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**A Feedback Conversation Worksheet when:**

**stakes are high | opinions vary | strong emotions**

**Before the Conversation**:

* What is the purpose of the conversation?
* What would be the ideal outcome? An acceptable outcome?
* Examine yourself
* What do I really want for myself?
* What do I not want?
* What do I want for the other person?
* What do I want for the relationship?
* How do I typically respond under stress?

 Silence (masking, avoiding, withdrawing)

 Violence (controlling, labeling, attacking)

* Examine your story
	+ What story am I telling myself about this situation?
	+ What are the facts?
	+ What is my role in the situation?
	+ How might my attitude about the situation influence the conversation?
* Think about the other person as a partner
	+ What might they be thinking about the situation?
	+ What needs/fears might they have?
	+ What suggestions/solutions might they offer?
* Set the Stage
	+ Where will the conversation take place?
	+ When will the conversation take place?
	+ Who will be in the room?
	+ Craft a clear, concise invitation (no surprises)
	+ Craft a clear opening for the conversation

**During the Conversation**

* Open with your purpose
* Invite dialogue and questions (if you don’t know, say you’ll find out)
* Listen to the other person
* Acknowledge and validate the other person’s position (you don’t have to agree)
* Look for areas of agreement
* Move to problem solving (clarify non-negotiables)
* Create a specific plan of action with target dates
* Thank the other person for the conversation

**If things get difficult:**

* Notice when/if you are moving to your style under stress (silence or violence)
* Notice for signs that safety may be a risk for the other person (silence or violence)
* Make it safe
	+ If you sense the other party doesn’t feel safe (exhibiting silence or violence), step out of the context of the conversation and focus on creating safety.

* + Remind yourself of what you want for yourself and the other person
	+ Maintain respect
	+ Apologize when appropriate
	+ To fix misunderstanding, use contrast. Start with what you don’t intend or mean

 and then explain what you do intent or mean

* STATE your path
	+ Share your facts
	+ Tell your story-because of facts you are beginning to conclude
	+ Ask for others path-Encourage others to share facts and stories
	+ Talk tentatively-state your story as a story-not as fact
	+ Encourage testing-Make it safe for others to express differing views
* Explore Others’ Paths (views)
	+ Ask them to share their facts and story
	+ Mirror-share your observations about inconsistencies in words and emotions
	+ Paraphrase what you’ve heard them say
	+ Prime-combat silence with a guess “Are you thinking. . .

**After the Conversation**

* Follow up on what you agreed to in a timely manner
* Notice and acknowledge when it’s evident that the conversation was effective
* Check in with the other person if they miss a target date

**Practice your conversation with a person your trust**

**Don’t be afraid to use notes during the conversation-**Explain to the person that the conversation is important to you and you want to ensure that you speak clearly and without emotion.

**Resources:**

[Crucial Conversations: Tools for talking when stakes are high](https://www.amazon.com/Crucial-Conversations-Talking-Stakes-Second/dp/1469266822)

 -Kerry Patterson, Joseph Grenny, Ron McMillan and Al Switzler

[Crucial Accountability: Tools for resolving broken promises, violated expectations and bad behavior](https://www.amazon.com/Crucial-Accountability-Resolving-Expectations-Commitments-ebook/dp/B00C4BDRW6/ref%3Dsr_1_1?crid=2WJHJPQ4UEZJH&keywords=crucial+accountability&qid=1687019295&s=books&sprefix=crucial+accoun%2Cstripbooks%2C90&sr=1-1)

 -Kerry Patterson, Joseph Grenny, Ron McMillan and Al Switzler

[Leadership and Self Deception](https://www.amazon.com/Leadership-Self-Deception-Getting-out-Box-ebook/dp/B07DKHH1GC/ref%3Dsr_1_1?crid=2MI1IGZILMJ9Q&keywords=leadership+and+self+deception+book&qid=1687019335&s=books&sprefix=leadership+and+self%2Cstripbooks%2C94&sr=1-1)

 -The Arbinger Institute-Approach for observing and overcoming ourselves

[The Five Dysfunctions of a Team](https://www.amazon.com/Five-Dysfunctions-Team-Leadership-Lencioni-ebook/dp/B006960LQW/ref%3Dsr_1_4?crid=278SE3Z3DKATN&keywords=the+five+dysfunctions+of+a+team+by+patrick+lencioni&qid=1687019384&s=books&sprefix=the+five%2Cstripbooks%2C95&sr=1-4)

 -Patrick Lencioni

<https://www.judyringer.com/resources/articles/we-have-to-talk-a-stepbystep-checklist-for-difficult-conversations.php>