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OVERVIEW:

All of us are occasionally faced with difficult, uncomfortable, or potentially contentious situations with our colleagues. Many times we choose to ignore the situation and hope that it will "take care of itself" – but that rarely proves to be the best approach. Fortunately, our Difficult Conversations series will give you and your team the tools to handle these interactions as calmly and effectively as possible. We can't promise that you'll enjoy having these conversations when they come up – but we can promise you'll have fun learning how to handle them.

LEARNING OBJECTIVES:

- How to create environments conducive to swift and satisfying resolutions to difficult issues
- How to (and not to) approach various types of difficult conversations (odor issues, personality conflicts, communicating a low performance review, etc.)
- What to expect from your conversation partner during difficult conversations, and how to effectively defuse anger or other negative emotional responses

THE QUIZ QUESTIONS FOR EACH VIDEO ARE ON THE FOLLOWING PAGES. IF YOU WANT TO CHEAT, THE ANSWERS ARE ON THE LAST PAGES OF THIS BOOKLET. BUT REALLY, YOU'LL FEEL BAD ABOUT YOURSELF IF YOU DO.

QUIZ TIME!

TECHNOLOGY IN MEETINGS EPISODE 1

- 1. What should you be communicating about the perception of someone texting in meetings?
 - a. That they are really good multi-taskers.
 - b. That it shows a lack of respect for the person leading the meeting.
 - c. That texters are afraid of eye contact.
- 2. Why should you not immediately reprimand someone who is using technology in a meeting?
 - a. Because a slow death is much more painful. You should stare angrily first.
 - b. You want to give the person more time to behave inappropriately.
 - c. The person may have a legitimate business reason for the behavior.

- 3. Which of the following is NOT a lesson of this video?
 - You should explain the possible distraction technology use might have on others.
 - b. Asking questions can help you have a clearer picture of the situation.
 - c. Wait until you're so angry that your face turns red. Then start yelling.

ODOR ISSUES EPISODE 2

- 1. What is the most important question to ask regarding odor issues?
 - a. Are they aware that deodorant is widely available for sale?
 - b. Does the person have a medical condition?
 - c. Can I wait for the issue to resolve itself?
- 2. Which of the following is NOT an important step in addressing odor issues?
 - a. Being clear in your communication.
 - b. Asking the person if they are aware of the issue.
 - c. Holding your nose during the entire conversation.

- 3. What is the best way to ensure this conversation doesn't come across as a personal attack?
 - Explain the business rationale when requesting that a change be made.
 - Accuse the person in question of being insensitive to the needs of others.
 - c. Repeatedly ask "Is your nose clinically dead?"

DEALING WITH PERSONALITY ISSUES EPISODE 3

- 1. Why should you try to understand people's different life experiences?
 - a. It'll make you feel better about your own life and choices.
 - b. It may shed light on their behavior and allow you to empathize.
 - c. They may have lived in a country you'd like to visit.
- 2. Which of the following is NOT a good reason to ask questions in situations like the ones represented in the video?
 - a. It creates a good environment for communication.
 - b. It ensures the person that you're trying to understand their situation
 - c. It's better to not know anything about the people you work with.

- 3. Which of the following is NOT a phrase you should consider using?
 - a. "I hear you."
 - b. "You have more problems than I initially realized."
 - c. "I see where you're coming from."

COMMUNICATING A LOW PERFORMANCE REVIEW EPISODE 4

- 1. Why should these conversations never come as a surprise?
 - a. Most people instinctively realize how bad they are.
 - b. Someone else will have had this conversation before you.
 - c. You should be communicating low performance regularly.
- 2. Which of the following is a helpful way to encourage this person?
 - a. Create an action plan for this person's improvement.
 - b. Let them know things likely won't improve.
 - c. Let them know exactly how many people you think are better than they are.

- 3. Which of the following is a technique you should avoid?
 - a. Apologizing for being the bearer of bad news.
 - b. Providing clear coaching.
 - c. Indicating the severity of the issue.

