

Building relationships by having hard conversations and moving past conflict together

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Design Leadership 2019





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myob



**GOOGLE CERTIFIED
DESIGN SPRINT MASTER**

Let's start at the beginning



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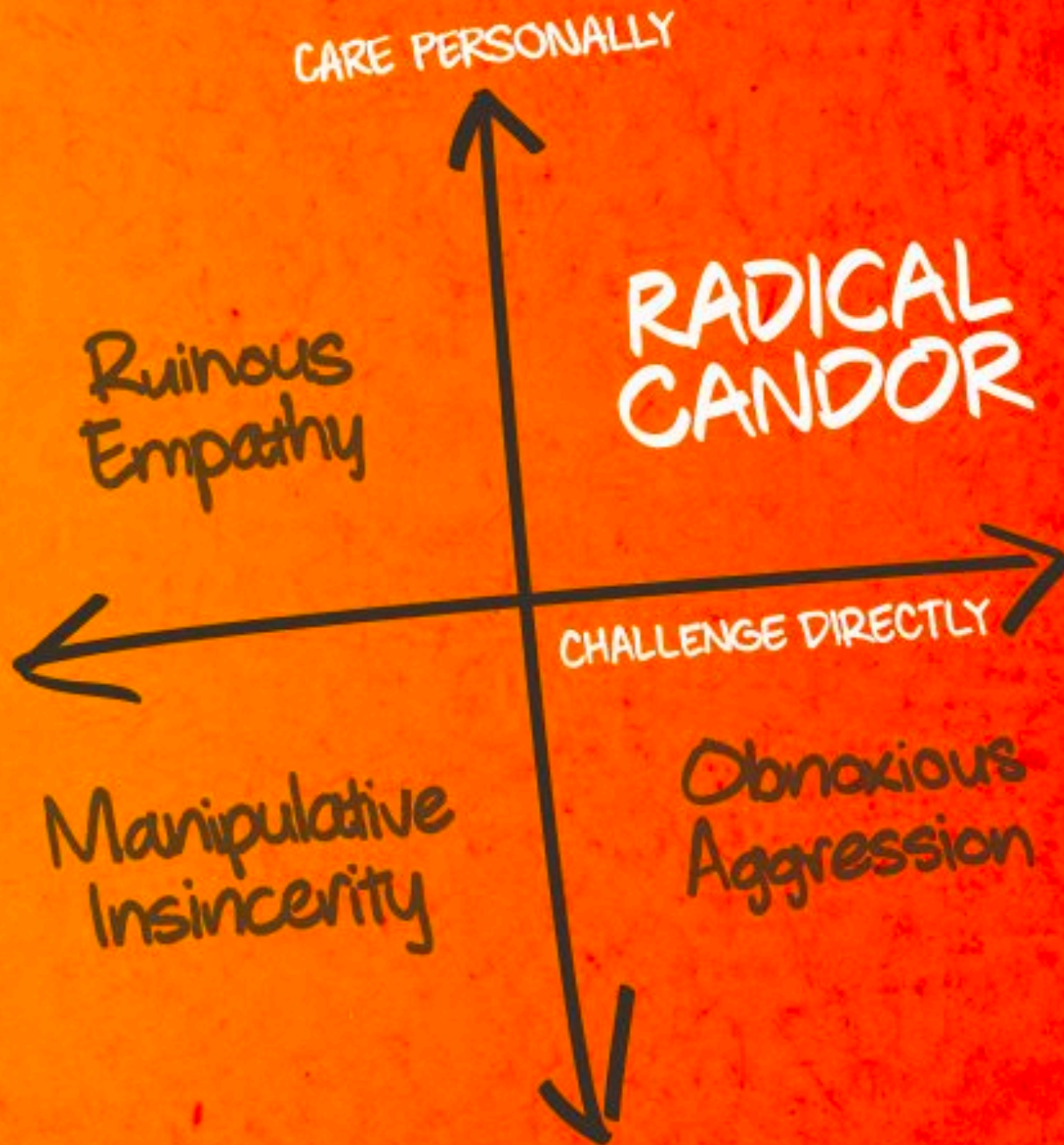
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SOMETHING HAPPENED





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Daily practice
starting with
low stakes
situations

Using Uber to practice conflict

2 lessons:

- Surprisingly positive response
- Chatting before and after made it easier

Seeking opportunities to become more honest and candid with my team, colleagues and manager



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HARD CONVERSATION 1

Thanks for your honesty, when you said (...) It hurt a little bit, haha! but I really appreciate you saying that to me directly.

