



PROVOKE EXTRAORDINARY RESULTS



COMMUNICATION

Corporate Conversations SM

*Unleashing Fierce Conversations for
more productive communication.*



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Corporate ConversationsSM

The methodology to stay connected to yourselves and others through creating shared meaning in the pursuit of extraordinary results.

Corporate ConversationsSM require that one uncovers the underlying conversations one has about oneself and about oneself being in relationship with others, such that shared meaning can occur.

Purpose:	<ul style="list-style-type: none"> ▪ Develop your ability to be powerful in your conversations.
Outcomes:	<ul style="list-style-type: none"> ▪ You are direct in your communication. ▪ You will have unbridled, fierce conversations. ▪ You create others to be powerful in their communication. ▪ Others are powerful with their conversation with others.

Workshop Culture:

- Confidentiality
- Commitment to be brave
- Success defined by the group, not individual
- Commitment to understanding Concepts and Distinctions
- Think loud thoughts
- Each individual is an essential component





Fierce conversations

- What do you think about when you hear “fierce conversations?”**
- What is the challenge of fierce conversations?**
- What do you want to achieve in the area of fierce conversations?**

Fierce Questions

Write down three areas in which you feel that you are facing significant challenges. It could be business, clients, team members, family issues or personal challenges. Write down what you want (Objective), and the current challenge (Obstacle).

Objectives	Obstacles
1.	1.
2.	2.
3.	3.

Communication as a relationship:

Share your three objectives and obstacles:

Think about the relationship which you will enact when you communicate your three objectives and obstacles.

Explore a different relationship or a refining the relationship that you would instinctively use. (Think of a colleague as a teammate, or a teammate as friend.)

Can you see that the challenge is the “offspring” of who you are in the relationship?

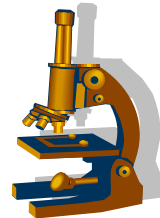




Curb Your Instinct

These are the **RELATIONSHIPS** that we instinctively migrate to:

- ❖ This person likes me
- ❖ This person does not like me
- ❖ I'm right and you are frustrating me
- ❖ I have a problem and do not think that you can take it
- ❖ I am nervous to express myself
- ❖ Nobody cares

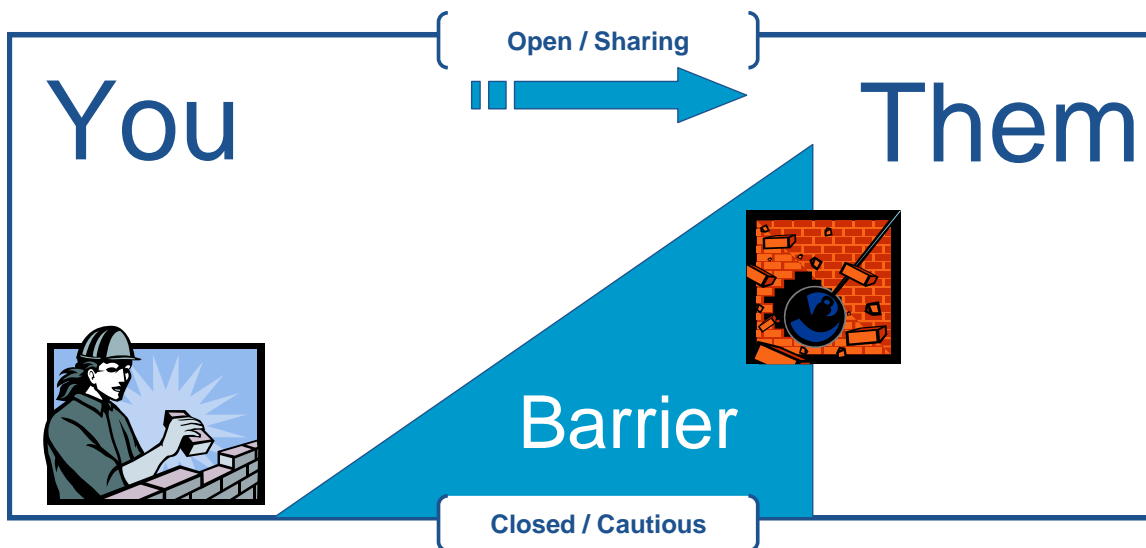


Look at your table of Objectives and Obstacles. Describe what relationship you are using that supports the obstacle (challenge).

