Winning Well: Managing the Art of the Tough Conversation with Your Employees

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Featured Speakers

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To Tell the Truth

Managing the Art of the Tough Conversation

Karin Hurt

#WinningWell

Let's Grow Leaders
Winning Well Mindset
Confidence AND Humility
Confidence
The toughest conversation is the one you must have with yourself.

#winningwell

Confidence
The toughest conversation is the one you must have with yourself.

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Confidence
Humility
The most important conversations aren’t about you.

#winningwell

Humility
Focus on Results
Set Clear Expectations
Set Clear Expectations

One good conversation about expectations, prevents 14 “Why didn’t you?” conversations.

#winningwell
Have I clearly defined the finish line?

Have I checked for understanding?

Have I reinforced the expectations?

Have I closed the loop with celebration or accountability?
Hold the right conversation

https://www.youtube.com/watch?v=hhSkfELmnME
I’ve noticed you have an odor.

That blouse is undermining your credibility.

I don’t want to date you anymore.

INSPIRE direct conversation
INSPRIERE

Initiate
Notice
Support
Probe
Invite
Review
Enforce
Relationships
Drive Results
Connect Before You Inspect
The Art of Great Questions
Questions to Address Disengagement

What is the one thing we could do to make it easier for you to do your job more effectively?

What makes you proud... or not proud... to work here?

What is most puzzling or difficult about this?
The Art of Great Questions

Questions to Build Confidence in Solving a Problem

What options are you considering right now?

What have you done in the past in similar situations?

What’s your biggest unanswered question about this situation?

Who do you think has the right experience to help you with this?
The Art of Great Questions

Questions to Help the Overwhelmed

What’s something that’s really hard for you to do but would really help you be more effective?

How can I help you right now?

What people or resources would be helpful to you right now?
Winning Well

VALUES
- Confidence and humility
- Results and relationships

FOCUS
- Focus on both long and short time horizons

BEHAVIORS
- High expectations
- Healthy professional relationships
- Activity and Accountability

OUTCOMES
- Sustainable results over time
- Fulfilled: Enjoy work and life
- Low turnover
- Respected - people want to work with
- Sense of efficacy and influence

USER MANAGER
- Confidence > Humility
- Results > Relationships
- Short term results
- More energy for less results
- Longer hours
- Abusive

VALUE
- Stress
- Unsustainable turnover
- Bitter
- Frustrated
- Feels like a victim

WINNING WELL MANAGER
- At Any Price
- Self preservation
- Status
- Short term survival and status
- Manipulation
- "Dirty" politics
- Divide and conquer
- Plays games to hang on, outlast

VALUE
- Humility > Confidence
- Relationships > Results

FOCUS
- Day to day focus on being liked

BEHAVIORS
- Politics of hiding
- Reactive
- Little accountability

OUTCOMES
- Stress
- Top performers leave
- Feels like a victim
- No results

GAMER MANAGER
- No Results
- Attract unhealthy employees
- Productive employees leave

VALUE
- Short term results
- More energy for less results
- Longer hours
- Abusive

FOCUS
- Focus on both long and short time horizons

BEHAVIORS
- High expectations
- Healthy professional relationships
- Activity and Accountability

OUTCOMES
- Sustainable results over time
- Fulfilled: Enjoy work and life
- Low turnover
- Respected - people want to work with
- Sense of efficacy and influence

PLEASER MANAGER
- At Any Price
- Self preservation
- Status
- Short term survival and status
- Manipulation
- "Dirty" politics
- Divide and conquer
- Plays games to hang on, outlast

VALUE
- Humility > Confidence
- Relationships > Results

FOCUS
- Day to day focus on being liked

BEHAVIORS
- Politics of hiding
- Reactive
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OUTCOMES
- Stress
- Top performers leave
- Feels like a victim
- No results
The price of silence
Thank You!

Q & A

Winning Well: A Managers Guide to Getting Results – Without Losing Your Soul
http://letsgrowleaders.com/publications/

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