

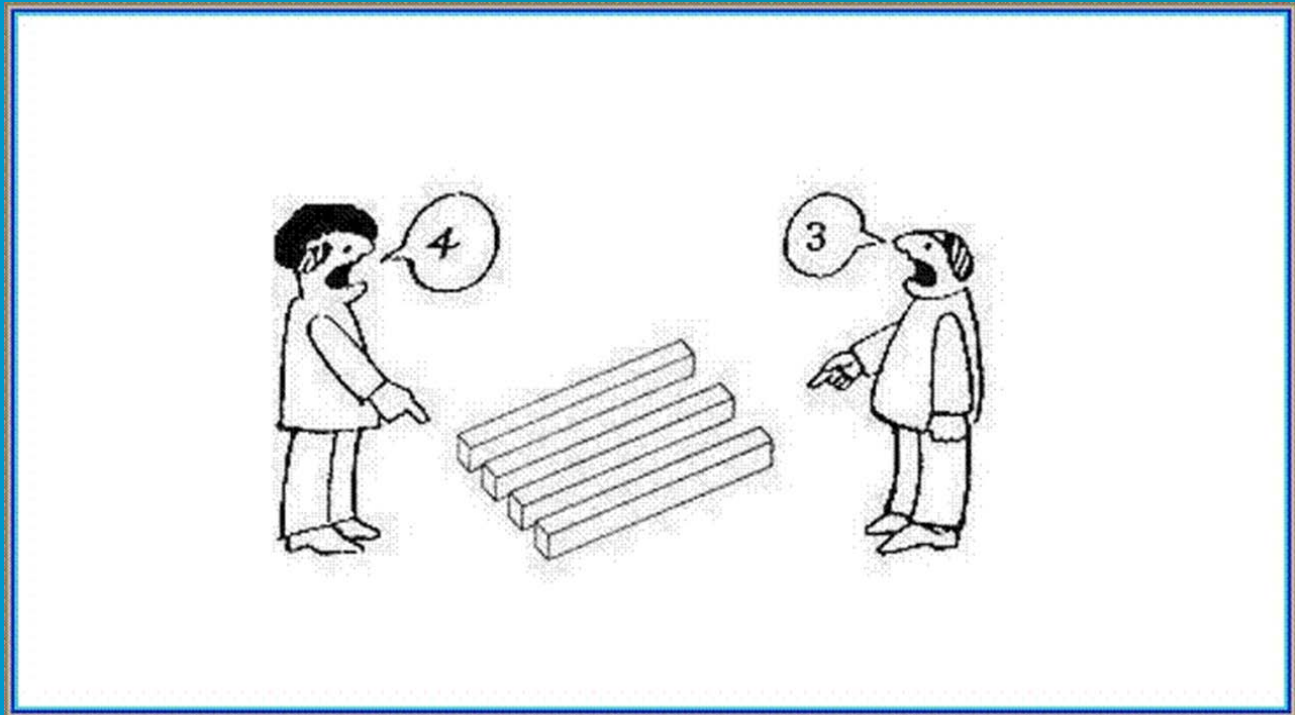
Managing Difficult People/Having Difficult Conversations

By

Rich Pernell



It may be all perception . . .
. . . or is it perspective?





‘Difficult’ from a psycho-social-emotional perspective

- How we face ‘difficult’-

1) “The Challenge” – ego enhancement


Victorious, overcome obstacles, win

2) “Fear” – ego protection

Fear of rejection or failure

3) Is leadership about fear or ego or challenge?

What else is on the inside?



“The quality of the intervention (difficult conversation) is directly correlated to the internal condition of the intervener.”

- Bill O’Brien, former CEO- Hanover Insurance

Interesting, so why are we here?



Outcome #1

To make ‘explicit and conscious’ the
‘implicit and unconscious’ psycho-social
construct of the human condition we call
“difficult”



Outcome #2

... to use that awareness to construct a leadership-based interaction to mitigate and reframe “difficult” by asking, “What is my intention?”

This frames ‘my attitude’ from the Betari Box.

The Betari Box



Blink by Malcolm Gladwell
Leadership Intention?



Creating a Leadership Intention

Being Self Aware

Being Emotionally Intelligent

Being Responsible & Accountable

Creating a Learning and Growth Opportunity

Identify your (resistance/energy/emotion) and
address it!

- What are some difficult conversations?



What might be called difficult conversations:

- Performance Evaluations
- Recalibrating Relationships
- Organizational Change
- Departmental ‘Fit’
- Attitude Adjustments (realignment)
- Culture
- Organizational Values vs. Behaviors
- . . . Others . . .

Which one is most difficult for you/



Attend to:

- Your internal state and intention
- Your relationship with the other
- The level of receptivity of the other
- Your relationship with conflict
- The price you are willing to pay to accomplish your intention



Example Sequence: Direct Report

- Be clear about your intention and share it
- Acknowledge their contribution so far
- Identify the ‘gap’ that exists with examples
 - (using original expectations and criteria)
- Seek agreement or clarification (Do you see what I see?)
- Set the new standard (or reconfirm the original)
- Seek agreement or clarification
- Obtain their/your commitment to the future
- Offer support and coaching
- Follow up (formal and informal)



Example :

Peer or Supervisor


- Given that we are both ‘on the same team’ or ‘in the same boat’ or ‘striving toward the same mission’, ask if you can share some observations that you have made with the underlying intent of continuous improvement.



Recalibration Example:

(Direct Report)

- You have just been promoted to a supervisor of 7 people who have been your peers for the last four years. Six have congratulated you and are looking forward to working with you. However, Sally has issues with your promotion, probably because she also applied for the job. She has turned in shoddy work and has missed deadlines in the past because of mediocre supervision (not holding her accountable). You have met with the other 6 to set a positive direction for the future. Sally is next.

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- Given that you *may* have had a particular person (or persons) in mind as we went through the previous slides, what questions or comments do you have for us to consider?