Objective	Obstacle	Relationship
1.	1.	1.
2.	2.	2.
3.	3.	3.

Conversation exists inside of your willingness to be related.

Your willingness to be related promotes or prevents CONVERSATION.





Internal Conversations

The conversation you are having with another IS the conversation you are having with yourself.

We are always defining RELATIONSHIP through our words, our conversations, our listening, and our thoughts. When you realize that you are already related, and that there is nothing you can do to be or not be related, you will see that conversation is the relationship.



“Human beings are built such that within 24 hours of being born they can recognize whether they are being watched, listened to, or acknowledged. Human self-worth is tied to connection and non-connection. Every conversation is “seen” as an opportunity for connection, or non-connection. ‘Human beings are continually trying to ‘gain connection’.”

*The Healing Connection:
How Women Form Connections in Both Therapy and in Life
– Jean Baker-Miller.*

“The Conversation That Would Have Changed My Life”

It’s time to create a Fierce Conversation that you wish that someone had with you at some time in the past.

Think of a different direction or decision that you might have made, or a mistake that might have been avoided or a potential opportunity that could have been fulfilled.

Think of a conversation that could have had a profound effect on you (business, career, family, health, relationship, success or happiness), if only someone had that conversation with you.

What would that profound, life changing moment be, and who could have had a convincing conversation with you?



Review “The Conversation that would have changed my life”

What was the speaker’s STAND (Relationship)?

What were the Facts on the GROUND?

Was there a shared UNDERSTANDING?

What COMMITMENT was made?

* Food for Thought:

What Conversations have you avoided that might have changed someone else’s life?





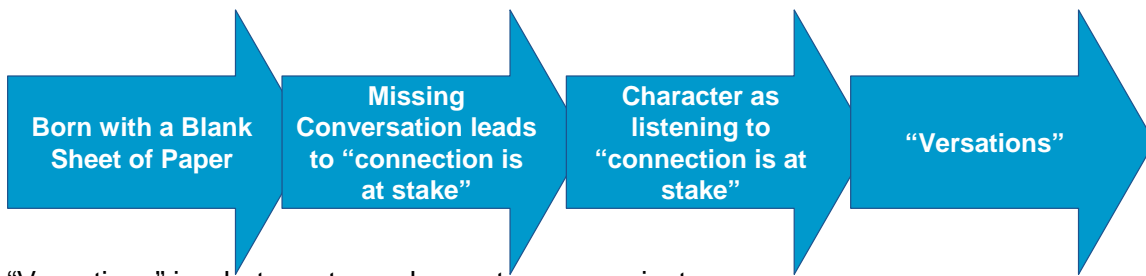
Missing Conversations

The crux of missing conversations:

- ❖ You have the right to get your core needs met in a relationship, or at least not to have them violated
- ❖ You have the right to ask “dumb questions”
- ❖ You have the right not to be a victim
- ❖ You have the right to confront issues that are troubling you
- ❖ You have the right to disagree
- ❖ You have the right to say ‘Yes’
- ❖ You have the right to say ‘No’
- *Note, the same rights apply to the other individuals*

*“Fierce Conversations”
by Susan Scott.*

The Character Model



“Versations” is what most people use to communicate.

“Versations” is communication spoken from “character missing from the conversation”.

“Versations” come from the conversation in your head that is always saying your connectedness is at stake in each and every interaction.





Corporate ConversationsSM

Begin all communications from the point of a blank sheet of paper and no connection at stake. You know nothing, assume nothing and are curious to find out what is happening.

As a result, the purpose of the conversation becomes:

- ✓ **Interrogate reality**
- ✓ **Provoke Learning**
- ✓ **Tackle Tough Challenges**
- ✓ **Enrich Relationship**



If the conversation is the relationship, imagine the types of relationships you can have in business and family. You must enter every conversation from a different place. You must enter from being a Stand.

Take a STAND

What is Stand?

A STAND is a relationship based on integrity, possibility and rigor in which each person holds the other accountable for RESULTS that the other is capable of achieving.

Elements of STAND:

- ❖ What is truly possible for this person?
- ❖ What is at stake if they do not achieve the possibility?
- ❖ What will happen if this person does not take on new actions?
- ❖ How have I been working with this person?
 - What am I thinking when I listen to this person?
- ❖ When I am listening to this person, what do I think about and say?
 - What do I think about and not say?
- ❖ What am I truly committed to by what I say and what I do not say?
- ❖ From everything that happens, what quality of relationship do we have?
- ❖ Am I a boss, teammate, colleague, or friend?
- ❖ Am I honest or hiding things?



