



Creating Consequential Conversations

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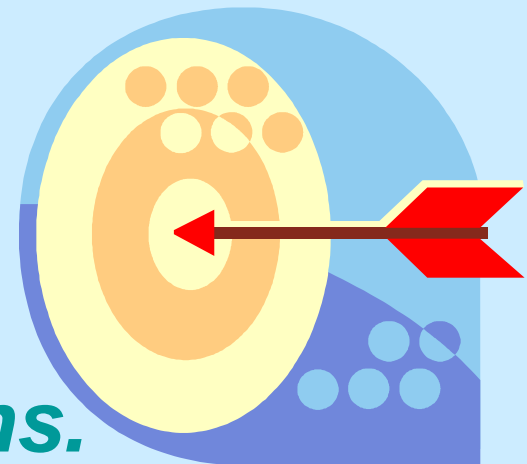
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Today's Focus:

*Learn how to create and deliver
consequential conversations that result
in positive outcomes for everyone
involved.*

Today's Goal:

*Be more confident and
comfortable in having
consequential conversations.*



Today's Topics

- What makes these conversations so challenging?
- What motivates you and others to think and act as we do?
- Models that work
- The language of coaching
- How do I best prepare for a consequential conversation?



Why is this important?

- **People want and need to know when and why their performance is unacceptable**
- **When we put off these conversations, unacceptable behavior becomes the norm**
- **Poor performance can adversely affect co-workers, patients, organization**
- **High performing employees leave because they are unwilling to put up with bad behavior**
- **The most expensive (financially and emotionally) mistake is not letting people who are not good for the organization go**
-

Shifting thinking.....

Transforming actions.....

Accelerating success!



Communication Principles

- Meanings are in people, not in words
- Meanings cannot be transferred, only words
- ***70-90% of what you say gets screened out or misunderstood!!!***



Low Performers

- **Negatively impact co-workers, organization, donors, community**
- **Have little desire to grow or take on additional responsibilities**
- **Tend to procrastinate, miss deadlines and do not live up to your organization's values**
- **Often have a negative attitude**
- **Take up much of management's time**
- **If not dealt with, high performers leave as they feel drained**

The Components of Consequential Conversations

1. Preparing yourself
2. Right participants and setting
3. Remember the Platinum Rule
4. Know the outcomes you want
5. Focus on the behavior not the person
6. Ask questions for clarity and understanding
7. Be sure the conversation is a dialogue
8. Be willing to hear the employee's perspective
9. Recognize this conversation is not all about you



Coaching

“A powerful alliance designed to forward and enhance the lifelong process of human learning, effectiveness and fulfillment.”

-- Co-Active Coaching

What Coaching Is Not!

- **Problem Solving/
Consulting** “This is how to do it”
- **Counseling/Therapy** “What happened in the past that is inhibiting your from getting what you want today”
- **Mentoring** “This is how I did it”

Appreciative Inquiry

Ap-pre´ci-ate, v., 1. valuing; the act of recognizing the best in people or the world around us; affirming past and present strengths, successes, and potentials; 2. to increase in value

In-quire´ v., 1. the act of exploration and discovery. 2. to ask questions, to be open to seeing new potentials and possibilities

From [A Positive Revolution in Change: Appreciate Inquiry](#) by Davis L cooperrider and Diana Whitney

Remember...



- **Be specific**
- **Be objective**
- **LISTEN**
- **Ask questions for clarity and understanding**
- **Observe body language**
- **Do NOT ass-u-me!**
- **Do not jump to conclusions**

The 9 Ingredients of Crucial Conversations

1. **Preparing yourself**
2. **Right participants and setting**
3. **Remember the Platinum Rule**
4. **Know the outcomes you want**
5. **Focus on the behavior not the person**
6. **Ask questions for clarity and understanding**
7. **Be sure the conversation is a dialogue**
8. **Be willing to hear the employee's perspective**
9. **Recognize this conversation is not all about you**



What is my role in this situation?

Look inward first, then at the employee

- Have you clearly defined and communicated standards of behavior?
- Have you been honest, timely in your follow-up and kept necessary documentation?
- Does the employee have the necessary skills, training, etc.?

How do I best help the employee?

