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CONVERSATIONS YOU NEED TO START HAVING TODAY



FIERCEINC.COM

206-787-1100



CONVERSATIONS

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Sometimes we are failing so slowly, we think we are doing fine. Your business may be failing, one pointless conversation at a time. Do you struggle with missed sales targets? Are employees texting under the table during meetings? Do your high-level projects stall out? The source of your problems is simpler than you think.

IT'S CONVERSATION CHAOS.

AT YOUR ORGANIZATION, IT MIGHT GO BY ANOTHER NAME:

SWIRL. THE ECHO CHAMBER. BUSINESS AS USUAL. THE SAME OLD STORY.

No matter what you call it, conversation chaos is easy to spot.

It's communication that's unproductive, ineffective, and unfocused. Conversation chaos is more than frustrating. When your people don't know how to talk about what matters, it hurts your bottom line:

- You miss key insights because the whole team isn't participating.
- Toxic employees wreak havoc and no one knows how to confront them.
- Leaders are overburdened and less effective because they don't delegate well.
- Discussions rehash the to-do list instead of diving into the heart of the matter.

At Fierce, we know how costly those ineffective communications are. And, **WE'VE GOT THE SOLUTION: FIERCE CONVERSATIONS.**

Conversation that's competent, skillful, and effective is the world's most powerful resource, and it's critical to resolving your toughest business problems.

But there's more than one kind of conversation. In the 15-plus years that we've been training people how to talk about what matters, we've pinpointed five critical types:

- 1 Team Conversation** – to turn your team meetings into dynamic think tanks
- 2 Feedback Conversation** – to make course corrections on a daily basis—not an annual one
- 3 Confrontation Conversation** – to address the issues you've been avoiding
- 4 Coaching Conversation** – to dig deep and move from advice-giving to self-actualization
- 5 Delegation Conversation** – to provide growth opportunities while increasing accountability

Each of these conversations is a different animal, requiring a unique approach in order to drive the most value. That's where Fierce Conversations can help you succeed.

CONVERSATION ONE:

TEAM

Does your workforce operate in silos? Does your entire team contribute to meetings? Or just the loudest members?

When you pose a question and ask for insights, what ensues? In too many workplaces, some people compete to be heard while others shrink into the corners.

One-sided meetings and workplace silos are stalling your success.

Here's a new way to have a team conversation that effectively garners participation and insights from everyone.



WE CALL IT THE “BEACH BALL” MODEL.

Imagine a beach ball, with each stripe a different color. At your next meeting, place each person on your team—from payroll to marketing to IT—on a separate color of that imaginary beach ball. Each person owns a stripe, and each stripe is a piece of the larger truth you’re trying to reach.

When it’s time to weigh an important decision or deploy a new initiative, each team member—one at a time—contributes their piece of the solution.

This is a proven and effective technique for soliciting a full range of perspectives and input. Plus, when everyone knows that they’ll get a turn to speak, it undercuts the tension and unspoken assumptions in the meeting room.

In 2015, a Fierce client attributed a revenue boost of over \$425,000 to the beach ball model and the collaborative set of solutions it uncovered.

Use the team conversation approach whenever you need to:

- Turn a team into a dynamic think tank.
- Solicit multiple—and sometimes competing—perspectives.
- Create psychological safety on a team.
- Make a high-stakes decision.
- Design a strategy.
- Evaluate an opportunity.
- Implement or execute an initiative.

TIP

Actively seek out the perspectives of colleagues, teammates, and fellow leaders.

CONVERSATION TWO:

FEEDBACK

In workplace surveys, 35 percent of employees say they never receive feedback. But a full 65 percent say that with more of it, they'd be more accountable.

If you're saving feedback for the annual review, you're making a costly mistake. Without everyday course corrections, employees struggle, and company culture corrodes.

A feedback-free environment shrinks your bottom line.

Here's how to start having effective feedback conversations.



IT'S TIME TO REFRAME FEEDBACK.

When you reframe feedback as a series of candid, consistent, two-way conversations, you spark lasting change. Rather than a once-yearly “special event,” feedback should unfold in ongoing, in-the-moment performance conversations.

In Fierce training, we delve into the finer points of feedback, including:

- The application of waypoints: tools to navigate from one landmark to another.
- Why feedback should never be anonymous.
- The use of positive feedback to reinforce what's working well.
- How to create a culture where candor is the expectation and trust is strong.
- The myth of positive vs. constructive feedback.
- The art of receiving feedback in a way that ensures you'll continue to receive it.
- Techniques to frame conversations, avoid cryptic remarks, and foster lasting growth.

Have a feedback conversation when you need to:

- Create an honest and authentic culture.
- Strengthen and enrich relationships within your team, employees, and colleagues.
- Focus on creating a highly functioning team and organization.
- Improve performance through consistent, continual feedback.

TIP Give and receive feedback in the moment, as situations arise, rather than saving all your thoughts for prescheduled one-on-ones.

CONVERSATION THREE:

COACHING

Are your coaching conversations stuck in advice-giving mode? Are you discussing what's important, or just scratching the surface? When you linger on the edge of a conversation instead of diving deep, you're undermining your success.

Pointless conversations are costing you time, energy, and money.

Used skillfully, coaching conversations uncover solutions, prompt potent action, and unblock professional paths.