Can I give you some candid feedback in return?

There were a couple of moments in the conversation where you said "you should stop doing X" or "what you should do is..." and my visceral reaction was "Wow! I don't think you know enough to tell us what to do (...)"

I assumed it I was coming from a good place, and the advice was valuable so I went past my initial/visceral reaction but the fact that it was worded as "should" triggered me (...)

If that same advice was coming from someone else I would have probably lashed out or dismissed it. Hope this helps 😊

RESPONSE TO HARD CONVERSATION 1

I know it is not within everyone's comfort zone to bring this awkwardness up so thank you for doing so.

I would like to talk through and learn from all the points and appreciate your honesty.

To help me understand would you mind if we chat through some specific examples you point out.

On a side note, I 100% agree with you I don't know enough about (...). I actually wanted you to book in a session give me my team an overview.

HARD CONVERSATION 2

At the risk of sounding cheesy...

I wanted to tell you that in the last few weeks or couple of months I have noticed your communications have been more inspiring, compassionate and less confrontational

Especially the announcement of XXX departure, which I imagine would have been a difficult one, and this last week with (...)

Just wanted to let you know this hasn't been unnoticed and I feel it helps creating a better team feeling and atmosphere

RESPONSE TO HARD CONVERSATION 2

Thanks Elena. The feedback is very welcomed.

It's a pretty lonely gig so very much appreciate the feedback. Thanks so much.

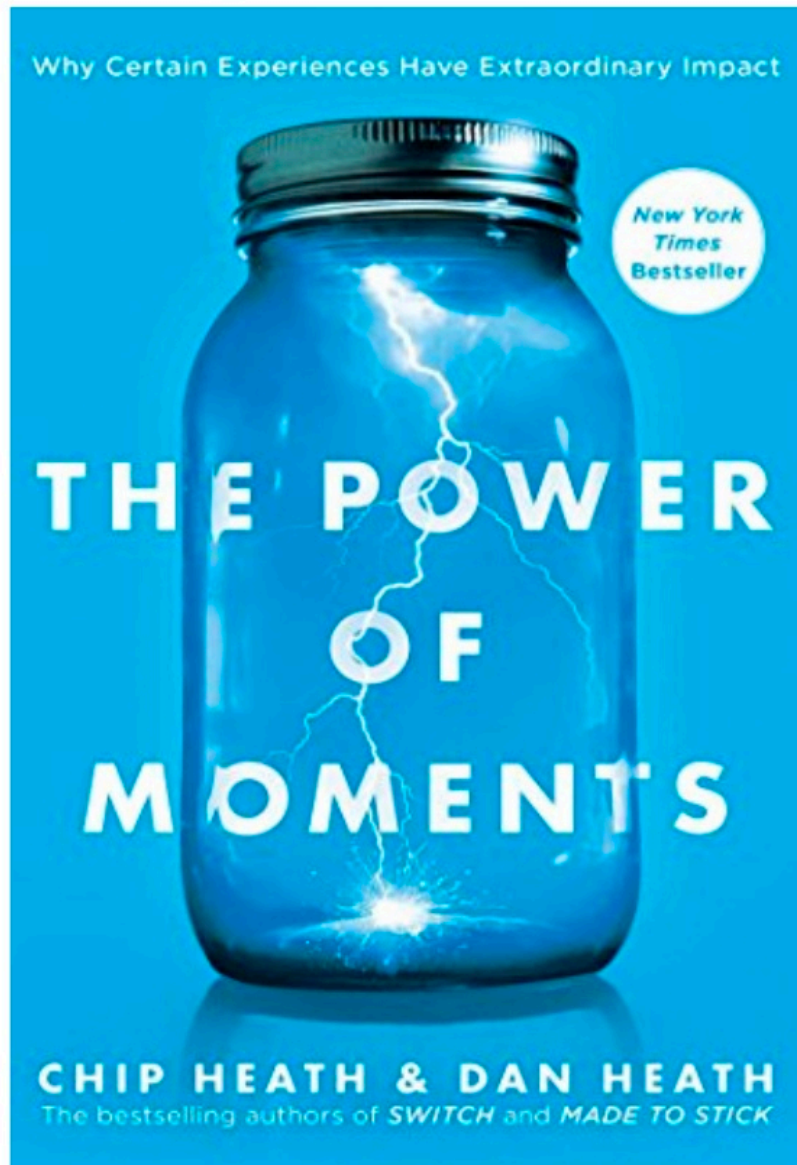
Don't ever be shy if sending through some feedback constructive or positive.

