Crucial Conversations to Promote Accountability

Special Education Leadership Development Academy (SELDGA)
Learning Targets

• I can describe 3 behaviors that great leaders do.
• I can identify 2 Crucial Conversation skills to use in accountability discussions.
• I can identify 3 important behaviors for talking with administrators.
Google’s Project Oxygen

Project Oxygen was designed to identify what successful Google managers do. Too often, training departments try to help managers improve their competencies -- traits of good managers. But changing traits rarely works. Instead, Google chose to teach managers what to do.
Things Great Managers Do that Make Them Great

1. Be a good coach.
2. Empower; don't micromanage.
3. Be interested in direct reports’ success and well-being.
4. Don't be a sissy: Be productive and results-oriented.
5. Be a good communicator and listen to your team.
6. Help your employees with career development.
7. Have a clear vision and strategy for the team.
8. Have key technical skills so you can advise the team.

Notice that the behaviors have one thing in common -- a manager who is deeply committed to short- and long-term employee success.
WELCOME!

Crucial Conversations

OVERVIEW PRESENTATION
Outline

• Sample the training
• Benefits/case studies
PROBLEM  We’re all stuck or not achieving what we want in a variety of areas, ranging from awkward or failing relationships to dysfunctional teams to cost, quality, or safety problems at work.

SOLUTION  Learn how to identify the crucial conversations that are the key to organizational, team, and interpersonal success.
What Makes a Conversation Crucial?
Three elements.

- Opposing opinions
- Strong emotions
- High stakes

Crucial conversations
The Silence to Violence Continuum

We Make a Fool’s Choice. When facing a crucial conversation, we often feel we have to choose between responding with silence or with violence.

We assume we can either share our honest opinion OR be respectful.

We are blind to the dialogue option.

Where are you in the continuum?
Common Examples

So, we know “why” we toggle between silence and violence. But, “when” do we go to silence and violence?

• What are the common crucial conversations we experience where we see people going to silence or violence?
• What are the consequences?
When we start having these conversations effectively, we will see our issues get solved and our bottom line improve.
Skills and Principles

• Identify the right problem to hold the right conversation.
• Stay focused on what you really want when motives degrade.
• Take control of your emotions instead of losing your cool.
• Speak persuasively, not abrasively.
• Watch for signs that safety is at risk and make it safe to talk.
• Help others into dialogue when they’re feeling hurt, scared, or defensive.
• Go from talking to getting results.
Example of Skills and Principles

• Start with Heart
  • What do you really want?
  • For yourself?
  • For the other person?
  • For the organization?
What’s the Goal?

• Is the purpose skill building/personal development?
• Do we have a current initiative that aligns with Crucial Conversations?
• Are we looking to make a dramatic cultural shift?
3 Reasons Employees Leave

- They don’t feel a connection to the mission of the organization or sense that their work matters.
- They don’t really like or respect their co-workers.
- They do not like their boss.

Having A Good Coach

Successful managers invest significant personal time in building individual and team capabilities. The most important activity for management success as being a good coach.

Being a good coach:

- Holding regular one-on-ones
- Asking questions rather than dictating answers
- Providing constructive feedback that balances the negative and positive.

Success requires that employees know that they are safe and that you are deeply committed to their success.

Evaluation Conversation

• Developing employees is critical to your organization’s future.
• Each employee serves as a leader and represents the department in the system & community.
• Have an outline or a process.
3 Leader Pitfalls

• Have trouble making a transition to a team.

• Lack a consistent approach to performance management.

• Spend too little time managing and communicating.

“Not proactive; waits for the employee to come to them.”
“Too busy “doing” to be “managing.”
Talking with Administrators

• Adopt the big picture view.
• Be aligned & connected with the system’s vision.
• Exude a degree of confidence & a dose of humility.
• Demonstrate what is possible.

• Clarify actions & own the follow-up.
• Focus on the future.
• Be specific & to the point
• Be prepared and do your homework.
• Thank them for feedback.
• Exit gracefully.

-John Baldoni (2013)
-Cynthia Laconte (2013)
-Mark Stelzner (2014)
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