

*Thank you for attending the third event in the CHAMPS
Change for the Better – Creating Work Relationships that Work
Webcast Series**

Confrontation without Conflict: How to Address Difficult Issues Directly and Respectfully

A Live and Archived Webcast

Sponsored by Community Health Association of Mountain/Plains States (CHAMPS)

Presented by Libby Wagner on Thursday, February 7, 2008



Supplementary Information Packet

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- Learning Objectives, AAFP Statement, Biography of Libby Wagner, and Description of CHAMPS
- Presentation Slides
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- Working Handout 2
 - Behavior Request, Negotiation Question, and Negative Natural Consequences
- Working Handout 3
 - Confrontation Continuum

*For more information about the other webcasts in this series, please visit
http://www.champsonline.org/Events/Distance_Learning.asp.

Learning Objectives

- Understanding three kinds of respectful confrontations
- Knowing how to deal with tough emotional interactions
- Knowing how to strengthen relationships through honest communication

AAFP Statement

This live webcast has been reviewed and is acceptable for up to 1.5 Elective credits by the American Academy of Family Physicians (AAFP). Application for 1.5 hours of Elective CME credit for the archived version of this webcast will be filed immediately after the live event. Libby Wagner has indicated that she has no relationships to disclose relating to the subject matter of his presentation. The AAFP invites comments on any activity that has been approved for AAFP CME credit. Please forward your comments on the quality of this activity to cmecomment@aafp.org.

Biography of Libby Wagner

Libby Wagner, The ***Influencing Coach***, is president of Professional Leadership Results, Inc. A recognized expert in leadership, performance management, and workplace development, she works with business leaders to align their people with their visions. ***Influencing Options*** is her strengths-based, ethical approach to help leaders impact the bottom line with integrity by creating clear visions, gaining commitment and buy-in, and dealing with confrontation without conflict.

Libby is a graduate of the National Institute of Leadership Development and the prestigious Million Dollar Consulting College®. Her client groups include large national and international corporations, colleges and universities, health care organizations, law enforcement and corrections agencies, small businesses, hospitality organizations, and many others. She is the author of numerous publications, including a full-length collection of poems and the forthcoming title, ***You and the Horse You Rode Up On: Leadership Skills They Didn't Teach You in Business School***. She holds a Master's Degree in Fine Arts and lives in Seattle where she supports the local coffee industry and rarely carries an umbrella.

Description of CHAMPS

CHAMPS, the Community Health Association of Mountain/Plains States, is a non-profit organization dedicated to providing a coordinating structure of service to the non-profit primary health care programs whose primary purpose is to serve the medically indigent and medically underserved of Region VIII (CO, MT, ND, SD, UT, and WY). CHAMPS also serves the Region VIII State Primary Care Associations that assist those nonprofit primary health care programs (CCHN, MPCA, CHAD, AUCH, and WYPCA).

Currently, CHAMPS programs and services focus on education and training, collaboration and networking, policy and funding communications, and the collection and dissemination of regional data for Region VIII Community, Migrant, and Homeless Health Centers (CHCs) and Primary Care Associations. For more information, please visit <http://www.champsonline.org> or call (303) 861-5165.

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**Change for the Better – Part III:
Confrontation without
Conflict**

with Libby Wagner

February 7, 2008 – 11:30 AM MT

Sponsored by
Community Health Association of
Mountain/Plains States (CHAMPS)



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Views of the presenter do not necessarily represent the official views of CHAMPS or HRSA/BPHC.

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Webcast Goals

Addressing Difficult Issues Directly & Respectfully:

- Utilize three kinds of respectful confrontations
- Deal with tough emotional interactions
- Strengthen relationships through honest communication



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New Tools from Today’s Webcast

- 1—Negotiation Question
- 2—Negative Natural Consequences
- 3—Discrepancy Confrontation



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Brief Review

- Session 1: Creating Positive Work Relationships—based on trust and shared commitment
- Session 2: Ethical Influencing—based on the Behavior Request and delivering high levels of the Core Dimensions—Respect, Empathy, Specificity and Genuineness



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Ethical Influencing: Defined

Influencing with integrity happens when you can get people to do what you want or need them to do while *increasing trust* and *decreasing defensiveness*.



