



SESSION 7 WORKSHEET

Learn to Manage a Difficult Conversation

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Blue Fjord Leaders

Shelley Row, PE, CSP's leadership work focuses on developing leaders who can see *beyond* the data. That's why she founded **Blue Fjord Leaders**, a boutique training company known for **high-caliber programs, relevant content, and impactful results**. At Blue Fjord Leaders we assist professionals to intertwine technical and human skills for astute leadership. *After all, the world needs more leaders who have both.*

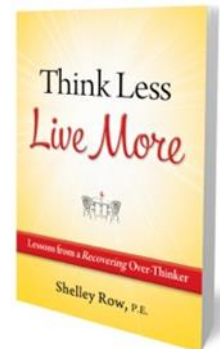
Shelley's application-based approach, original research and neuroscience foundation gives you the credible foundation from which to grow your leadership competence in critical areas. Research indicates that leadership traits like **communication, empathy, self-awareness, adaptability, and delegation** are essential but in need of enhancement particularly with technical professionals.

Plus, you won't find credentials like these anywhere else. **Named by Inc. as one of the top 100 leadership speakers** and **one of eight engineers worldwide** who is a **Certified Speaking Professional™**, Shelley Row is an engineer and former government and association executive. A



sought-after speaker with hundreds of presentations to her credit for audiences from 20 to 2500, she has published articles in *Forbes*, *Fast Company*, *HuffPost Business*, *SmartBlog on Leadership*, *Realizing Leadership Magazine*, *CEO Magazine*, *ITE Journal*, *Thinking Highways* and more. She is a trained coach, a certified trainer for Business DNA Behavior self-assessment tools, and she has a certificate with the NeuroLeadership Institute. She is the past president of the National Speakers Association Washington, DC chapter. The author of four books, her latest is, *Think Less, Live More. Lessons from a Recovering Over-Thinker*.

Shelley provides **leadership training, keynotes, and consulting** (in-person and virtually) to associations, agencies and companies who want to grow their business with staff who demonstrate strong leadership and communication skills.



Receive your free copy of *The Handbook for Technical Leaders: Ten Top Skills for Managers* by signing up at www.bluefjordleaders.com or emailing shelley@bluefjordleaders.com. Follow Shelley and Blue Fjord Leaders on [Twitter](#) and [LinkedIn](#).

The Origin of Blue Fjord Leaders

If landscapes had a personality, fjords would be bold. Formed from mighty glacial forces, fjords are the dramatic intertwining of land and water. In some traditions, land represents the power of thought and intellect while water represents the equally powerful domain of intuition and feeling. Blue Fjord Leaders embody the skilled integration and application of both forces.

That's what sets Blue Fjord Leaders apart.

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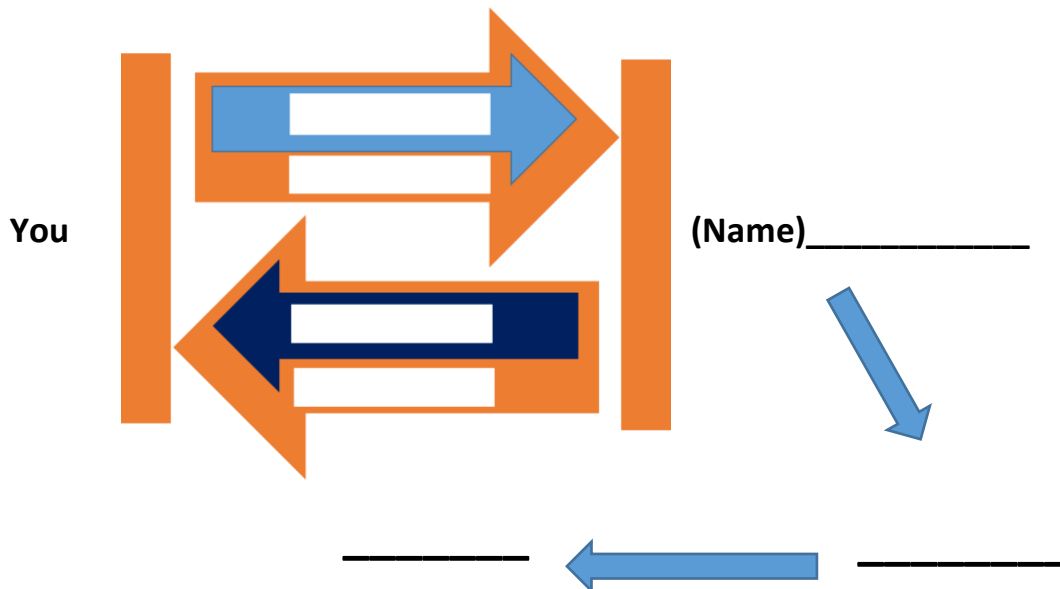
Why is important to have a “difficult” conversation?

What makes a conversation “difficult?”

What “difficult” conversation do you need to have and with whom?