Thanks for your ongoing effort to the program.
Your killing it 😊

Practicing
candor and
honest
feedback
at work

2 lessons:

- Previous trust made all the difference
- Relationships grew stronger



We are accustomed to thinking about relationships in terms of time: The longer the relationship endures, the closer it must grow.

But relationships don't proceed in steady, predictable increments. If we can create the right kind of moment, relationships can change in an instant.

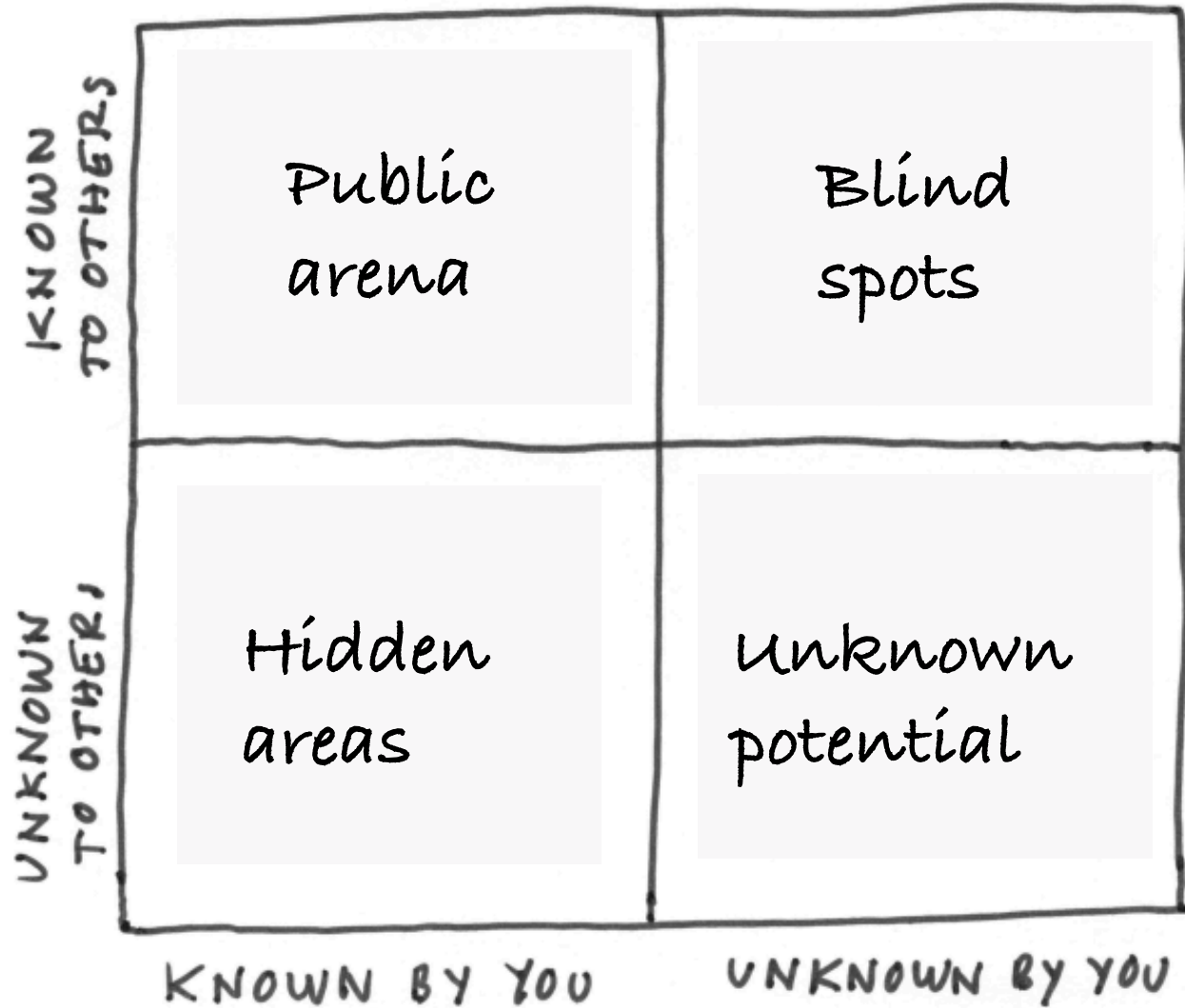
— **Chip Heath & Dan Heath,**
The power of moments



