



**Tell me and I
forget.**

**Teach me
and I
remember.**

**Involve me
and I learn.**

--Benjamin Franklin

Personal Application

Based on X.8.1, use the following questions to help identify any obstacles you may have during your difficult conversation, and to help generate an outline and plan for how you will work through them.

Overview of my conversation (e.g., who, what, challenges, when):

Who and What:

-Your Area Superintendent Chad has lied in his performance review, blamed others for his work, and has a poor attitude and behavior towards your team and the subcontractors.
-You need to have a sit-down conversation with Area Superintendent Chad to discuss the above the issues and discuss a corrective action plan that will help get Chad on the right path.

Challenges:

-Before the sit-down, you need to formulate and organize your thoughts so the time spent is productive. The major obstacle of this conversation will be Chad becoming defensive and closed off. Chad needs to feel free to share his perspective and in return, you can share yours. After both sides are heard, (hopefully) a mutual understanding of the issue can be reached and an agreement/corrective plan on how to proceed can be made. Other considerations could be the best time and location to have this discussion.

Accept that I believe one thing, you believe another

I believe...

-I believe Chad is a liar and blames others for his mistakes
-Chad is unprofessional in his relationships with Hensel Phelps employees and subcontractors.

S/he may believe...

-Since coming into leadership positions, I feel unprepared for the new tasks that are given to me. I feel overwhelmed with the amount of work I have.
-I used to be able to work well alongside others, but am frustrated as I now have to rely on others to complete them at their own pace and standards.

What is the one key takeaway that I will apply when I have this conversation?

I am mad at Chad for lying, but will be open to listening and trying to understand Chad's perspective. Listening to a different opinion on the situation does not mean that I am agreeing that Chad is right.



Personal Application

Solicit and understand their perspective

What questions will you ask to learn what you don't know yet?

Since coming into leadership positions, what do you feel are your biggest obstacles?
What do you feel are your biggest obstacles on this project?
What could we do to help you with your day to day activities?

What will be the greatest challenge in you genuinely and curiously asking for their perspective?

Not becoming combative due to the fact that Chad lied in his evaluation. Not taking it personally.

What is you plan to overcome those challenges?

Remembering that this conversation is about Chad and helping him overcome his obstacles.

Have a clear and productive purpose

What unproductive purpose do you need to be careful to avoid?

The purpose of the conversation with Chad is not to get him to admit that he lied in his evaluation.

What is your productive purpose in having this conversation?

The purpose of the conversation is to find ways to help Chad handle the additional responsibilities in his new leadership role. As well as, help Chad find ways to interact with his colleagues in a more productive manner .



Personal Application

Separate facts from stories

Have you assumed the other person's intentions based upon the impact to you? If so, separate the two:

Action:

Chad lied about the difficulties he was having in his performance review.

Impact:

Alice looked like she was causing a problem and was delaying the project.

Assumption of intention:

Chad did not want to take responsibility for his poor performance.

What are the FACTS will you share with the other person?

Multiple people have spoken up about the challenges they have faced when they have had to interact with Chad. Names won't be mentioned as Chad should not focus on the people that have conveyed these feelings.

What interpretations of the facts or impacts to you will you share?

As multiple people are speaking up about the same challenge consistently, Chad seems to be the common denominator.



Personal Application

Mutual Purpose

What is your purpose in having the conversation?

To understand what Chad needs in order to do his job effectively and be a productive employee.

What might the other person's purpose be for having this conversation?

To save face, and stand by his original lie.

Where can you find common ground and a purpose that is beneficial to both of you?

Both Chad and I want Chad to have everything he needs to do his job well, have a more friendly work environment, and to have a cohesive team.