



creating change by supporting change

Having Difficult Conversations & Managing Upwards

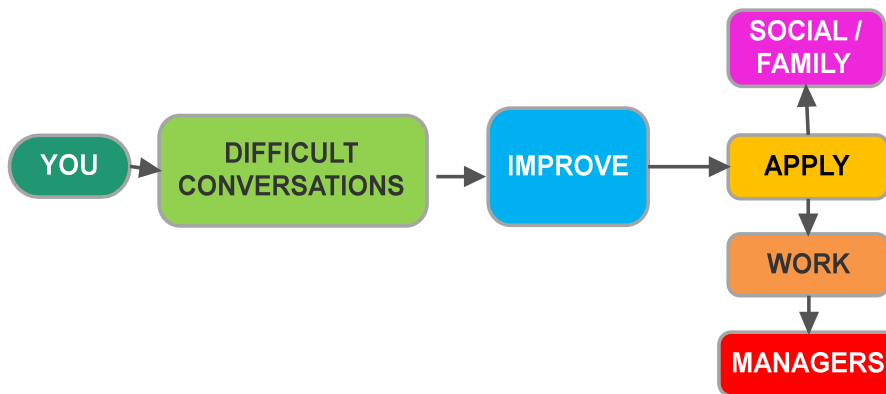
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Agenda



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Types of difficult conversations

- Group discussion
- What are the types of difficult conversations?
- Discuss
- Capture on Post It notes
- Group these on the wall



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Outcomes

- Look at the grouped Post It notes
- What outcome is appropriate for each group?
- Discuss and conclude



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Experience sharing – In pairs

- Describe a difficult conversation you were involved in
 - How did you feel before the conversation?
 - How did it feel (emotionally) during the conversation?
 - How did you feel physically?
 - Who had control of the conversation?
 - How did you feel at the end of the conversation?
 - What was the outcome?
 - Was it an outcome you desired?
 - If not, why not?



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What is preventing you from achieving your desired outcomes?