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Ethical Influencing

Generally, we want to influence someone because we want a new behavior or behavior change.



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The Behavior Request

1. Own it with an “I” statement
2. Convey the importance
3. Be specific
4. Share the impact



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Key Points: Why this Behavior Request works

The four elements of the Behavior Request answer four sub-conscious questions someone has:

1. Who wants this?
2. Why do they want it?
3. What do you mean by that?
4. What’s in it for me?



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Make your request, and then. . .

- **What if they say “yes”?**
 1. “thank you!”
 2. “thank you,” + Action Plan
- **What if they say “no”?**
 1. Negotiation
 2. Natural Consequences
 3. Confrontation



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Tool 1: The Negotiation Question

What happens when you ask someone to do something, they say, “no,” and then you ask them,

“WHY?”



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Move the person forward

- Asking “why” encourages them to stay in the past, describing the problem or saying “no.”
- Car lot example—what does he ask you to move you forward?



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Sample Negotiation Questions

- “What can we do to make this happen?”
- “What can we do to resolve this?”
- “Where do we go from here?”
- “What do you see as our choices?”
- “How can we move forward?”
- “How can I support your moving forward?”
- ** “What would you do if you were in my position?”

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Negotiation Question:

Acknowledges the “no” at the moment and asks the person to participate in finding an option to resolve the issue.

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Choose an NQ

- Choose a Negotiation Question you’d actually use from the sample list
- Add it to the bottom of Handout 2, Part II

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Tool 2: Negative Natural Consequences

- All actions (or inactions) have consequences.
- Share the positive consequences **first** to decrease defensiveness
- Sharing the Negative Natural Consequences can be a powerful influencing tool.

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Consequences

<ul style="list-style-type: none"> • Natural consequences are what will most likely happen without anyone’s interference or additional influence. • Can be positive or negative. • Negative natural consequences are powerful motivators! 	<ul style="list-style-type: none"> • Imposed consequences are consequences that are instigated by someone else and are often perceived as a threat or use of position power. • Imposed consequences have much less power.
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Example

Behavior: Not following through on a promise.

Negative Natural Consequences: People will not trust your word in the future; People may be reluctant to do something you’d like them to do, etc.

Imposed Consequences: Filing a grievance, reporting you to superiors, refusing to work with you.

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What are the consequences?

- Refusing to complete tasks on time?
- Continuing to talk negatively about co-workers?
- Not demonstrating respect to peers?

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Identify Negative Natural Consequences

- Examining your Behavior Request, identify 2-3 Negative Natural Consequences
- Add these to the bottom of Handout 2, part III

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What is Confrontation?

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Confrontation: Pros and Cons

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Confrontation Without Conflict

- **Confrontation:** to stand or come in front of; to bring together for examination.
- **Conflict:** to come into a collision; to contend; to do battle.
- Change your definition of confrontation and you'll be a more effective communicator and influencer!

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Confrontation: *A request for behavior or behavior change*

<ul style="list-style-type: none"> • Effective confrontation: 1. No excess emotional baggage 2. "I" message 3. Desirable behavior 4. Positive consequences 	<ul style="list-style-type: none"> • Ineffective Confrontation: 1. Excess emotional baggage 2. Blaming "you" 3. Undesirable behavior 4. Negative consequences
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Progressive Confrontation

- Least risky, lowest control:
Discrepancy Confrontation
- Direct request, more control:
Behavior Request
- Highest risk, highest control:
Accountability Confrontation

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Discrepancy Confrontation

- This is very effective when you need more information, you don't already know the answer and you want to use the least risky form of confrontation.
- Have a Behavior Request handy.
- Have 2 Examples in your "back pocket".
- Be sincere and genuine when you describe the discrepancy.

