

Learn to Lead by Navigating Critical Conversations

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Susan Scott, Founder

- What gets talked about in an organization and how it gets talked about will determine what will and won't happen
- Why so much time on conversations?
- “A fierce conversation is one in which we come out from behind ourselves into the conversation and make it real.”
- 2007-today

Why Fierce?



Fierce at Bank Midwest

- Goal to train all employees as leaders
- Principles woven into company values
- 90% trained
- Refresher training offered
- Impact matters most

Avoidance



2 Key Elements



7 Fierce Principles

1. Master the courage to interrogate reality
2. Come out from behind yourself into the conversation and make it real
3. Be here, prepared to be nowhere else
4. Tackle your toughest challenge today
5. Obey your instincts
6. Take responsibility for your emotional wake
7. Let silence do the heavy lifting

Delegation

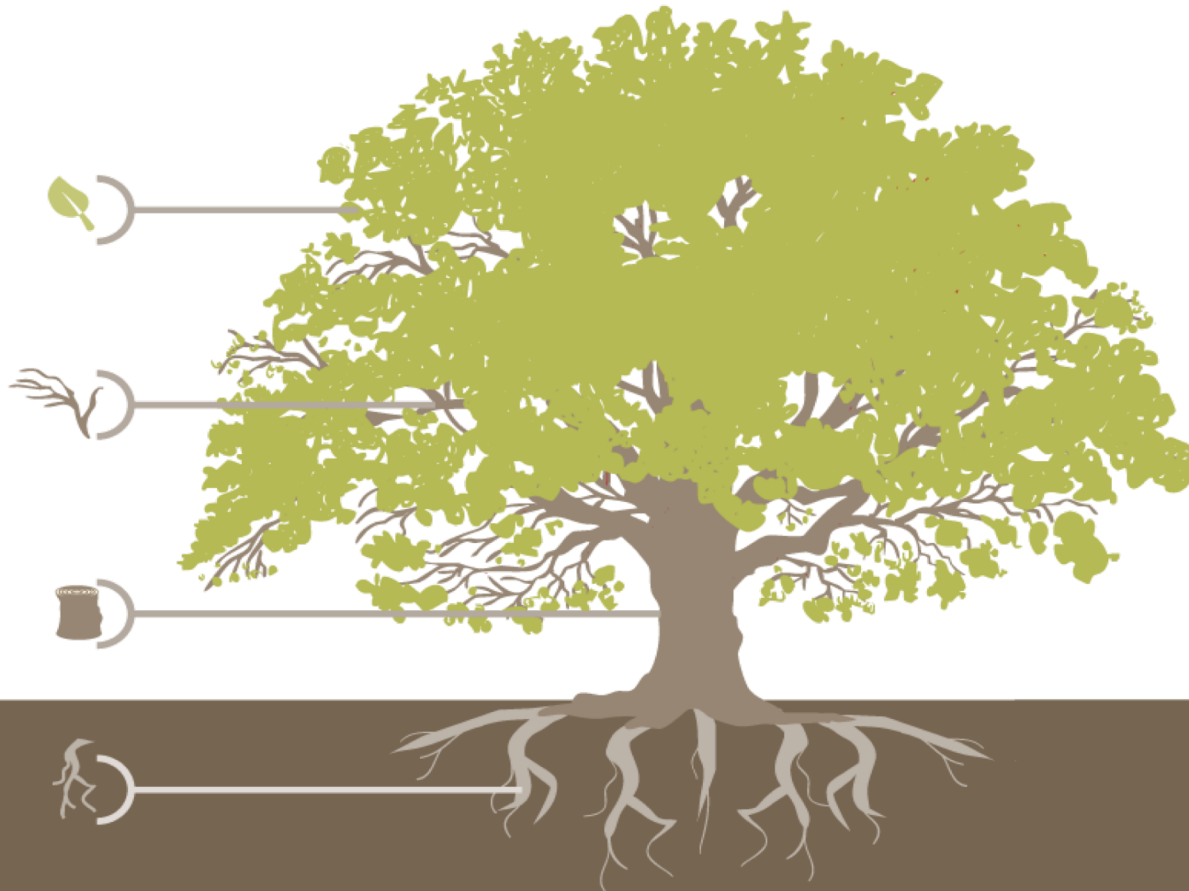
- 4 Levels

Leaf-You do it

Branch-You do it
and check in wkly

Trunk-You do it
but run by me

Root-I do it



Coaching

- 1 Identify the Issue
- 2 Clarify the Issue
- 3 Determine **Current** Impact-**What** do you feel? What else? X 3
- 4 Determine Future Implications-What else?
- 5 Examine Personal Contribution to the Issue
- 6 Describe the Ideal Outcome
- 7 Commit to Action

Coaching Questions

1. Identify the Issue

“What is the most important thing you and I should be talking about today?” Or
“How do you think ____ is going?” Or someone comes in with an issue.