The Ultimate STAND

The Ultimate Stand is “I am going to stand for YOUR excellence”.

Do you remember the conversation that would have changed your life?

Are you paying attention to how your conversations can change the lives of others?

Your Stand is the foundation of Fierce Conversations

What is your Stand for your Work / Colleagues?

What is your Stand for your family / friends?

What is your Stand for yourself?





The STAND of Conversation

What is the Stand of Conversation?

1. Corporate Conversations SM are the investigation of each other's truth and reality to achieve mutual understanding and open up the possibility to generate results.



What is a conversation?

Dialogue: The free flow of meaning between two or more people such that they create a “pool of shared meaning.”

Pool of Shared Meaning is a “space” where both speakers are curious about what each other's meanings (assessments) are inside the pool.

The experience of being understood, versus interpreted, is so compelling, you can charge admission. – B. Joseph Pine II, The Experience Economy

2. You enter every conversation with a listening that prevents or generates self-expression, deep relationship, leadership and results

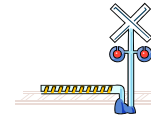
What is the underlying fear?

“I am human. I need connection. I don't want to admit this. I don't want to be needy. I don't ever want connection to be threatened. I will do anything possible to stay in connection, even if it causes me to take on crazy, unconventional actions.”





3. The power of Corporate Conversations SM is derived from the sharing of your obstacles to conversation; obstacles that prevent your ability to see and express truth and reality.



What are the obstacles to fierce conversation?

- ❖ **Wanting to WIN** – natural tendency (pulls us out of the pool of meaning)
- ❖ **Hoping to remain Safe** – Uncomfortable with conflict, other person can't handle it (most of the time you can't handle it)
- ❖ **You see only two options**, yours and the others (there is really a third option that comes from the two options)
- ❖ **You would have to change** (and you don't want change)
- ❖ **Intimacy** – Approaching the topic would cause you two to have a new level of being that you do not want or can not handle
- ❖ **Implied Objectives** – Assumption that conversation must solve something (sometimes it does not have to solve anything)

4. Obstacles unnoticed, prevent you from investigating truth and reality.

Every Conversation Is A Conversation With Yourself!



Into every conversation you take a conversation you have about yourself.

The more you expose the conversation, the greater you are expressing your commitments over your inner dialogue. Your words are a direct reflection of your objectives, feelings and behavior.

5. When individuals are committed to seek mutual understanding and the enrichment of relationship, the results are extraordinary!

Why would one choose not to communicate fully, to fully self express?

Our choice of speech acts comes from the objectives and tactics underlying our being. Our speech acts come from what we observe, and then how we interpret what we observe. Individuals do not communicate cleanly, because relationship for them is **always** at stake.





The Conversation Process

1) **Commitment** - Clearly state the mutual goal.

Check in with your mutual commitments? What's your mutual BHAG (Big Hairy Audacious Goal)? Be a stand in focusing on the mutual goal.

In conversation, aim past the words. Where do you want to go with your work? With this individual? With this marriage? With this life? What is your mutual destination? That's your chopping block. Aim for that in every important conversation.



"In karate, if you aim for the brick, you may break some bones and embarrass yourself. Aim for the space beneath the brick, beyond the brick. When the brick is merely an obstacle between you and your target, it will yield.

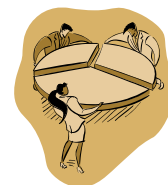
2) **Facts on the Ground** - Name the issue by giving specific facts

- ❖ Give specific examples
- ❖ Get clear on the facts
- ❖ You have no idea what really happened
- ❖ You have no idea what's in their head or on their mind



3) **Shared understanding** - What do you mutually want to happen

- ❖ What do we really need to happen?
- ❖ What's at stake? What's the cost?
- ❖ What's our contribution to the problem?
- ❖ Do we wish to resolve this?
- ❖ Do we all understand each other on this?



4) **Commitment** - Make a mutual commitment on how to proceed.

- ❖ What commitment are we making to each other through this conversation?
- ❖ What future actions will we take?
- ❖ How will we hold each other accountable?