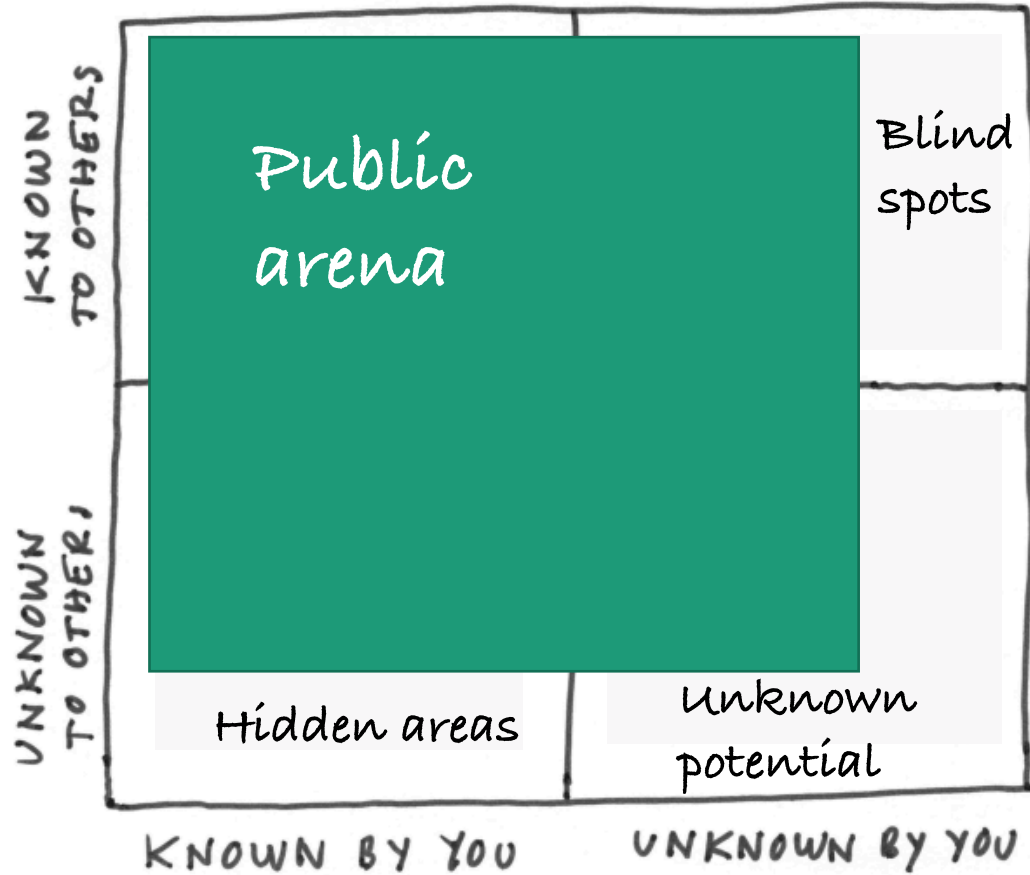
Woohow!!

