



# THE ART OF DIFFICULT CONVERSATIONS



**“I suppose I’ll be the one  
to mention the elephant in the room.”**







# WHY DON'T WE?



Fear



Uncomfortable



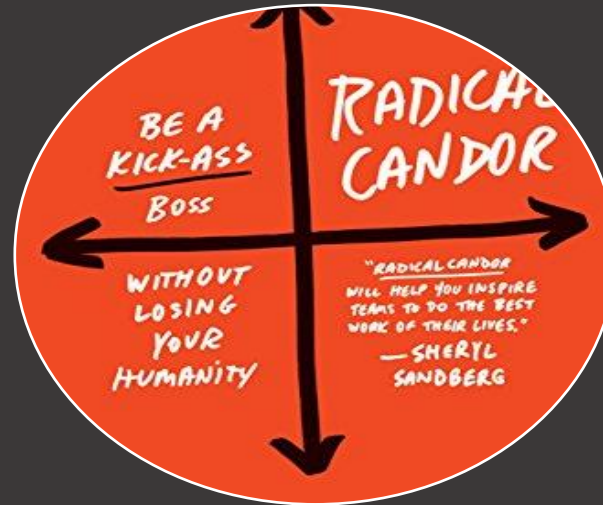
Time



# TOPICS



KNOW  
THYSELF



KNOW & LOVE  
YOUR PEOPLE!



EMBRACE  
CRUCIAL  
CONVERSATIONS



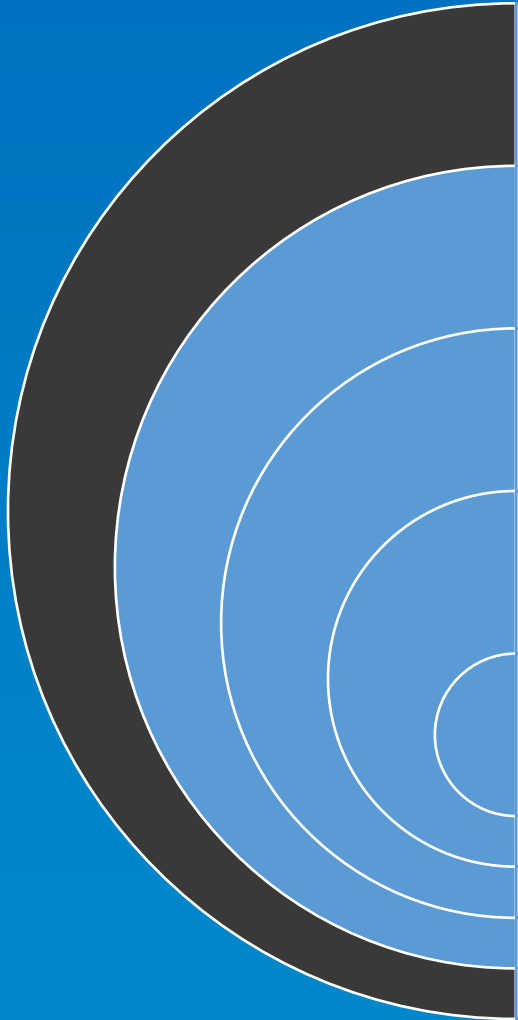
# KNOW THYSELF

*“While we are acutely aware of how others contribute to unhealthy conversations, we are often unaware of the way in which  
**WE ARE CONTRIBUTING TO THE PROBLEM.**”*





# INTROSPECTION



1. Think back to when you were a child, how did you get your way?

2. Is it more important that you are always right or that you always get to the right decision?

3. How do you respond to emotionally-charged situations?

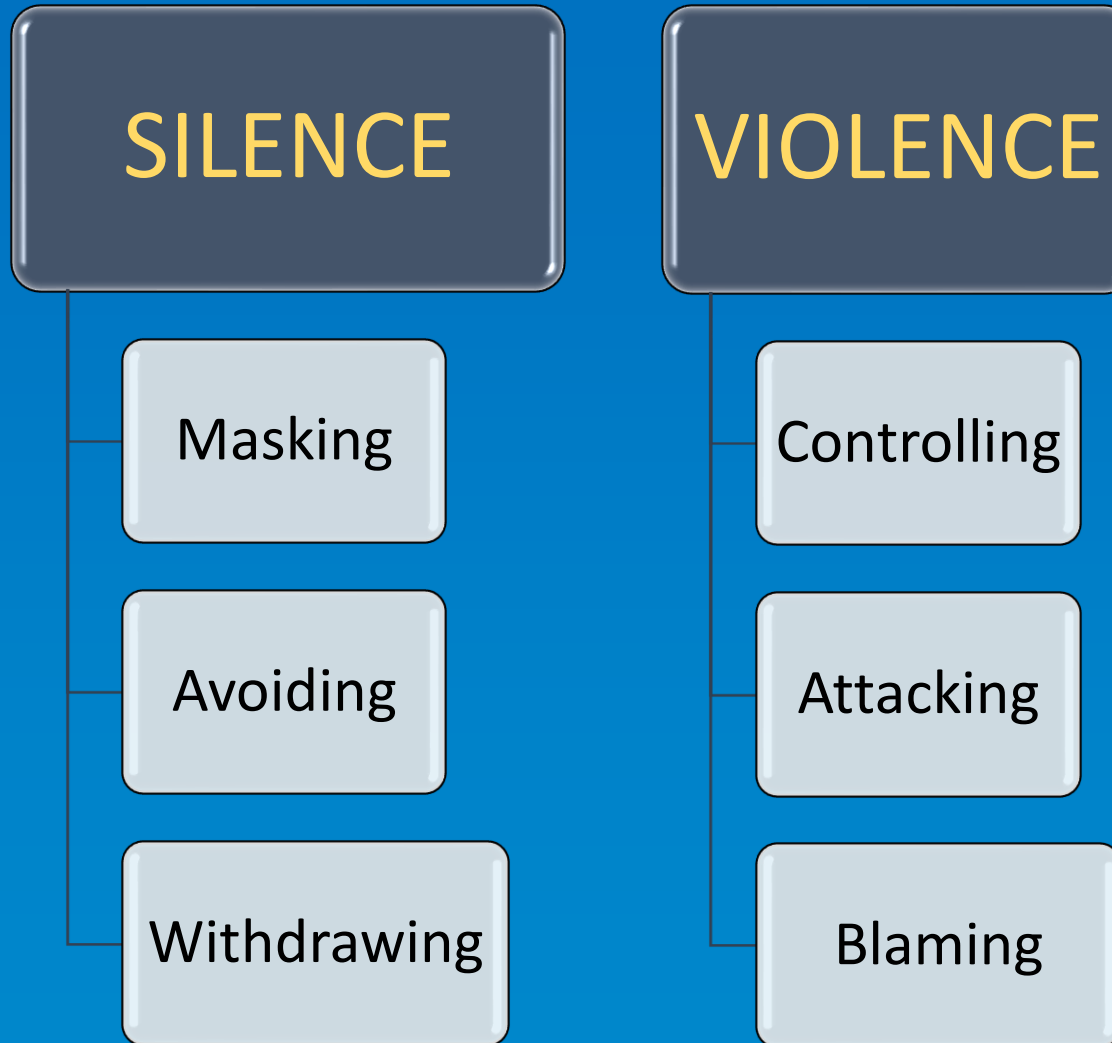
4. How do you respond to feedback – criticism & praise?