DISCUSSING INAPPROPRIATE DRESS EPISODE 5

- 1. When should you wear a shirt with the word "Pimp" on it?
 - a. Casual Friday
 - b. Probably never
 - c. Mondays
- 2. Which of the following is a technique to encourage a change in dress behavior?
 - a. Explain that a person should dress for the career they want.
 - b. Tell them which colors work with their skin tone.
 - c. Criticizing their poor taste in front of others.
- 3. Should you explain that inappropriate dress can be a distraction to business operations?
 - a. True
 - b. False

- 4. Which of the following is NOT a step to take when communicating inappropriate dress?
 - a. State your expectations and reference your company's dress code.
 - b. Be firm and clear.
 - Increase the volume of your voice incrementally as the conversation continues.

DENYING VACATION REQUESTSEPISODE 6

- 1. What is the most important aspect to communicate when you are denying a vacation request?
 - a. The business implications of someone taking a vacation.
 - b. The better the vacation the more apt you are to approve.
 - c. That vacationing is a luxury, not a right.
- 2. Should you be able to discriminate against hobbits?
 - a. Yes hobbits are filthy and kind of weird looking.
 - b. No hobbits are adorable in their own special way.
- 3. Your tone of voice for this conversation should NOT be:
 - a. Calm
 - b. Civil.
 - c. Sarcastic.
 - d. Reasonable.

ADDRESSING SEXUAL HARASSMENT CONCERNS EPISODE 7

- 1. When should you refer a sexual harassment claim to your HR department?
 - a. If you believe the person is telling the truth.
 - As soon as you become aware of the situation if it cannot be immediately resolved.
 - c. Before you gather any information.
- 2. If you have to discuss a sexual harassment concern with the accused, which of the following should you NOT do?
 - a. Ask for their side of the story.
 - b. Tell them you're pretty sure they did it.
 - c. Explain how their behavior may be perceived by others.
- 3. If your company has an open-door policy you should:
 - a. Be prepared and willing to listen to sexual harassment claims.
 - b. Ask that people go find someone else to talk to when sexual harassment issues arise.
 - c. Encourage your employees to talk to their colleagues first before bringing sexual harassment concerns to your attention.

SAYING NO TO NEW PROMOTIONS OR JOBS EPISODE 8

- 1. Which of the following would be considered helpful when preparing an action-plan for employee improvement?
 - a. Providing them an opportunity for mock interviews and/or job shadowing.
 - b. Indicating that this is their last chance to avoid a firing.
 - c. Keeping everything on a verbal basis.
- 2. To determine your tone for the conversation, you should take into consideration the other person's _____.
 - a. Hobbies
 - b. Personality
 - c. Work ethic
- 3. According to this video, what is one thing you should NOT do in one of these conversations?
 - a. Yell
 - b. Empathize
 - c. Coach

LETTING SOMEONE GO EPISODE 9

- 1. Where should you position yourself in the room when having this type of conversation?
 - a. Closest to the door.
 - b. Furthest from the door.
 - c. In a separate room.
- 2. The longer the conversation, the better.
 - a. True
 - b. False
- 3. Which of the following is NOT part of the preparation for this type of conversation?
 - a. Have all documentation ready.
 - b. Have an action plan for potential problems.
 - c. Recommend counseling for the employee in question.
- 4. If you're feeling nervous about this type of conversation, which of the following was suggested?
 - a. Diffuse the situation with jokes.
 - b. Include another person in the room or on the phone.
 - c. Apologize to the person as often as possible.

ANNOUNCING MAJOR CHANGES EPISODE 10

- 1. When is the correct time to start discussing major changes?
 - a. Immediately before the change will occur.
 - b. You should not discuss changes with employees.
 - c. As soon as possible to provide enough time to digest.
- 2. Should you allow time for people to ask questions about the changes?
 - a. Yes.
 - b. No.
- 3. When discussing the wrong way to discuss change, what new dress code item did Jeff institute?
 - a. Robes
 - b. Capes
 - c. Onesies

ANSWERS YOU'RE NOT CHEATING ARE YOU?

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 - b. Does the person have a medical condition?

- 2. Which of the following is NOT an important step in addressing odor issues?
 - c. Holding your nose during the entire conversation.
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