1. Identify behavior

- Who’s Here? What do you know about the other person? Their communication style, background, filters?
- What label have you placed on them?



- What is the behavior? What behavior do you observe that causes you to think of this label?

2. Stay Calm

- Be rested
- Be clear on the behavior
- Be clear on the desired outcome
- Know your boundaries

3. State perception

- What is the perception you have about the situation/person?

4. Be curious

- What is *their* perception of the situation?
- Are you willing to see them and the situation differently?

5. Engage in dialog

- Use reflective listening
- Verify content
- Validate context

6. Define next steps

- Request the desired behavior
- Decide together

Difficult Conversation Template

1. When you do **(behavior)**.
2. My perception is **(your story)**.
3. What's your perception? **(Curiosity)**
4. Discuss **openly**
5. I request **(desired behavior)**
6. **Decide** together

Example:

Behavior: *I notice that you frequently interrupt me in meetings.*

Perception: *When that happens, my perception is that you don't respect my opinions or ideas.*

Curiosity: *I'm curious to know how you see this.*

Discuss: Use reflective listening skills.

Request: *I request that in future meetings you allow me to finish my thought.*

Decide: *What approach can we agree on that allows both of us to contribute?*

My discussion with:

I will have this discussion by:

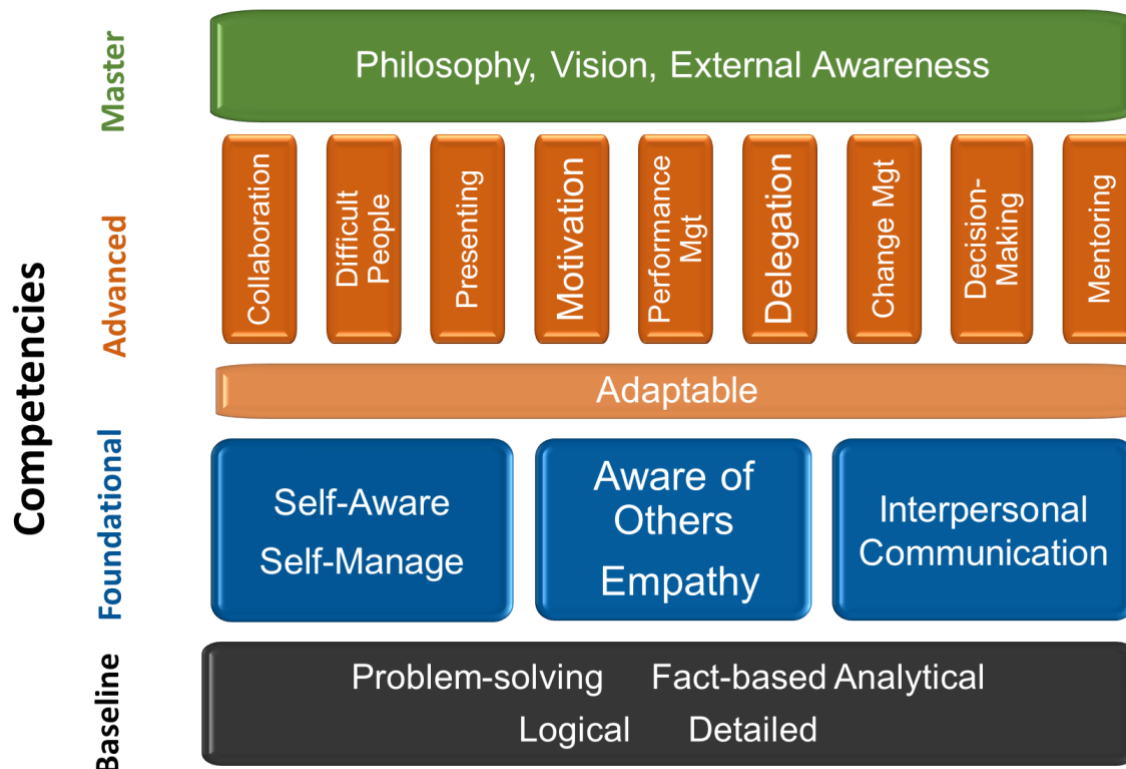
Behavior:

Perception (My Story):

Curious question:

Desired behavior:

Blue Fjord Leadership System



Curriculum

Competency	Skill	Session
Foundational	Self-Aware	Learn What Is Inside Your Brain and How It Shows Up at Work
Foundational	Empathy	The Formula to Improve Employee Engagement
Foundational	Empathy	Harmony at Work: Learn to Manage Your Boss
Foundational	Communication	Active Listening Skills for a More Productive Workplace
Advanced	Decision-Making	See Beyond the Data for Insightful Decision-Making
Advanced	Delegation	Delegation: Learn to Let Go So You Can Grow
Advanced	Difficult Conversations	Learn to Manage a Difficult Conversation
Master	Leader Philosophy	Create Your Personal Leadership Philosophy