5. How do you respond to conflict – individually & in our office?





# WHAT IS YOUR STYLE UNDER STRESS?









# WHAT YOU SAY & DO MATTERS!





# EXAMPLES

*“Phil is a work horse.”*

*“Do you have a few minutes to chat this week?”*

*“You’re invited to OPD’s Christmas Party!”*





# OUR WORDS & ACTIONS MATTER





# (YOUR) WORDS MATTER

**From:** Manager  
**To:** All Columbus and County Staff  
**Subject:** Personnel Announcement

Good Afternoon,

Effective July 5, 2019, Roslyn Miller's employment with OPD ended. We value Roslyn's privacy and therefore not all information will be appropriate to share. Any time someone's employment ends, it can be difficult both for the outgoing employee and for the remaining staff. To that extent, if you would like to discuss this at all, please feel free to speak with me or the head of HR. I appreciate everyone's assistance throughout this period so that we can continue to provide the best representation we can for our clients.

Thank you for your professionalism and support of your colleague.

Manager





# (YOUR) WORDS MATTER

**From:** Manager  
**To:** All Columbus and County Staff  
**Subject:** Personnel Announcement

Good Afternoon,

It is with mixed emotions that I inform you that Roslyn Miller resigned from her employment with OPD, effective July 5, 2019. Many of you got to know Roslyn during her employment with us, and we valued the energy and passion she brought to the work.

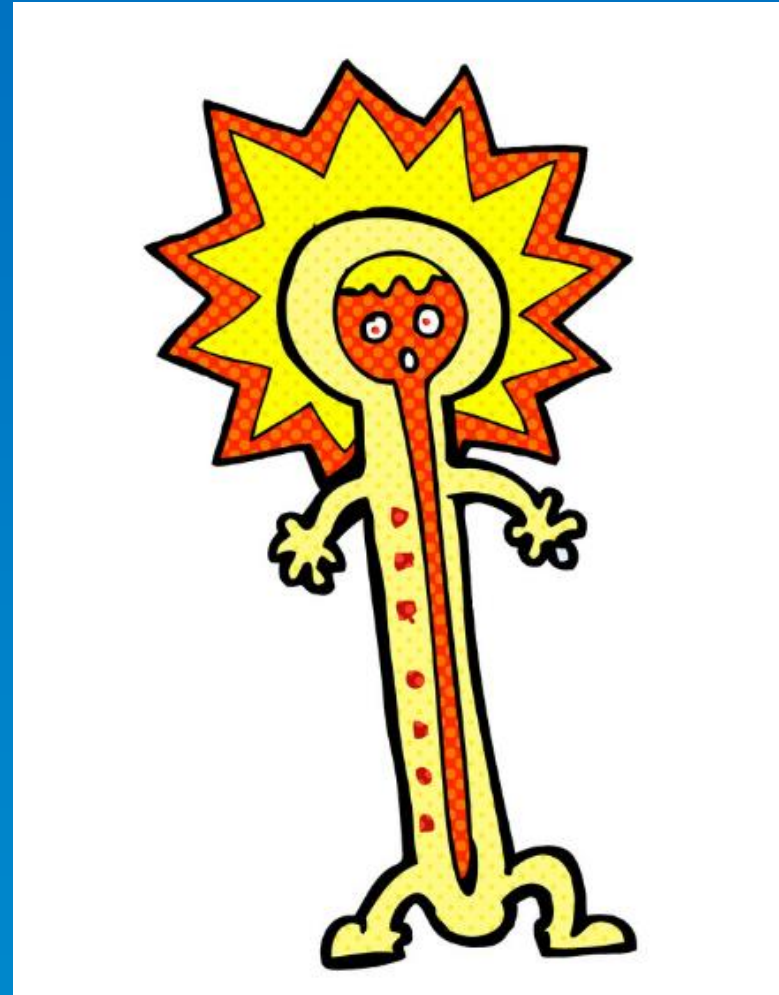
Please join us in wishing Roslyn the best of luck in her future endeavors.