What the research says

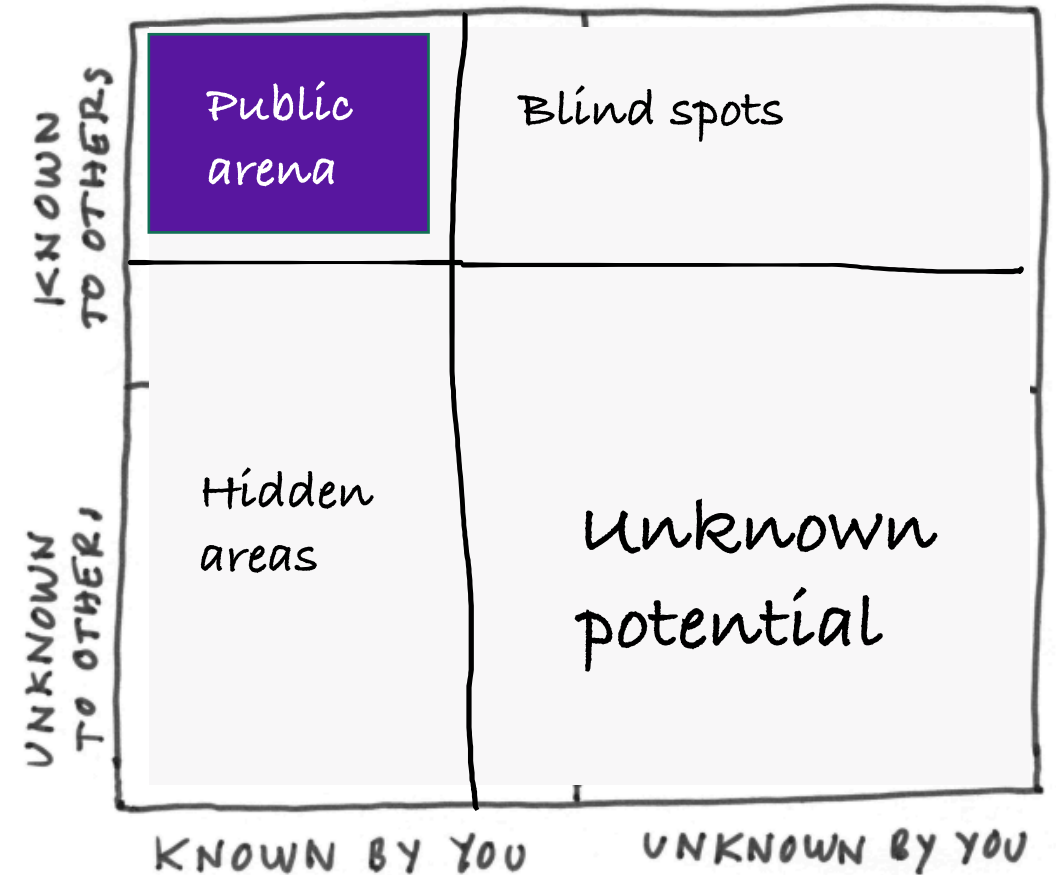
THE JOHARI WINDOW