2. Clarify the Issue

“What is going on?”

“How long has it been going on?”

Paraphrase-“Am I understanding you correctly that you think ____?”

3. Determine *Current* Impact

“How is this issue currently impacting you?”

“Others?”

“What other results is this situation producing?”

What else?

“When you think of those results, *what do you feel?*”

4. Determine Future Implications

“If nothing changes, what is at stake for you”

“The company?” “Others?” “What else?”

“When you consider the possible outcomes, *what do you feel?*”

Coaching Continued

5. Examine Personal Contribution to the Issue

“How have you contributed to the issue?”

“What part of the issue has your fingerprints on it?”

Example: “I could have talked to you sooner.”

6. Describe the Ideal Outcome

“When this issue is resolved, what difference will it make?”

“What results will you enjoy? Others? The company?”

“When you contemplate these results, what do you feel?”

7. Commit to Action

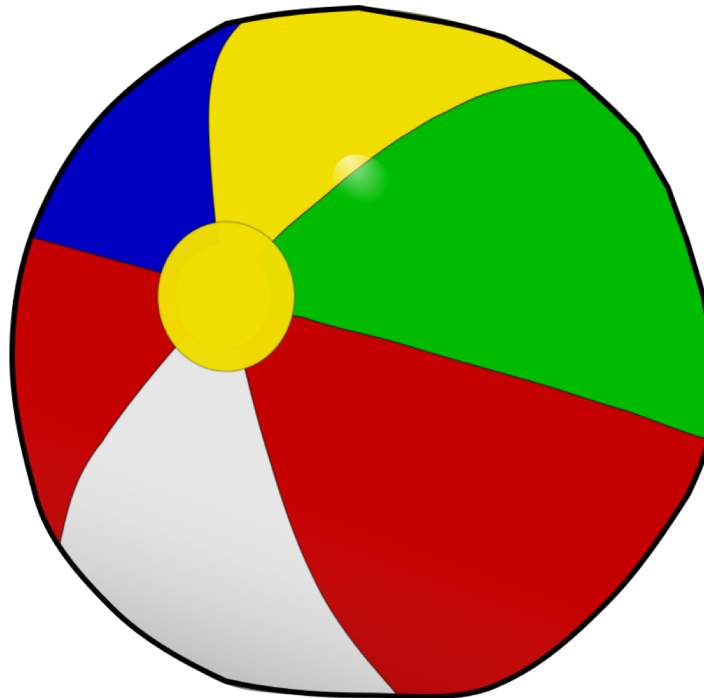
“What is the most potent step you could take?”

“When will you take it?”

“What is going to try to get in your way?”

“When can I follow up with you?”

Team/Beach Ball Meeting



High stakes decision
Strategy to design
Opportunity to evaluate
Recurring problem to solve
Change in team

Keys to Success

- Invite the right people
- Fill out the preparation form-sent out ahead of time
- Go 'Round structure where all are expected to contribute-facilitation skills
- Verbal and written contributions
- Summarize actions to be taken and when
- Get back to participants with results

Confrontation







7 Steps-Less than 60 seconds

1. Name the issue.
2. Select a specific example that illustrates the behavior or situation you want to change.
3. Describe your emotions around this issue.
4. Clarify why this is important — **what is at stake** to gain or lose for you, for others, for the team or organization.
5. Identify your contribution(s) to this issue.
6. Indicate your wish to resolve the issue.
7. Invite your partner to respond.

- Name the issue. “I would like to talk WITH you about ...”
- Select a specific example that illustrates the behavior or situation you want to change. “For example, ...”
- Describe your emotions around this issue. “I feel ...”
- Clarify why this is important — what is at stake to gain or lose for you, others, the team, the bank.
- “What’s at stake is ...”
- Identify your contribution(s) to this issue. “I have contributed to the issue by ... and for that, I apologize.”
- Indicate your wish to resolve the issue. “I would like to resolve the issue of ...”
- Invite your partner to respond. “Tell me what you think.”

Then LISTEN by switching to COACHING mode.



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What does it take to implement?

- Tools-steps
- Courage
- Willingness to be uncomfortable
- Formal training helps-today was an introduction
- Other Programs:
 - Fierce Feedback
 - Fierce Accountability
 - Fierce Generations





Download our ebook,
5 Conversations You Need to Start Having Today

<https://fierceinc.com/5-conversations>

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