Manager





# OUR WORDS & ACTIONS MATTER



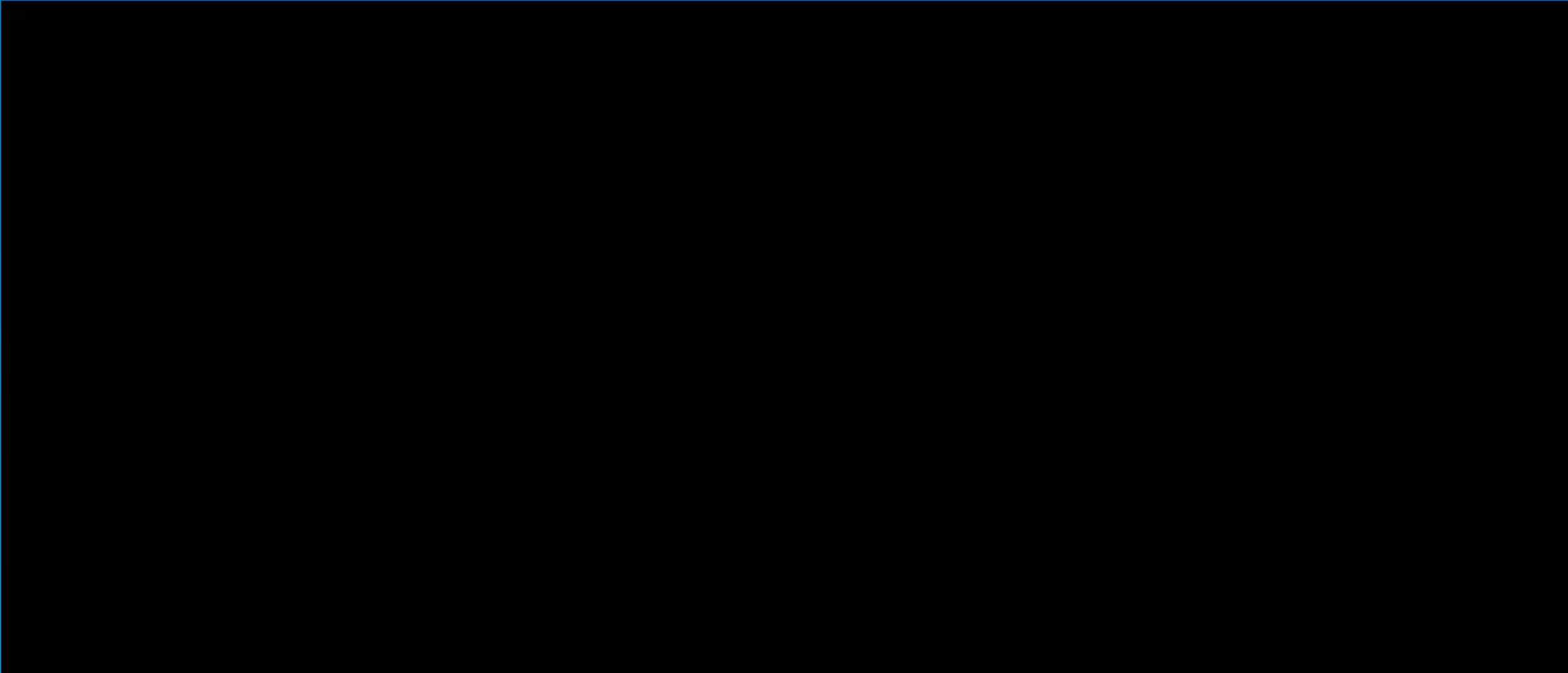


**NO RESPONSE  
IS A RESPONSE.**





# DRIVES CULTURE, ENERGY, RELATIONSHIPS





# PURPOSE, AUTONOMY, & MASTERY

It's not my work it's my passion





# MASTERY REQUIRES FEEDBACK

- 01 I'm ready to sit next to you rather than across from you.
- 02 I'm willing to put the problem in front of us rather than between us (or sliding it toward you).
- 03 I'm ready to listen, ask questions, and accept that I may not fully understand the issue.
- 04 I want to acknowledge what you do well instead of picking apart your mistakes.
- 05 I recognize your strengths and how you can use them to address your challenges.
- 06 I can hold you accountable without shaming or blaming you.
- 07 I'm willing to own my part.
- 08 I can genuinely thank you for your efforts rather than criticize you for your failings.
- 09 I can talk about how resolving these challenges will lead to your growth and opportunity.
- 10 I can model the vulnerability and openness that I expect to see from you.





# RADICAL CANDOR

“Relationships, not power, drive you and your organization forward.”

