# HONEST CONVERSATIONS

*Giving and receiving feedback – with confidence, grace & clarity*

## OVERVIEW

**Few of us are naturals when it comes to having honest conversations, especially around giving and receiving feedback.**

We struggle to find a path between being too direct and confrontational, as against softening our message so much that it gets lost in an emotional fog.

We need to structure information in a non-emotive way, giving clear feedback and delivering messages with empathy and compassion. We need a toolkit we can use on a day-to-day basis to build an honest, open working culture with those who report to us – and, indeed, with those to whom we report. This very popular programme is the answer.

## WHAT'S IN IT FOR YOU?

• Understand what honest conversations are and why they're important
• Be able to identify and manage your emotions
• Be able to use a variety of techniques for structuring honest conversations
• Learn how to get key messages across, with empathy and compassion
• Boost your confidence in your ability to have honest conversations, giving and receiving feedback more effectively, with confidence, grace and clarity

**MAXIMUM PERFORMANCE**

**1 What's a difficult conversation? What's an honest conversation? And what's the difference?**
- What makes a conversation 'difficult'?
- What makes for an 'honest' conversation?
- Why they're not the same

**2 The role emotions play**
- What neuroscience tells us about how our emotions work
- How certain situations can prompt strong reactions
- The NLP model of communication and how our brains will delete, distort and generalise information based on our own unique map of the world
- The belief cycle
- Techniques for identifying your emotions and managing them

**3 Understanding your purpose**
- Where most conversations go wrong
- Are you looking for them to change behaviour, to understand new information, to influence them or to express your feelings?
- The A to B model for structuring your honest conversation

**4 Giving and receiving feedback**
- The benefits of giving and receiving feedback
- How emotions play a role in feedback
- How to structure feedback using the See / Saw Model
- How giving positive feedback can be just as difficult for some people
- How to manage your emotions and accept feedback with grace
- Keeping focused on the positives

**5 Raising issues**
- How to build up to an honest conversation
- Maintaining rapport while raising issues
- The LADDER model for planning and executing the discussion

**6 Empathy and understanding others' perspectives**
- How a perceived lack of understanding and empathy raise the temperature
- Practical techniques for 'standing in the other's shoes'
- Effective questioning and listening
- The role of positive intentions and values in honest conversations

**7 Making sure you get it right**
- The 'must haves' for effective honest conversations
- Unconscious biases
  - Affinity bias
  - Attribution bias
  - Conformity bias
  - Confirmation bias
  - Gender bias
- Factual inaccuracies
- The Ladder of Inference as a model for taking a fact-based approach

**8 Actions and next steps**
- Review
- Personal action planning
- Next steps