PRACTICE THE “MINERAL RIGHTS” MODEL.

This is a simple but powerfully effective tool to identify the most important topics at hand. It’s a question-based approach that empowers participants to realize their own solutions and potential. A coaching conversation using this approach often begins with the opener,

“What’s the most important thing we should be discussing today?”

An effective coaching conversation also:

- Drills through layers of resistance, builds trust, and uncovers the next right action.
- Exposes the profound difference between advice-giving and self-actualization.
- Empowers people to discover their own developmental paths.

Use this approach whenever you need to:

- Provide a push for action or change.
- Stimulate self-generated insights and curiosity.
- Surface and address issues critical to success.
- Learn more by asking clarifying questions.

TIP Have a one-on-one conversation with someone in your organization to dive deeper and address the most pressing issue.

CONVERSATION FOUR:

CONFRONTATION

Avoiding a tough conversation? You're paying a high price.

When negative behaviors and attitudes go unaddressed, they may become the norm.

Most of us tend to think in terms of confronting a person—but what if you confronted an issue instead? What if, instead of going head to head, both people went shoulder to shoulder in a search for the truth? Instead of placing blame, a confrontation should clarify the issue and overcome barriers that hinder connection.



FIND YOUR COURAGE.

In Fierce confrontation training, we start by identifying a few approaches to avoid. Never start this conversation with:

“So, how’s it going?”

This line is not only dishonest (everyone knows it’s going badly), but also puts the other person in the driver’s seat.

A compliment.

This gambit only confuses the issue and distracts from the topic at hand. Also, you condition people to brace every time you offer a positive remark.

Too many “pillows.”

Although your intention is to cushion the blow and protect the other person’s feelings, pillows only muddle your message.

Fierce Conversations training shows you how to tee up any confrontation in 60 seconds or less. And our model harnesses emotions to drive the internal change. We also share strategies to keep a conversation on track when the other person denies, deflects, or defends.

Use the Fierce confrontation approach whenever you need to:

- Address attitudinal, behavioral, or performance issues.
- Salvage a project on the brink of failing.
- Confront tough issues with confidence and skill.
- Clarify what is at stake if nothing changes.
- Enrich relationships through honest, respectful discussion.

Begin implementing confrontation in your life by getting in touch with your own courage and having a face-to-face conversation.

TIP Name the issue and remain fully present with the other person until you reach a resolution that works for both of you.

CONVERSATION FIVE:

DELEGATION

Do you feel too overloaded to focus your energy where it's needed most? Are you looking for opportunities to help your team grow without adding more to your to-do list?

Delegation allows leaders and their teams to expand professionally and develop a greater sense of accountability. Without it, the decision-making process slows, and we run the risk of unbalanced workloads.

Lack of effective delegation is causing leaders and employees to miss key project deadlines and important development opportunities.

When done skillfully, delegation strengthens the strategy and leadership muscles of individual contributors while allowing leaders to stop micromanaging—freeing up the space to contribute where they're needed most.



GAIN THE CLARITY TO BREATHE.

In Fierce training, we introduce the “decision tree” model that allows leaders and team members to gain task and project clarity while increasing accountability across the board.

Effective delegation will allow you to:

- Identify clear actions so everyone understands their authority to make decisions.
- Provide a clear upward path of professional development.
- Develop leaders within the organization and allow employees to take on more challenges and responsibilities.

Use delegation when you need to:

- Ensure everyone knows where they have authority to make decisions and act.
- Provide a framework for professional development.
- Deepen accountability through clarifying expectations.
- Build trust through transparency and open communication.
- Give direct reports the opportunity to take on new tasks and distribute them evenly throughout the organization.

TIP Identify the tasks that are the top time-takers in your role, and assess the capacity of others to take on new responsibilities.

WHAT TO EXPECT FROM THE FIVE

MUST-HAVE

CONVERSATIONS

- Increased employee engagement
- More innovation
- Reduced turnover
- Better time management
- Increased revenue
- Reduced fear
- Higher client satisfaction
- Quicker execution
- Improved clarity
- Stronger relationships
- Deeper connections
- Increased productivity
- Bottom line results

When you master these five key conversation types, you'll create a radical new framework for your organization. One where everyone can talk and work together more effectively. You'll maximize your day-to-day, both at work and at home.

When you defeat conversation chaos once and for all, you'll create real change that saves money, aligns your employees, and grows your business.

“The number one improvement since partnering with Fierce is the creation of a common language where people can understand principles and apply them.”

Scott Hopkins,
Director of Leadership Development
CHRISTUS Health



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TAKE THE NEXT STEP.

Anyone can have these conversations, with or without training. However, there's a difference between knowing what conversations to have and how to have them effectively. Fortunately, the conversation training your organization needs to produce desired results is within reach.

CALL US.

206-787-1100

We can have a conversation with you about your challenges.

GET TRAINED.

We'll create a custom training solution to overcome your biggest problems.

[Get Trained Today.](#)

MAKE A PLAN.

After training, we'll help you define and execute a strategy to get moving again.

TEAM

Actively seek out the perspectives of colleagues, teammates, and fellow leaders.

FEEDBACK

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COACHING

Have a one-on-one conversation with someone in your organization to dive deeper and address the most pressing issue.

CONFRONTATION

Name the issue and remain fully present with the other person until you reach a resolution that works for both of you.

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