Radical Candor Is Both Kind & Clear



CARE  
PERSONALLY

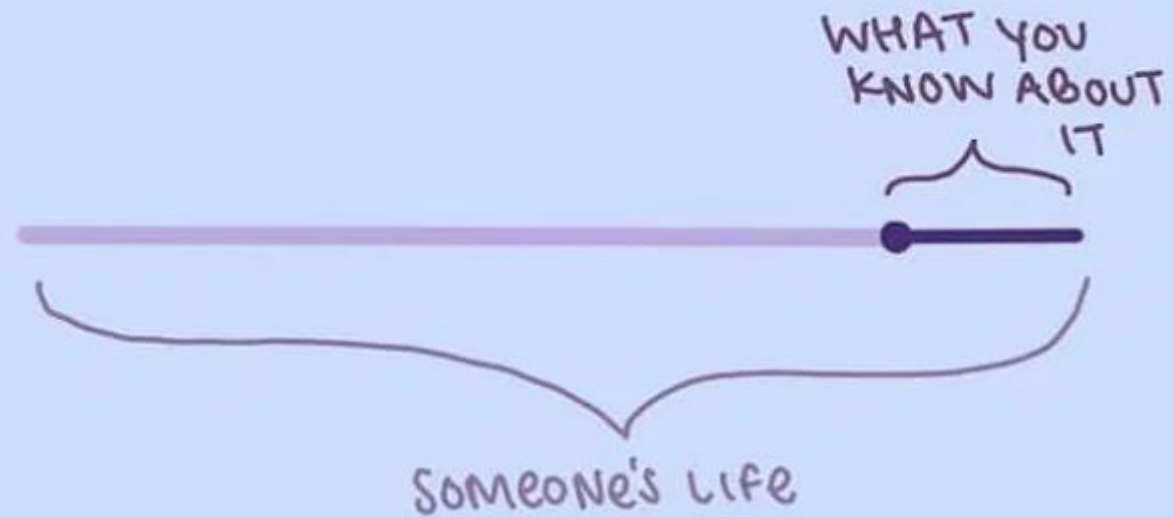


# KNOW & LOVE THY TEAM





# WHY YOU SHOULD BE GENTLE WITH PEOPLE





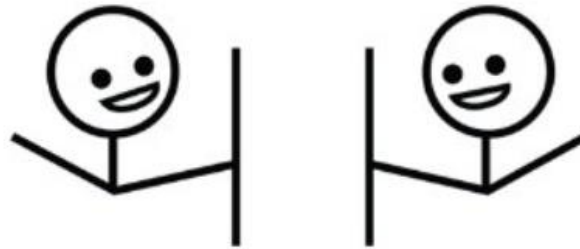
we're broken  
people





# MUTUAL TRUST & MUTUAL RESPECT

**I've got your back**



**and you've got mine**



# CHALLENGE DIRECTLY




**It's not...**

**NEVER**  
in the history of calming down, has  
anyone ever actually calmed down,  
by being told to calm down.


**It is...**

**BEING WILLING**  
to disagree because you care is the  
greatest sign of respect you can show  
others.



Criticism helps people  
know what to do better

**GOLDEN RULE**



Praise helps people  
know what to do more of

**YOU'VE  
GOT  
THIS.**





# CRUCIAL CONVERSATIONS





1

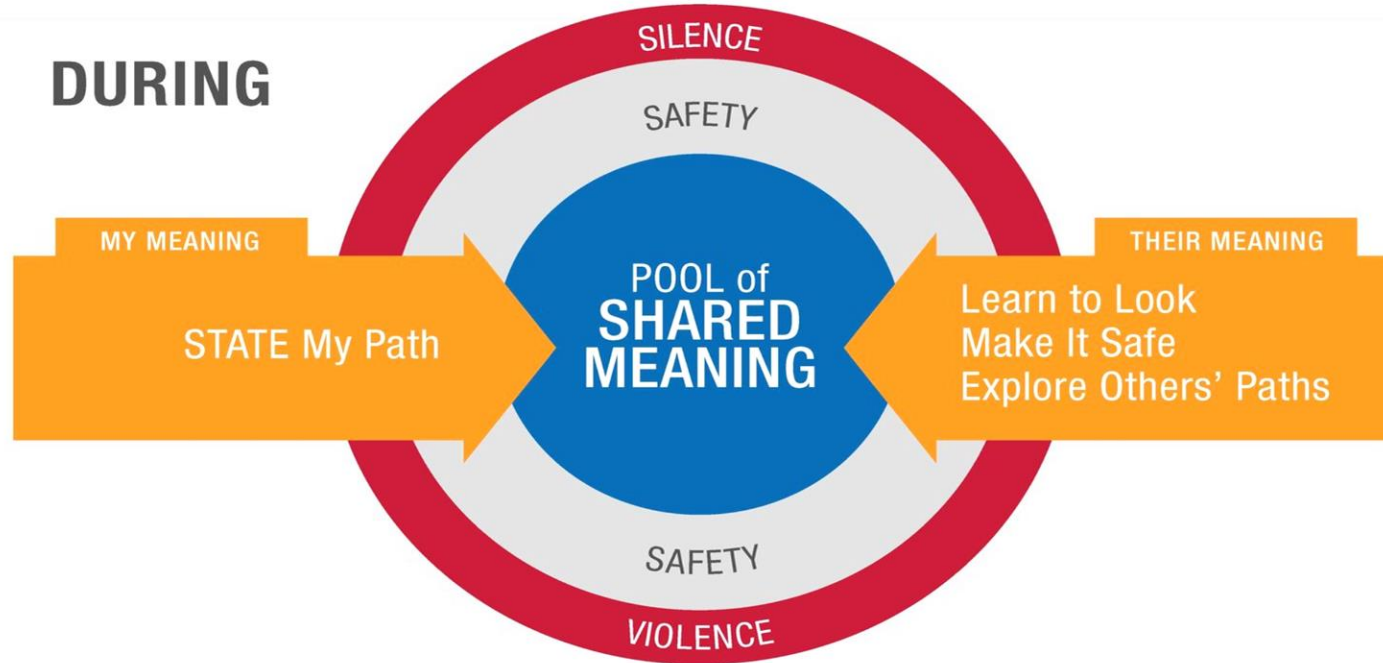
**BEFORE**

**WORK ON ME FIRST**

Get Unstuck  
Start with Heart  
Master My Stories

2

**DURING**



3

**AFTER**

**MOVE TO ACTION**

Who does What by When  
Follow up

C  
R  
U  
C  
I  
A  
L  
  
C  
O  
N  
V  
O  
  
M  
O  
D  
E  
L





# PRE-WORK

W.

