

CONFRONT WITH CONFIDENCE

Many will view your newfound ability to effectively speak up for yourself as positive, but some people may become upset or angry, especially if you used to be overly accommodating. In this Exercise, you'll practice responding when your audience isn't receptive.

INSTRUCTIONS

1. *Identify a conversation you need to have.* The situation may be relevant to one of your boundaries being crossed, a value you have, or a goal that's important to you.
2. *Outline What You Do, What You Say, and How You Say It.* You won't always be able to prepare in advance, but do so where possible.
3. *Have the conversation!* Muster your courage and make it happen.
4. *Respond to pushback.* Pick *one* of the following techniques to try when and if the conversation gets heated.
 - **Active listening.** Validate the other person and attempt to understand their viewpoint. Do this by restating, *It sounds to me like you're unhappy with how the meeting went. Am I correct?* Or, posing open-ended questions such as, *What's your reaction to what I've said? How can I support you?*
 - **Aim for a workable compromise.** Offer an alternative proposal or solution, such as, *How can we meet in the middle? How can we get to a number that works for both of us?*
 - **Use silence.** Pause three to five seconds before responding to stonewall aggression, like Katherine did with Mark.
 - **Try the broken record technique.** Repeat one phrase in an even-handed tone, such as *I'm speaking, That's not relevant,* or *Please don't speak to me that way.*
5. *Reflect.* After the interaction, explore what went well and what didn't and how you can improve your approach going forward.

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Katherine

WHAT YOU DO

OLD BEHAVIORS

Travel on the same day as Mark's review
Avoid bringing up how he left the team's names off the report

NEW BEHAVIORS

Reschedule Mark's review so we aren't rushed
Highlight Mark's contributions
Send him an agenda beforehand so there are no surprises

WHAT YOU SAY

OLD BEHAVIORS

"I'm rambling."
"Am I making sense?"
"I'm sorry for giving you this feedback."

NEW BEHAVIORS

"You're an asset to the team."
"What's your take on what I shared?"
Use silence if he gets upset

HOW YOU SAY IT

OLD BEHAVIORS

Slouched over
Ducking eye contact

NEW BEHAVIORS

Sit up straight, pretending there's a board against my back
Position myself more side-by-side with him versus across the table

CONVERSATION OUTLINE

INTRODUCTION

- I want this to be a two-way conversation.

MAIN POINTS

- Highlight accomplishments re: client project last year.
- Two key areas for improvement: interpersonal communication and collaboration.
- Example: leaving names off the materials.
- I felt concerned and disappointed.

CONCLUSION

- In the future, I need you to be mindful about giving everyone credit.
- As your manager, I'm here to give you honest feedback and help you create a plan.

CONFRONT WITH CONFIDENCE

On the dotted lines, note the behaviors you don't want to do. Use the full lines to write down ones you do.

WHAT YOU DO	
OLD BEHAVIORS	NEW BEHAVIORS
.....	_____
.....	_____
.....	_____

WHAT YOU SAY	
OLD BEHAVIORS	NEW BEHAVIORS
.....	_____
.....	_____
.....	_____

HOW YOU SAY IT	
OLD BEHAVIORS	NEW BEHAVIORS
.....
.....
.....

CONVERSATION OUTLINE	
INTRODUCTION	
MAIN POINTS	
CONCLUSION	