- Is he using his strengths?
- Is she in the wrong position?
Department?
- Is there a communication gap?

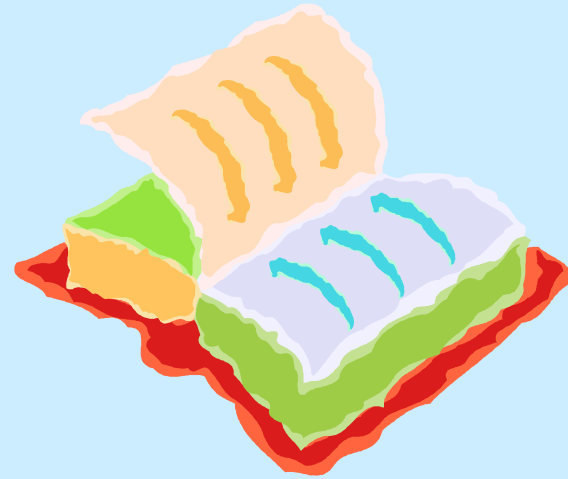


Keep in mind:

- You can provide training and tools to a person, yet cannot make her use them
- It is the *employee's* choice to correct behavior or to not make the necessary changes
- It is the *employee* who *chooses* to terminate himself

Personal Textbook

- **Situation**
- **Action(s) taken**
- **Results/outcomes**
- **What would you do differently?**



Action Ideas



It's not how many ideas you have.

What is important is how many you put into action.

What do YOU need to do to make
the things we have discussed
happen?

It is up to YOU to choose
the *outcomes!*

**Never underestimate the
difference **YOU** can make!**



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Scientist, coach, entrepreneur and author, Nancy works with health care professionals and their teams to reduce costs and increase patient satisfaction by valuing their most valuable asset - their people. During 20+ years in the clinical laboratory and in-vitro diagnostics industry, Nancy earned a reputation for being a compelling leader by blending innovative business strategies with inspiration, challenge, humor and accountability. She applies this same expertise, on-target analysis and innovative solutions with her clients that consistently put her and her organizations at the top of their industries. A trend-setter and thought leader, Nancy inspires her clients to think in new ways. Her unique ability to look beyond symptoms and uncover the core issues that block success leads her clients to achieve the significant and sustainable outcomes they desire. Author of *People Count! Never Underestimate the Value of Your Employees*, Nancy describes how to deliver top-line performance and improve bottom line results.

Nancy earned an MBA from Xavier University's Executive MBA program, a Master's certificate in Leadership Coaching from Georgetown University and a BS in Medical Technology from the University of Cincinnati. She is a certified coach by the International Coach Federation. Nancy is President of Success Catalyst, a certified Women Business Enterprise, which she founded in 1993.

Nancy is an adjunct professor in the MBA program at Xavier University, a member of the President's Advisory Council, McDonnell Douglas Health Systems Company, co-founder of the Ohio Council for Self-Esteem, a member of the Chapter Leadership Council of National Speakers Association, on the staff of the Mercy Franciscan Holistic Health Centers, a member of the Cincinnati Regional Chamber Small Business Advisory Board, on the Community Advisory Board for The Franciscan at West Park, Mentoring Director for Ohio Healthcare Businesswomen's Association, a United Way Ambassador and on the Business Travelers Advisory Committee for Delta Air Lines. Nancy is Past President of National Speakers Association – Indiana chapter, and was named Member of the Year by NSA-I for 1999, 2000 and 2012 and Superior Performer of the Year by Ohio Speakers Forum in 1999. Nancy developed the Mentoring program for Healthcare Businesswomen's Association (HBA), Ohio chapter, received the President's Award from the HBA Ohio Chapter in 2013 and the Leadership Excellence and Dedication (LEAD) Award in 2014. She received the Second Act Award from the Cincinnati Business Courier in 2015, was recognized as Mentor of the Year by the Cincinnati USA Regional Chamber in 2014 and an Athena Award finalist in 2010. She is a Rotarian, Leadership Team Coordinator for Stephen Ministry at her parish, a Hospice of Cincinnati volunteer, Leadership Chair of the Executive Women's Golf Association and a Teammate in Training for the Leukemia Society of America.