I.

S.

H.

WHO

WHAT

WHY

ISSUE

STORY

HOW



# WHY?

## UNHEALTHY MOTIVES

- Be right
- Look good/save face
- Win
- Punish, blame
- Avoid conflict

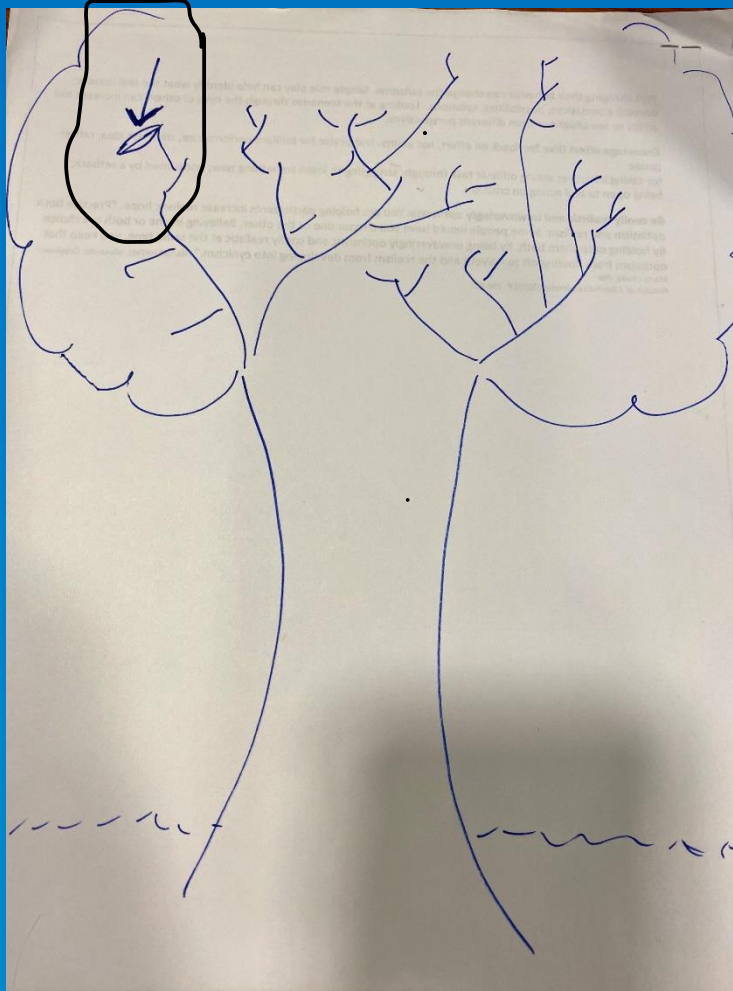
## MOTIVES OF DIALOGUE

- Learn
- Find the truth
- Produce results
- Strengthen relationships