- Group discussion

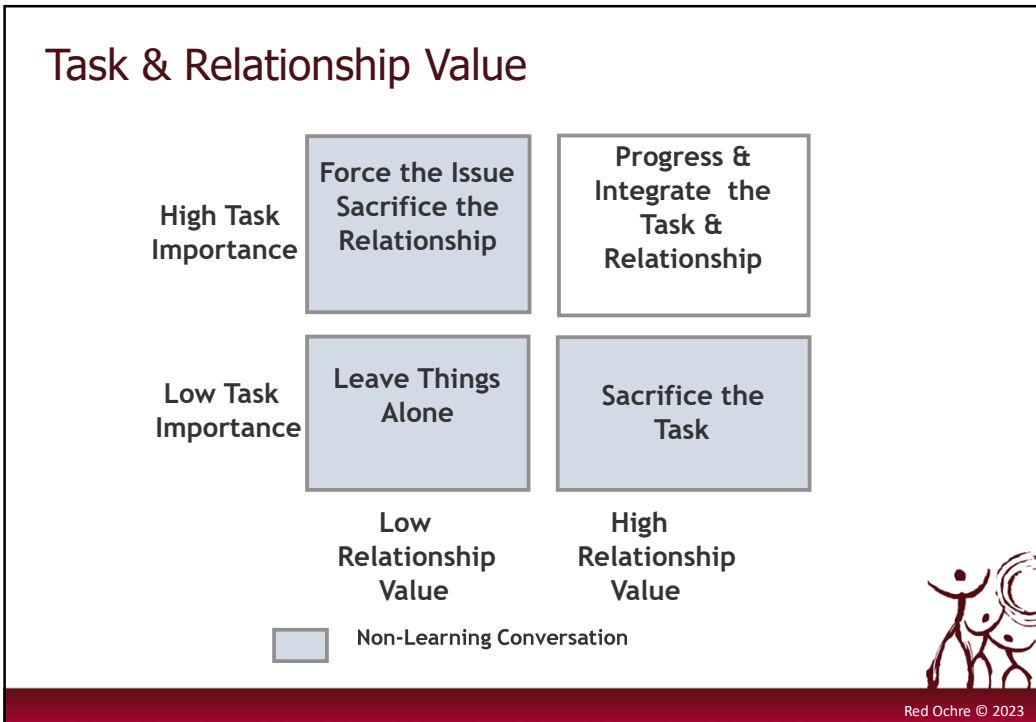


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Planning & Preparation

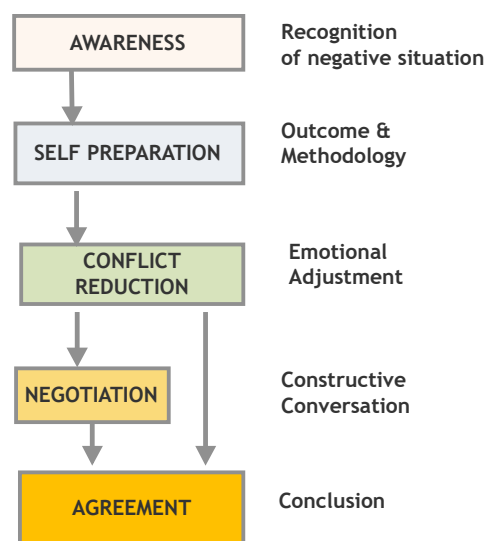
- Most discussions poorly planned
 - What outcome do you want?
 - What will help you succeed – personal control
 - What is the desired future relationship?
 - What are the facts of the situation
 - Research the other party
 - Understand their perspective



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Resolution Model



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Safe space

- Neutral space
- No advantage from
 - Higher elevation
 - Uncomfortable seat
 - Light shining in your eyes



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Managing yourself

- Your self belief
- Emotional control
- Behaviour control
- Communications
- Focus



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Self belief

- Mind tapes
 - Always “play” these back to yourself
 - Getting what I want is selfish
 - I always loose arguments
 - I can’t cope with someone being angry with me
- Replace the “Music”
 - It’s OK to meet my needs, I can do this without injury to others
 - I can create a win-win situation, ALWAYS
 - I might get uncomfortable but so what, their anger is their problem



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Choose from different Super Personalities

- Choose for yourself – examples below



Remember only YOU create emotional reactions- you react to the other person, Anger/ Fear/Panic/Intimidation
BUT your super personality does NOT fall into this trap



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Body Language

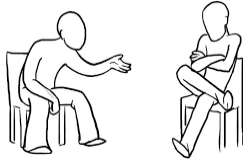


Fig. (A) Open posture
More relaxed, open
attitude



Fig.(B) closed posture
defensive or negative
attitude

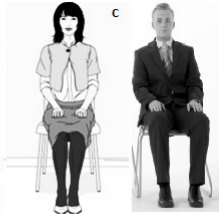


Fig.(C) Sitting up straight sends a
message of smartness,
confidence and credibility.



Active Listening

Control your
giveaways



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Golden Rule

- Create Rapport
- Mirror the other person to create rapport
- Touch on commonalities and similarities



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Emotional alignment

- You cannot change someone else's behaviour
- You can change your behaviour
- You can better control a conversation through emotional alignment



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Listening

- Listen
 - Shows respect
 - Don't interrupt
 - Clarify
 - Paraphrase the other person's point of views & emotions



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Your turn

- Ask the person not to interrupt
 - Facts
 - How their behaviour impacts on you makes you feel
 - What you are looking to achieve/ what outcome you desire
 - Ask how this can be achieved



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Style & Tone

- Use your Super Personality
- Do not fall back on your old personality
- Do not fall into the trap of being made to feel like
 - A child
 - A Failure
- Keep the tone neutral, do not let your emotions burst out and sabotage you



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Language

- Use questions deliberately – take control
 - Tell me what happened when.....
 - How did you view the deadline? Did you see it as flexible?
 - How do we ensure you complete your homework in time in future?
- Ask open questions
 - Talk me through as to why report was late? Then tell me how we can do it better next time?