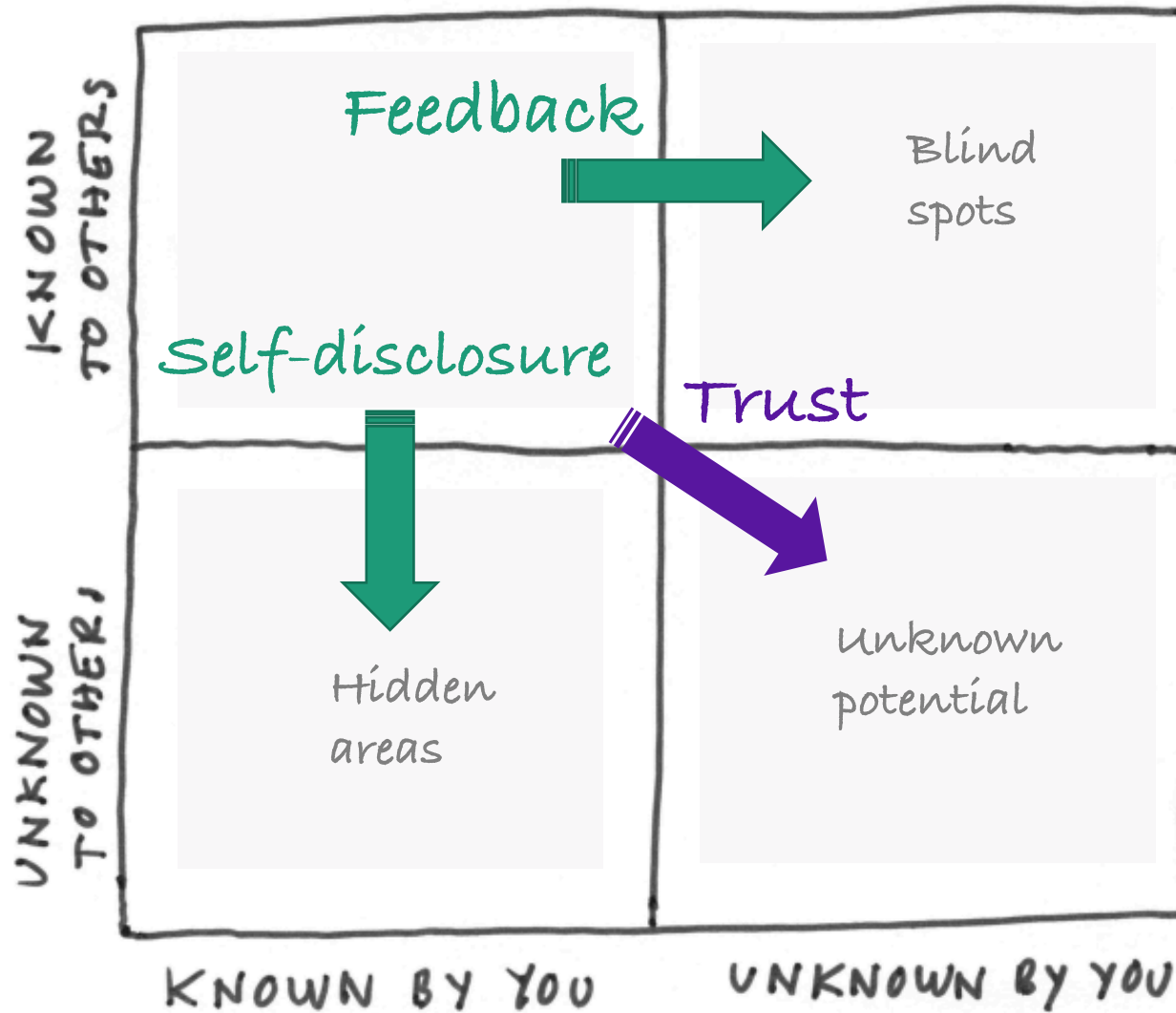
HIGH performing teams



LOW performing teams



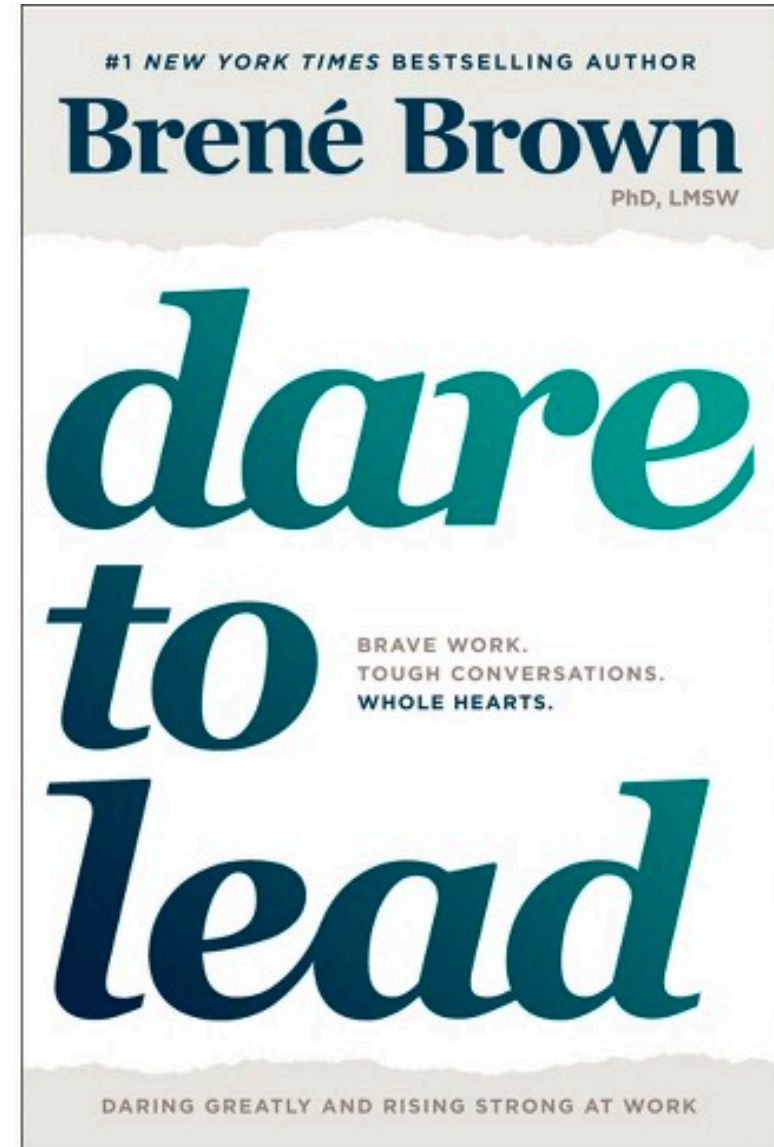