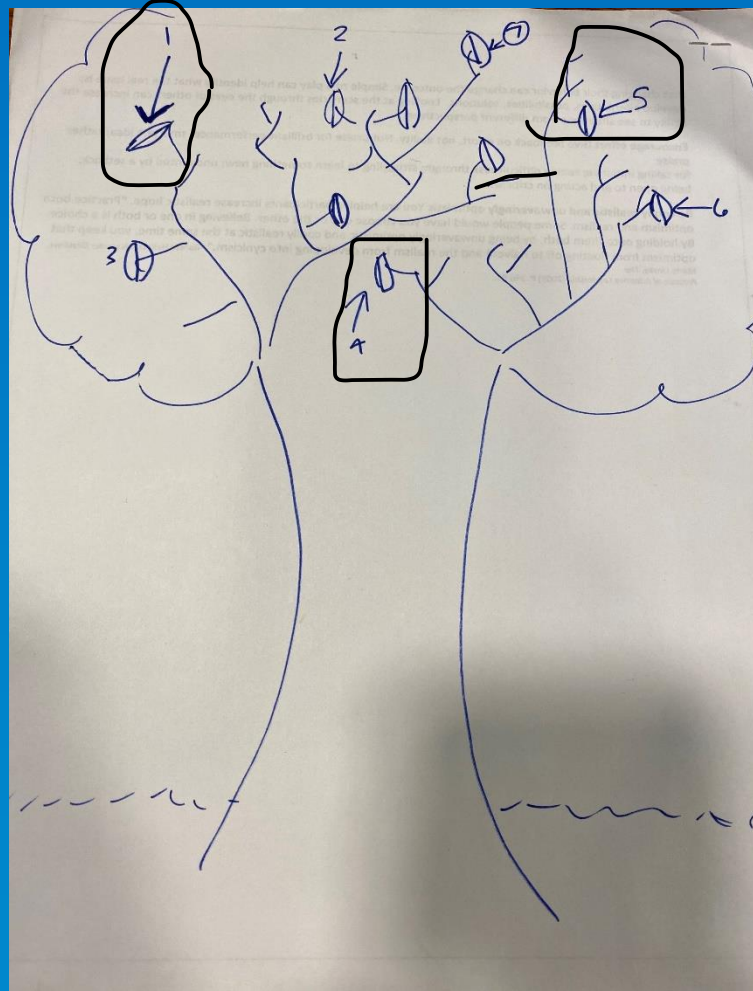


# ISSUE (CPR)

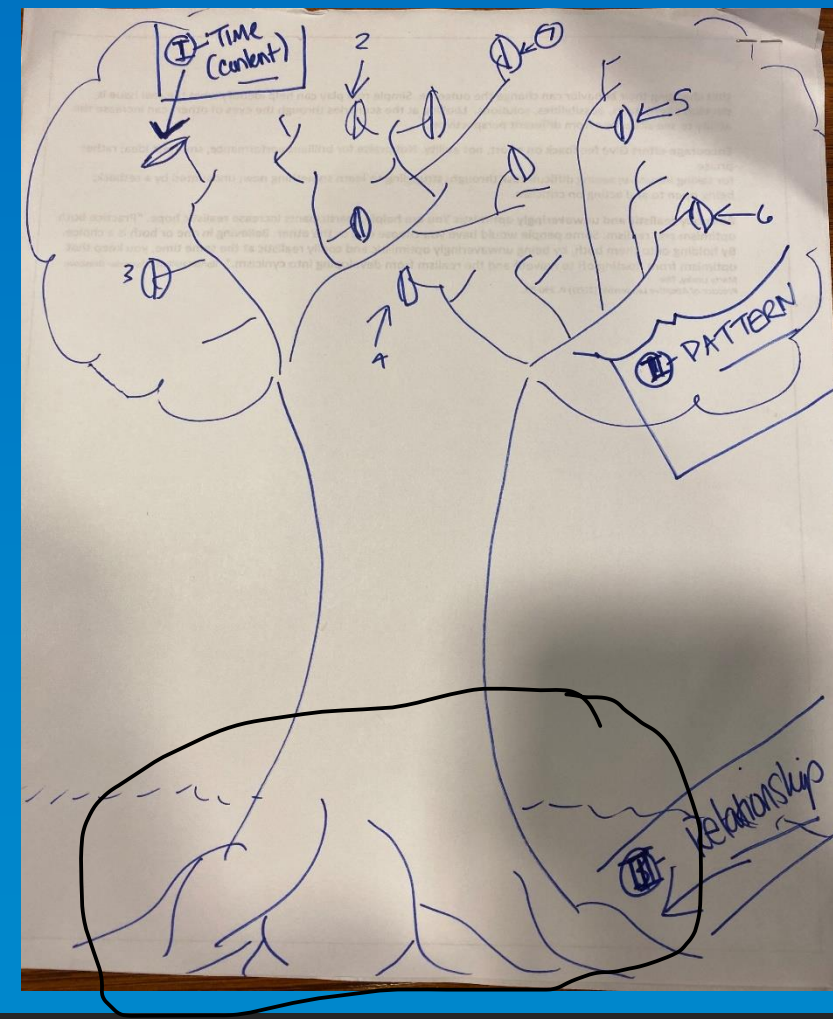
## CONTENT



## PATTERN



## RELATIONSHIP





**SEE &  
HEAR**

**TELL A  
STORY**

**FEEL**

**ACT**

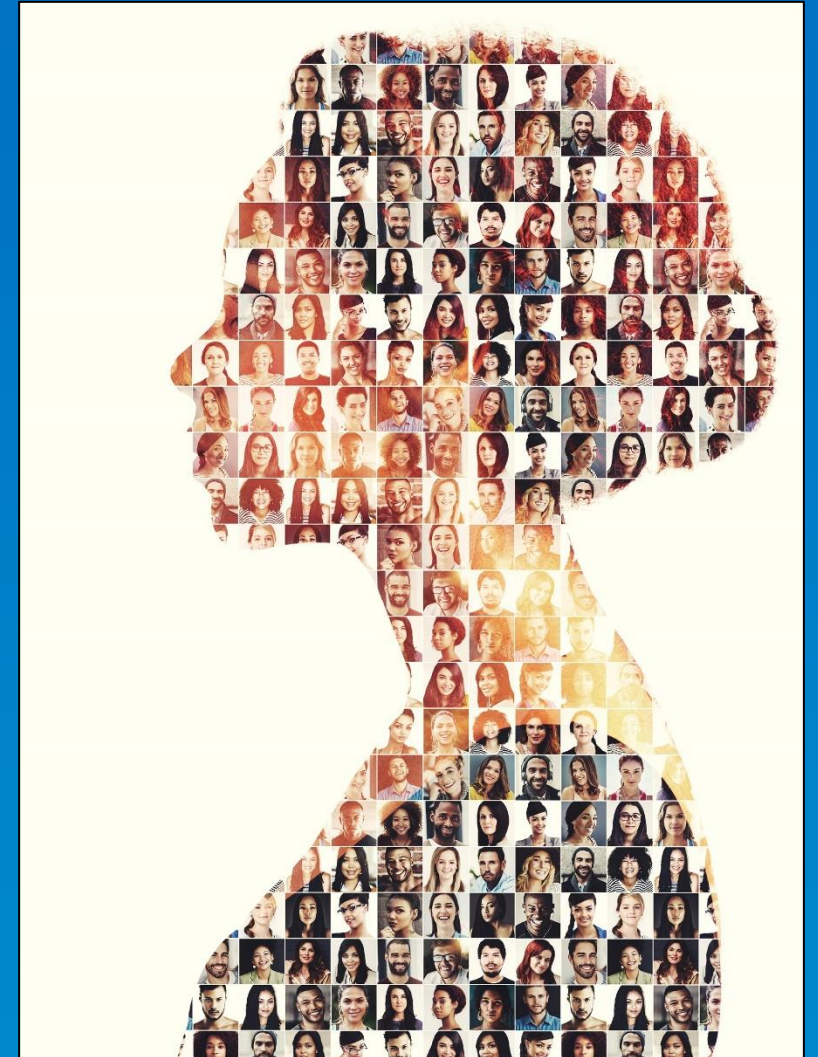
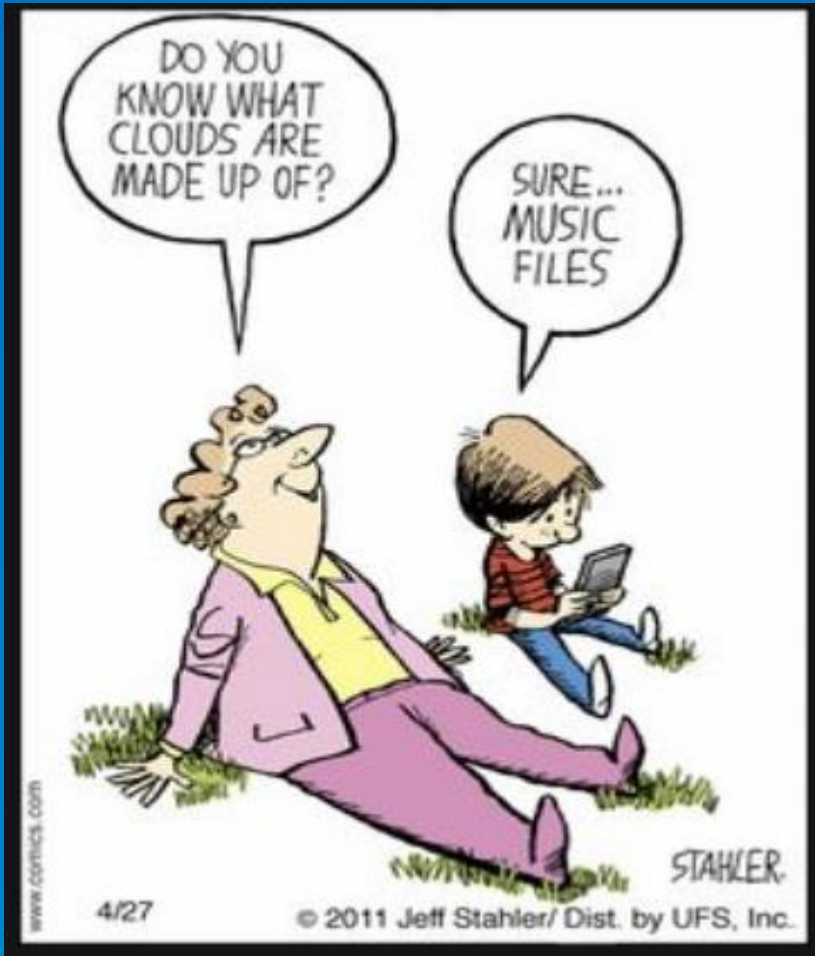


