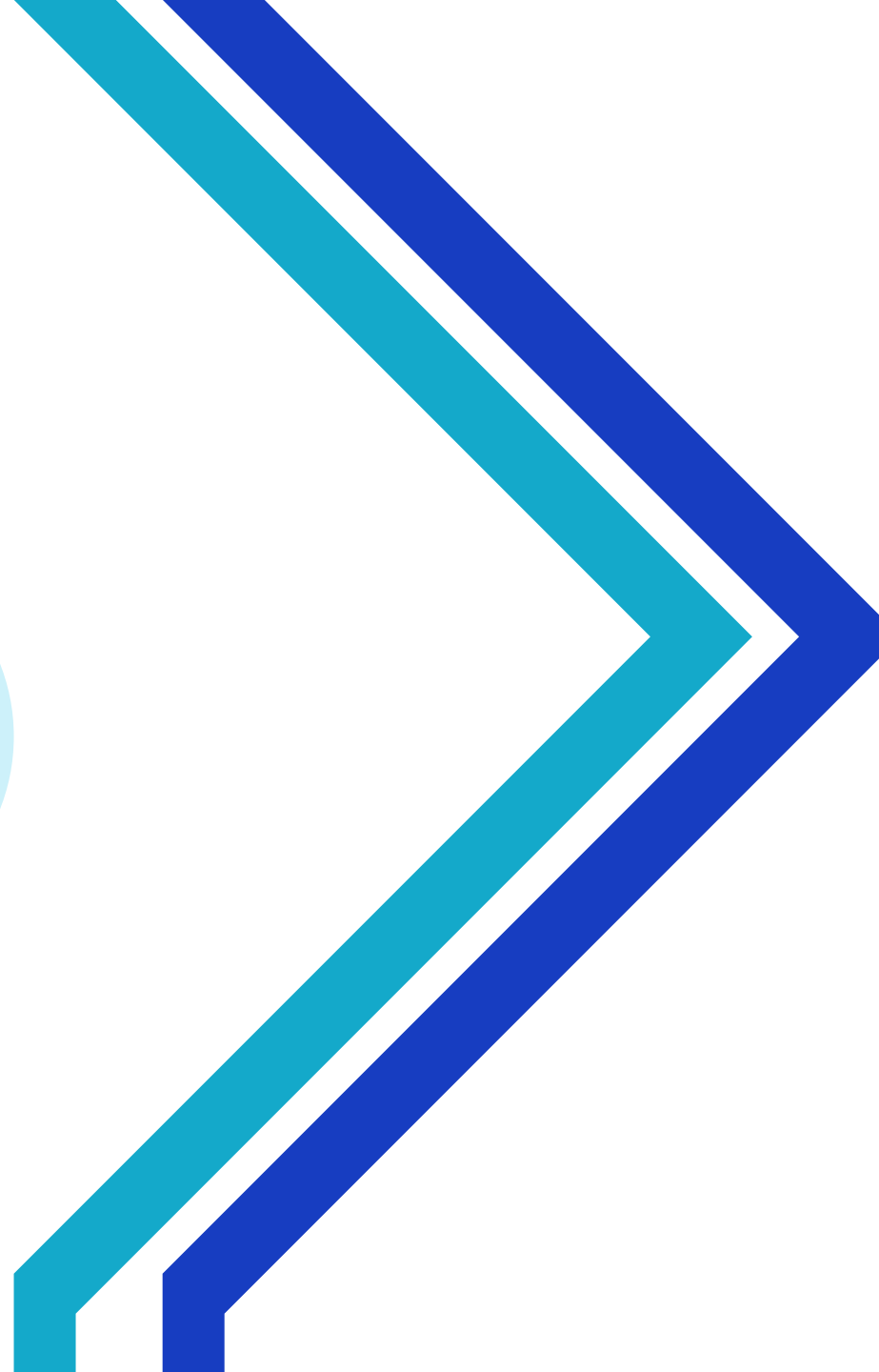
# FORWARD THINKING

*“Prevention is better than cure”*

- Scan the external environment for potential signs a Transformative Conversation might be needed
- Mine for conflict
- Monitor the health of your relationships and invest time and effort if they are weakening
- Act as soon as you see storm clouds gathering
- Coach your team to engage in Transformative Conversations, don't step in
- Practice participatory Decision-making so you have less bad news to transmit

Find out more in our  
'Forward Thinking' follow  
up video

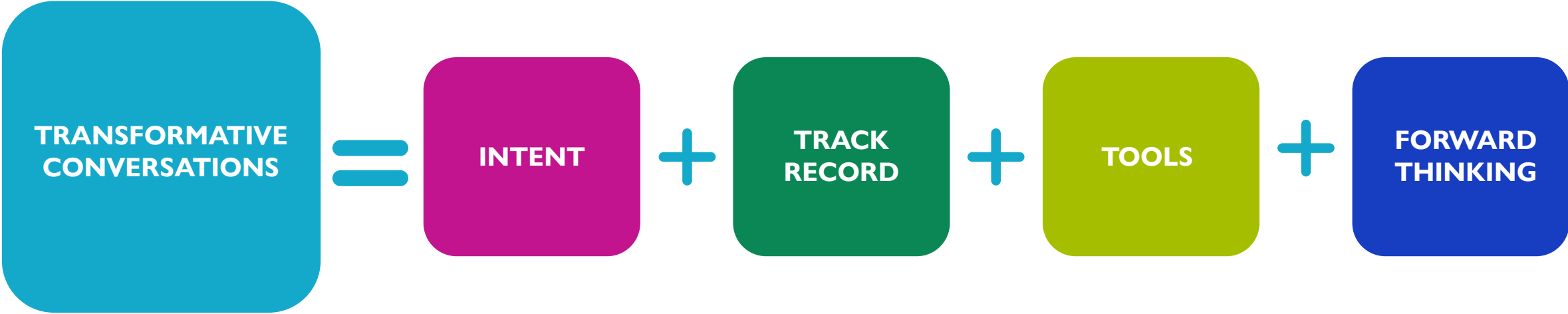
**WRAP UP**





# THE TRANSFORMATIVE CONVERSATION

Formula



# KEEPING THE LEARNING GOING



# PUTTING IT ALL INTO ACTION

- 1. Complete your 2 in 2:** Plan and hold your 2 Transformative Conversations in the next 2 weeks
- 2. Complete the poll:** We'll send this to you in the next 5 days to vote on the behaviours your cohort will use to track your progression with Transformative Conversations in CoachMetrix
- 3. Sign up to the CoachMetrix Platform:** Choose the people you want to provide feedback on the selected behaviour. They will be asked to rate you on your chosen behaviour every 2 weeks. Logins issued 14 days after the end of your course
- 4. Complete the follow up activities in CoachMetrix** – available 14 days after the end of your course
  - Complete the '2 in 2' Reflection activity
  - Watch the Forward Thinking Video
  - Complete the Forward Thinking canvas to identify potential Transformative Conversations with peers, direct reports, wider team and key stakeholders
- 5. Receive regular updates** from your raters via CoachMetrix
- 6. Arrange a follow up session** with your Transformative Session cohort to review your progress – we'll provide questions to help you

**THANK YOU**