Rehearsing Fierce Conversations

Choose one of the following situations to prepare and present a Corporate Conversation SM. Develop a two minute opener to a conversation.

Facts on the Ground:

1. Your partner asked you to go downtown for a meeting in which the other parties were not given proper instructions about time and place.
2. Your partner gave you valuable information to be shared in confidence with your customer / client, but you discovered that the information was fabricated (“made-up”, not real information).
3. You want to do something exciting to unwind and get your mind off of work, but your spouse wants to spend the time relaxing in peace and quiet
4. Managing a project, you suddenly realize that you do not have the personal experience, resource or budget to complete the task

Which one did you choose? _____

Preparation for Corporate Conversations SM:

<i>What is your stand?</i>	
<i>What relationship will you play?</i>	
<i>What verbs will you play?</i>	

Corporate Conversations SM:

Clearly state the mutual goal.	
Name the issue by giving specific facts.	
Come to common/shared meaning of what you want to happen.	
Make a mutual commitment on how to proceed.	

(In a workshop or group – go around the room and let each person have a two minute Fierce Conversation with another person. Give feedback.)



Rehearsing Fierce Conversations

Now it's your turn. Select a topic for your personal fierce conversation.

Examples: Company Mission Statement, Personal Goals, Team Communications, Family Communications, Client Commitments, etc. What's your "Big Hairy Audacious Goal"?

Write the Facts on the Ground for your situation:

Preparation for Corporate Conversations SM:

<i>What is your stand?</i>	
<i>What relationship will you play?</i>	
<i>What verbs will you play?</i>	

Corporate Conversations SM:

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(In a workshop or group – go around the room and let each person have a two minute Fierce Conversation with another person. Give feedback.)





In the next month, my commitment to myself is:

I can measure it by : _____

In the next month, my commitment to my company, family or other is:

I can measure it by : _____



References:

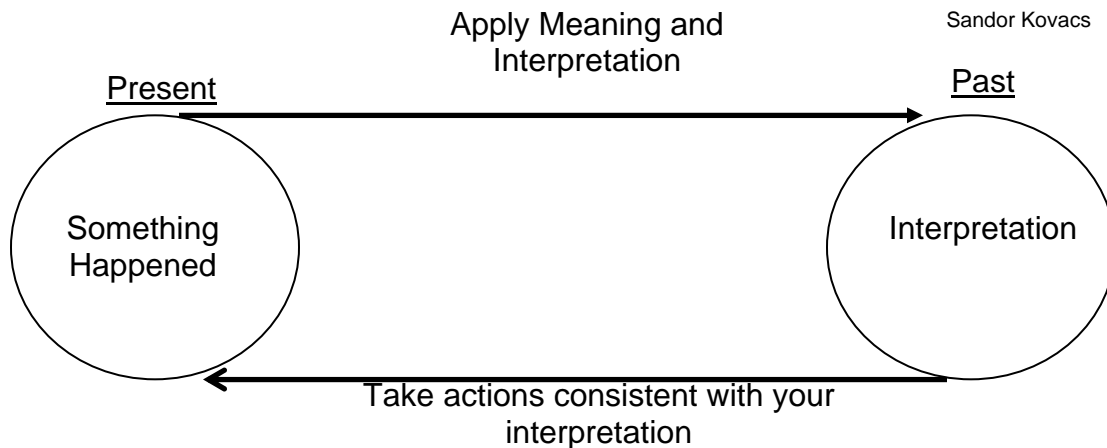
I. Cycle of Interpretation.

The Conversation you are having in your head:

The Cycle of Interpretation

“The greatest pitfall of being human is we think we have to believe everything we think.”

Sandor Kovacs



- ❖ Your interpretation limits what is possible
- ❖ Your interpretation can dictate the choices you make
- ❖ Your interpretation can dictate the quality of your relationships
- ❖ Your interpretation is a function of the context in which you live your life
- ❖ Your interpretation is a function of your beliefs
- ❖ Your interpretation is a “Smoke Screen” for avoiding not having to be responsible for what is happening.