# THREE COMMON STORIES





# STORIES







# “DIFFICULT” PERSONS

Why would a reasonable,  
rational person behave that  
way?

Replace judgment with empathy.



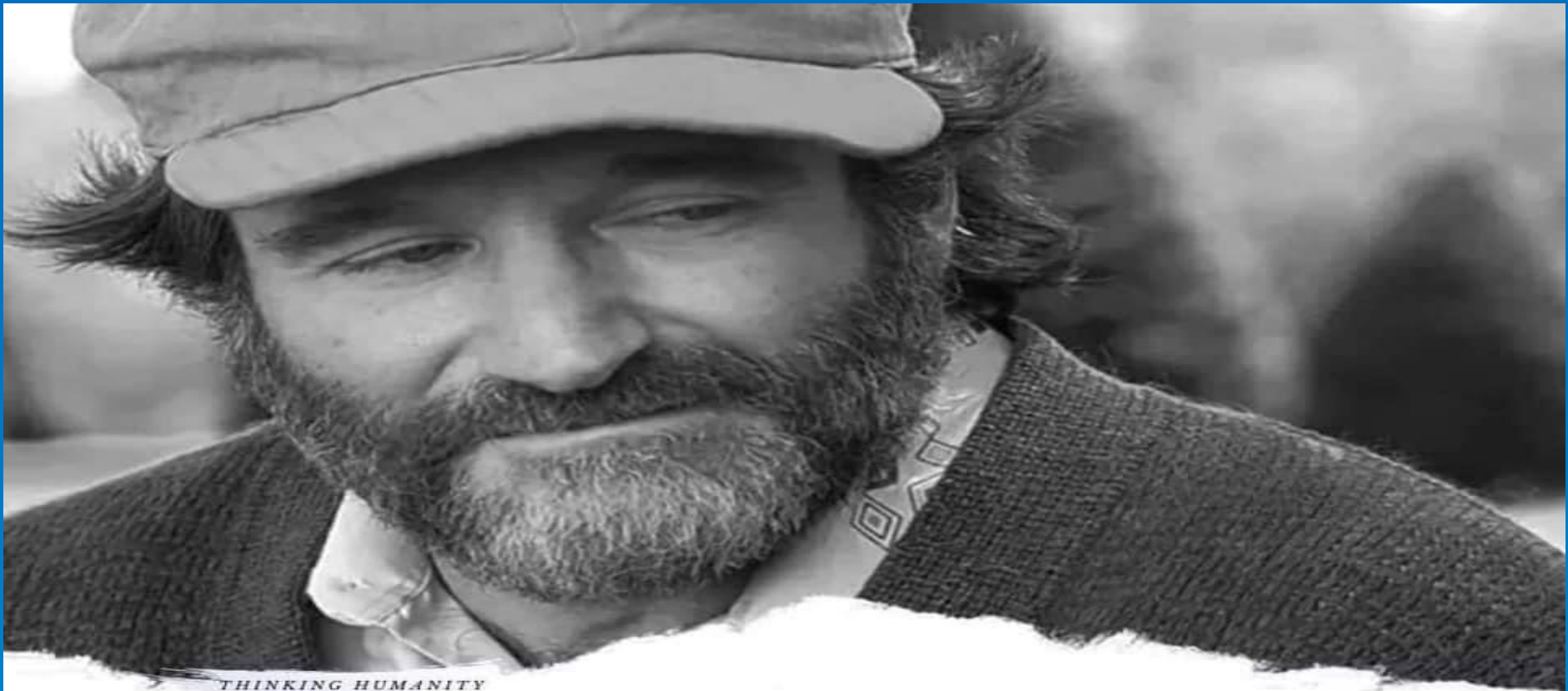


# Wisconsin Association of Treatment Court Professionals

(WATCP) is a professional organization representing the interests of treatment courts in the State of Wisconsin. WATCP's multidisciplinary membership includes judges, prosecutors, defense attorneys, court administrators, treatment providers, probation and community corrections officers, social service caseworkers, and other stakeholders in the field of treatment courts.

