

Overcoming the Obstacles

Obstacle #1

- I believe one thing, you another

Obstacle #2

- I don't know your opinion, perspective, or facts until I ask and successfully engage you in sharing them

Obstacle #3

- Being real with myself about the facts of the situation and then sharing my opinion, perspective, and facts in a constructive way

Obstacle #4

- Managing the conversation when it gets tough or destructive

Obstacle #5

- Successfully reaching resolution and then following through

Solicit and Understand Their Perspective

Listen with Curiosity, an open mind, and empathy!

- If they become emotional, listen and acknowledge with empathy what you heard
- Paraphrase and ask questions
- Don't get defensive if they accuse or attack you. Try to understand their view before responding.

Whenever you feel overwhelmed or unsure how to proceed, remember that it is
ALWAYS a good time to listen.

--Stone, Patton, & Heen

Before you Begin Conversation...

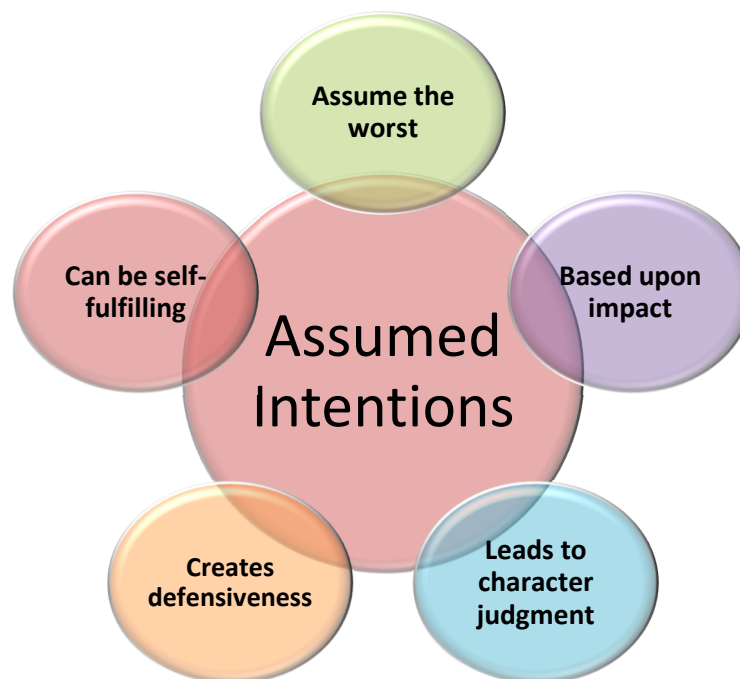
Have a Clear and Productive Purpose for the Conversation

Separate Fact from Fiction: Know Your Story

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Intent versus Impact

A common mistake: We often make assumptions about intentions and usually they are wrong!
Intentions are invisible.



- We assume the worst about others, but are more sympathetic to ourselves
- We tend to assume other's intentions based upon the impact they had on us

Impact	Assumed Intention
I was hurt by something you said	You intended to hurt me
I feel offended by your actions	You intended to offend me
I feel embarrassed	You meant to humiliate me



Mutual Respect

Strategies

Apologize

- If appropriate
- Sincerely

Clarify and contrast your intentions

- Clarify: "I did not intend to question your honesty/competence/integrity etc."
- Contrast: "I only meant to get clarification on how this miscommunication/mistake etc. happened."

Can You Respect Someone You Don't Respect?

- Look for ways you are similar
- Empathize with them
- Adopt the idea that "They are just doing the best that they can" and assume good will

Mutual Purpose

- Do others believe that you care about their goals in this conversation?
- Do they trust your motives?

Strategies

- When Mutual Purpose is in question or not clear: Work to find common ground

Ask questions!

- Ask why they want what they want
- Separate the goal from the strategy: the 'why'
- Ask them to help you understand their perspective

Create a mutual purpose

- Seek a way to combine your purpose and theirs into one bigger picture, higher purpose
- Think about how to achieve long term mutual benefit
- "It feels like we are stuck here. Why don't we spend some time looking for something that will satisfy both of us?"

Moving to Action

Share problem solving to reach agreement on a resolution and next steps

Create options that address the needs and concerns of both parties

Agree upon a plan for action, with clearly defined accountability

Follow up!