THE JOHARI WINDOW

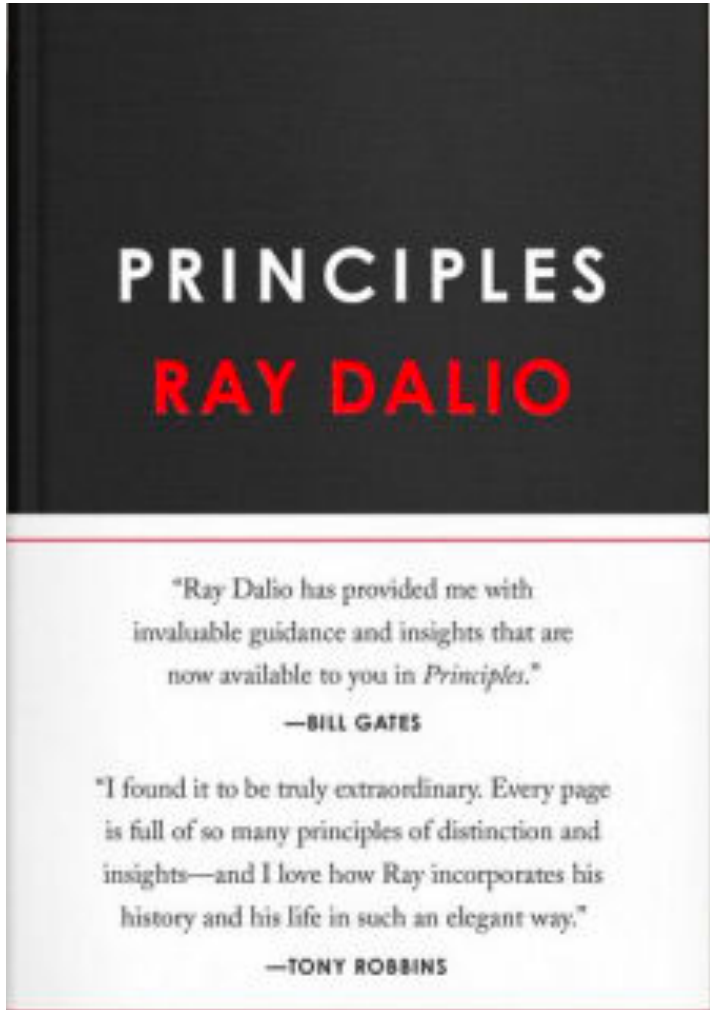


Clear is Kind. Unclear is Unkind.