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Comment

- If the other person is not listening comment on this
 - When you don't listen to me, I feel angry. I feel it is important we talk and resolve this situation. It worries me that you do not want to engage in the conversation



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Criticism

- Usual response is Flight or Fight
 - Notice when it is happening
 - Delay reaction
 - This enables you to hear what is being said
 - It buys you time to formulate an appropriate response



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Reflection – In same pairs

- What would you do differently?
- What would your approach be?
- How would you deal with your “opponent”?
- What outcome could be achieved?



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What is Managing Upwards? Why do you need to do it?

- Discuss



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Expectations

- Group Discussion
- What are you looking for from your manager?



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Challenge

- Group Discussion
- What is the challenge in having a positive relationship with your manager?



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Managers

- Group Discussion
- Characteristics of Good Managers
- Characteristics of Bad Managers



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Managers

- Group Discussion
- Why might Managers behave the way they do?



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Management behaviours

- Fear
- Pressure
- Personal targets
- Personal agenda
- Lack of training
- Personality
- No self awareness
- Past experience with you



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Management Expectations

- Self motivated
- Responsible
- Understand priorities
- Anticipation
- Common language
- No surprises
- Concise communication
- Solutions/ suggestions not questions
- Covers "my" weaknesses/ plays to my strengths



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Preparation

- What do you need to research prior to meeting with the manager or other party?



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Research the Opponent

- Likes
- Dislikes
- Social situation
- How they like to communicate
- Their priorities/ goals/ ambitions
- Their pressures/ fears
 - Stand in their shoes



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Safety Nets

- Your brand/ reputation
- Connect with other managers
- Your peer group
- What else?



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Get your fact together before the meeting

- Objective?
- Evidenced?
- Quantifiable?



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Negotiating an acceptable outcome

- Know what is acceptable to you
- Try and research what is acceptable to the other party
- Plan your demands & potential sacrifices
- Hold back on demands that can be brought in to move discussion along



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Understanding your needs

Negotiating elements		Essential	Attractive	Relatively Unimportant
Quantifiable	Salary Promotion Departure Price Costs Quantities	Must achieve	Nice to have	Can be sacrificed
Unquantifiable	Change of behaviour Design Speed Service Certainty Ease of use			

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Best alternative

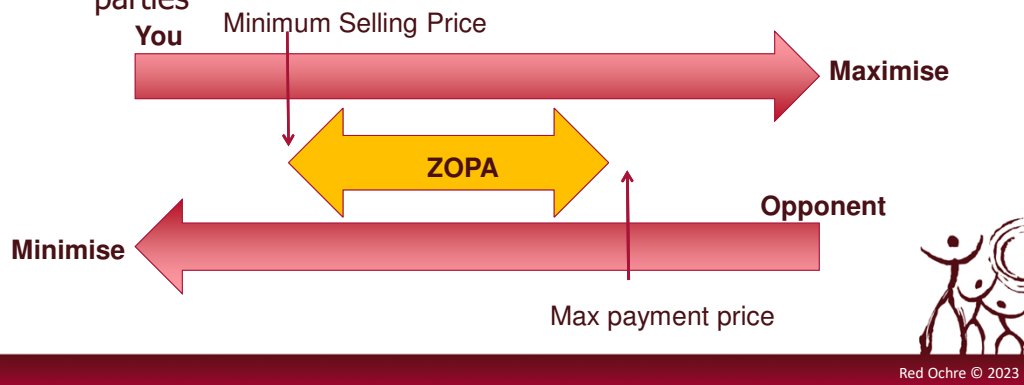
- What is the best alternative to what you might achieve?
- If your outcome not possible then go for the best alternative

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ZOPA

- Zone of Possible Agreement
 - (contains all possible agreements for both parties)
- The bargaining range created by the 2 red lines
- It defines the "surplus" that must be divided between the parties



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Consider

- Relationship consequences after the conversation(s)
- When it is time to cut losses and walk away



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