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Example 1

- **Discrepancy:** "Joe, I'm confused because on the one hand, you are the top performer on our team. Your attention to detail, your timeliness and the quality of your work are models for all of our new engineers. Yet, on the other hand, often your interactions with co-workers are stressful and tense."
- **Behavior Request:** "Joe, I would like you to improve your communication with your team members. By that I mean, speaking calmly and respectfully when interacting, allowing someone to fully complete an idea before sharing your own, and increasing the time you spend to explain procedures with our new team members. As a result, you'll be seen as the expert professional, your team members will treat you with more respect, your stress will decrease because they'll be more likely to support your efforts, and I'll be able to concentrate on getting the additional resources we need for the new projects."

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Example 2

- **Discrepancy:** "Tom, I'm frustrated because I thought the last time we spoke you had agreed to get back to me each Friday with a progress report and I haven't heard from you in over three weeks."
- **Behavior Request:** "Tom I expect you to submit to me a progress report for our project by Monday noon each week until completion. That way, I'll be able to track our results, identify where you might need more resources or time, and we'll all be set to meet our deadlines as a team."

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Your Discrepancy Confrontation

- Create a Discrepancy Confrontation and write it at the bottom of Handout 3
- Use "confused" "concerned" or "frustrated" as a feeling word
- Make sure the first part of the discrepancy is specific and likely to be irrefutable.

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Last Option: Accountability

- Highest level of confrontation
- Most risky of making the person defensive
- Leading to the use of position power
- Main goal is to get a clear "yes" or "no."

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Three Empowering Options

1. **Influence:** choose to influence the situation by doing something to change the external circumstances.
2. **Acceptance:** choose to accept the situation by creating an internal change within our selves—a letting go.
3. **Removal:** choose to remove ourselves from the situation entirely, especially if it's a “deal breaker” and goes against our values and principles.

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Key Points

- Confrontation is really a respectful request for a new behavior or behavior change.
- Confrontation does not have to involve conflict.
- All communication situations offer an opportunity to increase trust and decrease defensiveness.

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Q & A

What questions do you have about . . .

- Using a Negotiation Question?
- The difference between Negative Natural Consequences and Imposed Consequences?
- Discrepancy Confrontations?
- Other?

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Closing

“Every human interaction is for better, or for worse.” R. Carkhuff

It is your behaviors that influence, not your intentions.

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www.CHAMPSonline.org – 303-861-5165

PRE-WORK: HANDOUT 1

Create a Behavior Request

Use the following worksheet to create a draft for making a specific request. Include all four parts of a successful influencing request:

1. Own it using an “I” statement
2. Share the importance
3. Be specific
4. Share the impact

QUESTIONS TO HELP

1. How important is this to you? Why do you want them to do this?

2. What, specifically, do you want them to do? Convert undesirable to desirable behavior, if necessary.

3. What are the positive consequences—the good stuff—that are likely to occur?

4. What's in it for them? How will they benefit?

SAMPLE SCRIPT

I _____ you to _____.
DEGREE OF CHOICE DESIRED BEHAVIOR

By that I mean, _____

_____, and as a result

POSITIVE CONSEQUENCES AND WIIFM

HANDOUT 3

Confrontation Continuum

ACCOUNTABILITY CONFRONTATION

I _____

DEGREE OF CHOICE/CONTROL

to know if you will _____

SPECIFIC DESIRED BEHAVIOR

_____, Yes or No?

BEHAVIOR REQUEST CONFRONTATION

I _____ you to _____

DEGREE OF CHOICE/CONTROL

SPECIFIC DESIRED BEHAVIOR

and as a result _____

POSITIVE CONSEQUENCES

DISCREPANCY CONFRONTATION

I feel _____ because on the one hand _____

I'M FEELING

POSITIVE ATTRIBUTE

while on the other hand _____

UNDESIRABLE BEHAVIOR