



Global Summit
of Women
Beijing, China
May 20 – 22, 2010

Pamela Teagarden
Founder, Soluna Institute
for gender diversity in leadership



Managing Difficult Conversations at Work

Presented by
Pamela Teagarden, the Soluna Institute
for gender diversity in leadership



People



**When do
conversations
get difficult
(at work)?**

Topic



Setting





Some think...

- We can be emotional
- We worry too much (what others will think)
- We say too much (or disclose too much)
- We change our mind (slow to decide)
- We do not “stand up” for ourselves
- We don’t offer an opinion (or we apologize for it)
- We do not ask for things we need



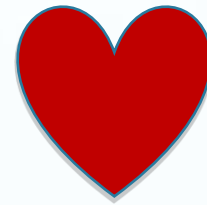
Is this true?

Competitive/Protective



Transacts with others

Facts > Feelings



Cooperative/Emotional

Listens to others

Feelings > Facts





We can...

- Use our emotions as our strength
- Understand that it's not personal and find support
- Stop and think about facts (or prepare with them)
- Wait until last to speak or take a 'break' to think
- Say it with confidence
- Say thank you to those that give feedback
- Make and maintain a 'personal vision'



People

TYPE	DO	SAY
Angry 'Tyrant', or 'bully'	Let them talk. Don't react.	"I see you are angry/upset/frustrate d..."
Powerful/Intimidator	Do nothing.	Facts first.
Know-it-all	Listen actively	Use their words with yours
Always Negative	Listen for feelings	Ask questions.
Manipulator	Listen for facts that you agree with	"Something seems out of step..."



Topic

Subject	Preparation	Action
Funding/Budget needs	Express purpose with logic and facts, then feelings	Create a plan: <ul style="list-style-type: none">•Cost?•Opportunity Cost?•Reputation Cost?•Time/Skills?
Bad News/Feedback	Consider the other's views	Deliver it: <ul style="list-style-type: none">•Timely•Personally•Honestly
Asking for things you need.	Have a personal plan and a 'supportive mentor'	Ask: <ul style="list-style-type: none">•Sooner, not later•With facts/logic <p><i>You must practice</i></p>



Setting

Place	Your Concerns?	Actions
In meetings	<ul style="list-style-type: none">•You will be wrong•Disclose too much•Change your mind•Others will judge you	<ul style="list-style-type: none">•Wait to speak•Take notes•Say it with confidence•Do not apologize
In public forums	Others will judge you	<ul style="list-style-type: none">•Seek a mentor•Write a plan•Practice
One to one	<ul style="list-style-type: none">•Others will judge you•Others will feel bad	<ul style="list-style-type: none">•Create trust•Be honest•Make it timely



Final thoughts.

- There will always be difficult conversations.
- Our view is needed and not yet ‘the norm’
- Practice makes us better
- A trusted, support/challenge group helps
- Failure is not personal, it’s business.



Thank you.

Join in the conversation at: www.intheladiesroom.net.

And, please contact me at:
pamela@solunainstitute.org