You and I listen through a filter of our assessments on life

- a. We listen through our concerns
- b. We listen through our cultural beliefs
- c. We listen through our agendas



II. Are we Fierce?

- 1) What are my goals when I converse with people? What kinds of things do I usually discuss? Are there other topics that would be more interesting?
- 2) How often do I find myself – just to be polite – or to avoid conflict - saying things I don't mean?
- 3) How many meetings have I sat in where I knew the real issues were not being discussed? What issues are we avoiding?
- 4) If I were guaranteed honest responses to any three questions, whom would I question and what would I ask?
- 5) How honest are we with each other? When was the last time I said what I really thought and felt?
- 6) How would I describe the level of collaboration, alignment, and accountability of my team? How certain am I that my team members are deeply committed to the same vision?
- 7) When was the last time I confronted someone at work about his or her behavior and ended the conversation having been enriched.
- 8) What is the conversation I've been unable to have with senior executives, with my colleagues, with my direct reports, with my customers, with my life partner, and most important with myself, with my own aspirations, that if I were able to have, might make the difference, might change everything?



III. Process

Confrontation:

1. Name the issue – What do you/we REALLY want!
2. Select a specific example that illustrates BEHAVIOR or Situation to change.
3. Describe your/our emotions about this issue.
4. Clarify what is at Stake.
5. Identify your contribution to this problem.
6. Indicate our wish to resolve the issue.
7. Invite the team to respond.

Interaction:

8. Inquire into the team's views. Use paraphrasing and a perception check. Make sure the team fully understands what each other are expressing.

Resolution:

9. What have we learned? Where are we now? Has anything been left unsaid that needs saying? What is needed for resolution? How can we move forward from here, given our new understanding?

Commitment

10. Make a new agreement and determine how you will hold each other responsible for keeping it.

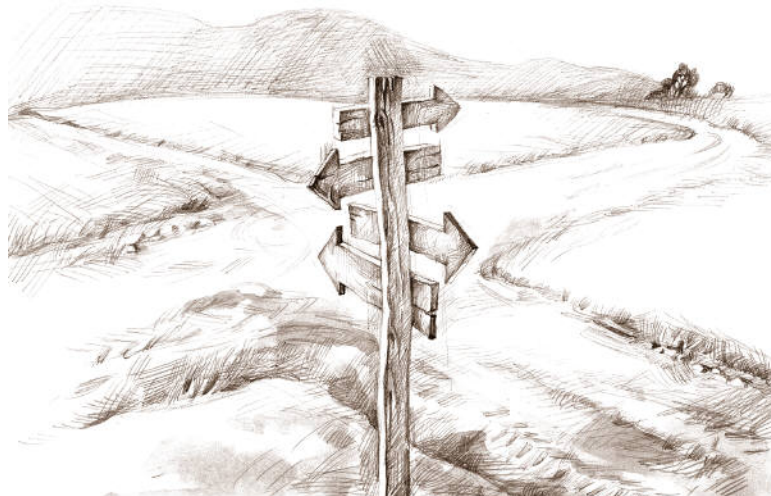
Conversation RECAP

The Stand of Conversation RECAP

1. Corporate ConversationsSM are the investigation of each other's truth and reality to achieve mutual understanding and open up the possibility to generate results.
2. You enter every conversation with a listening that prevents or generates self-expression, deep relationship, leadership and results.
3. The power of Corporate ConversationsSM is derived from the sharing of your obstacles to conversation; obstacles that prevent your ability to see and express truth and reality.
4. Obstacles unnoticed, prevent you from investigating truth and reality.
5. When individuals are committed to seek mutual understanding and the enrichment of relationship, the results are extraordinary!

The Conversation Process Recap

1. **Commitment** – Clearly State the Mutual Goal
2. **Facts on the Ground** – Name the issue by giving specific facts
3. **Shared understanding** – What do you mutually want to happen
4. **Commitment** – Make a mutual commitment on how to proceed





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The Simon Leadership Alliance, Inc. is committed to unleashing your full potential! Through our provocative and proven programs, we will help you achieve the relationships, conversations, and skills necessary to prevail in your professional and personal life.

Our **5 step process** is designed to move a group of individuals towards the delivery of consistent extraordinary results.

- 1) *Individual Interviews*
- 2) *Individual Assessments*
- 3) *Trust and Accountability Workshop*
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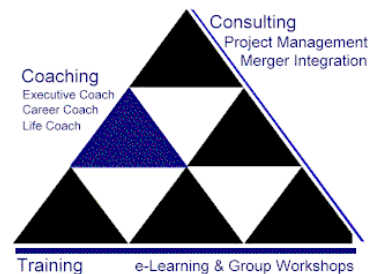
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