Not getting clear with a colleague about your expectations because it feels too hard, yet holding them accountable or blaming them for not delivering is unkind.

— Brene Brown, Dare to lead





So, what's the problem with being radically truthful and radically transparent with each other?

People say it's emotionally difficult. Critics say it's a formula for a brutal work environment.

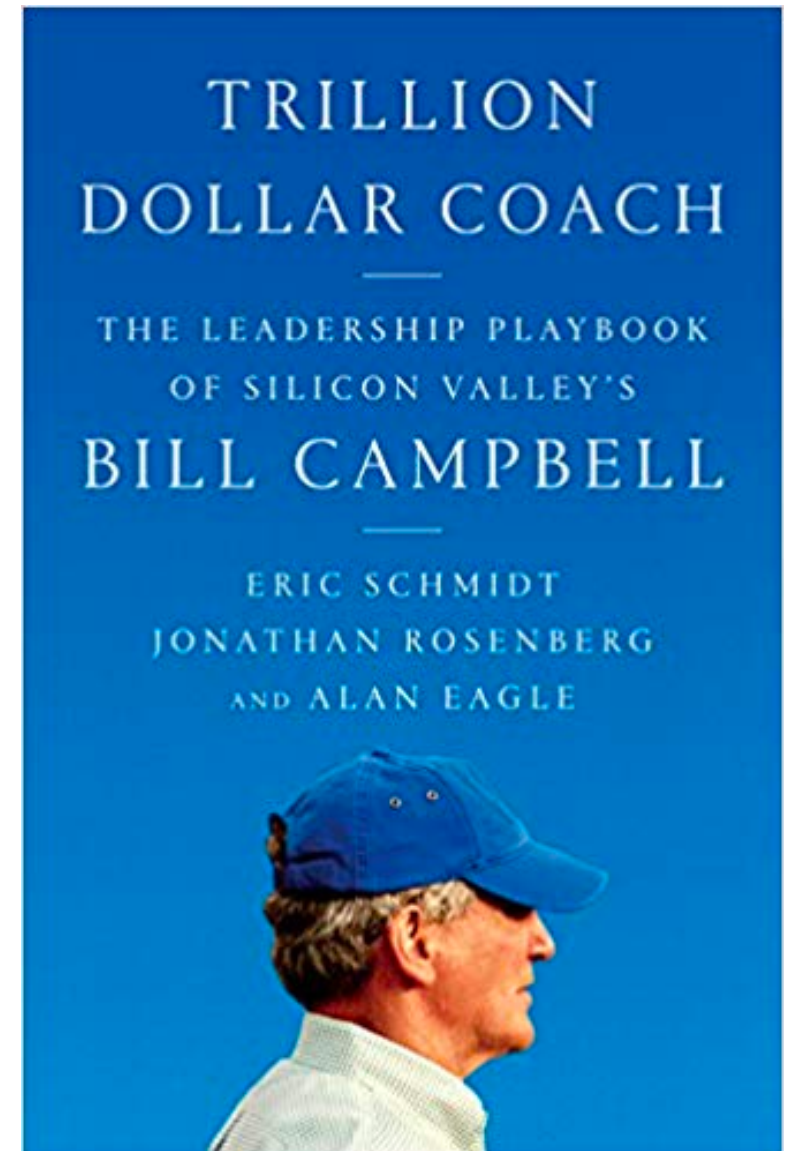
Neuroscientists tell (...) there's a part of our brain which views all of this as attacks.


Ray Dalio, Principles

Bill's feedback was always followed by a grin and a hug, all of which helped remove the sting.

A good coach pushes you beyond your current limits but also breathes confidence into you and gives you courage.

— Eric Schmidt, Trillion Dollar Coach: The Leadership Playbook of Silicon Valley's Bill Campbell





“It’s going to be way harder than you think to create peaks. But once you’ve done it, you’re going to consider every ounce of effort worth it. You’d have created you own defining moments”

Chip & Dan Heath, The power of moments

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Tack så mycket!
Any questions?