## OUR MISSION

The core mission of WATCP is to empower and inspire Courts and Communities to deliver transformative Justice. Our goal is to reduce substance abuse, crime and recidivism by promoting and advocating the establishment and funding of treatment courts and providing for collection and dissemination of information, technical assistance, and mutual support to association members.



THINKING HUMANITY

*“Everyone you meet is fighting a battle  
you know nothing about.  
Be kind. Always.”*

—  
ROBIN WILLIAMS



# SAFETY IS PARAMOUNT

**Mutual Purpose** – When others believe that you’re working toward a common outcome in the conversation, that you care about their goals, interests, and values. And vice versa.



**Mutual Respect** – The instant people perceive or feel disrespect in a conversation, the interaction is no longer about the original, mutual purpose, it is now about defending dignity.



**S**

hare your Facts

**T**

ell your Story

**A**

sk for others' Paths

**T**

alk Tentatively

**E**

ncourage Testing

# CLEAR IS KIND, UNCLEAR IS UNKIND

**S**

Sharon, I noticed that...

**T**

I'm starting to think that...

**A**

Can you help me understand?





# DURING



**LEARN TO LOOK**

**LOCATION**

**LISTEN**

**LANGUAGE**







# TOOLS

Apologize – when appropriate

Contrasting – to address misunderstandings

Mutual Purpose

Motive/Reason





# EXPLORE OTHERS' PATHS



**A**

Ask

**M**

Mirror

**P**

Paraphrase

**P**

Prime





# AFTER

## MOVE TO ACTION:

- WHO DOES WHAT BY WHEN?
- WHAT DOES FOLLOW UP LOOK LIKE?

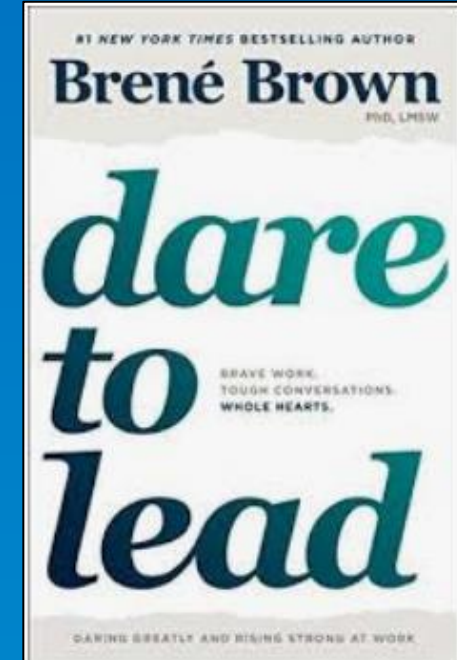
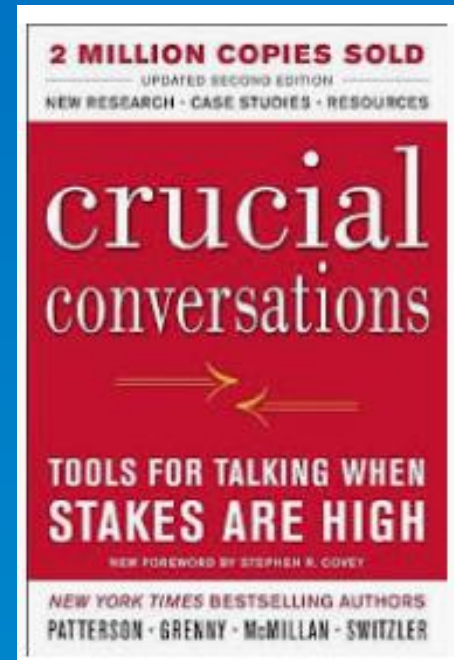
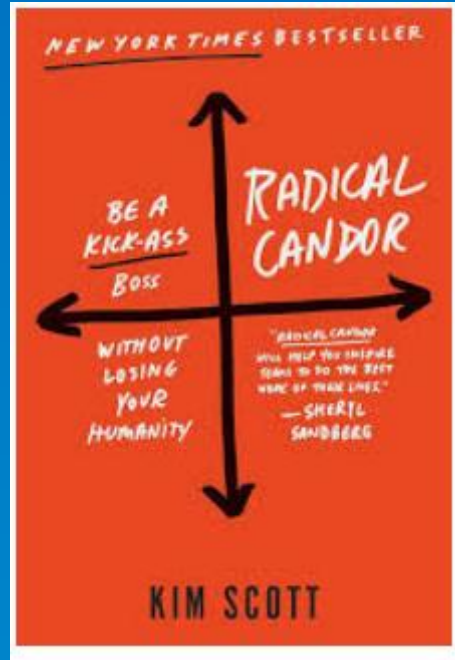




# ACTION ITEMS

1) LONG TERM: Create A Culture of Accountability & Encouragement

2) LEARN:



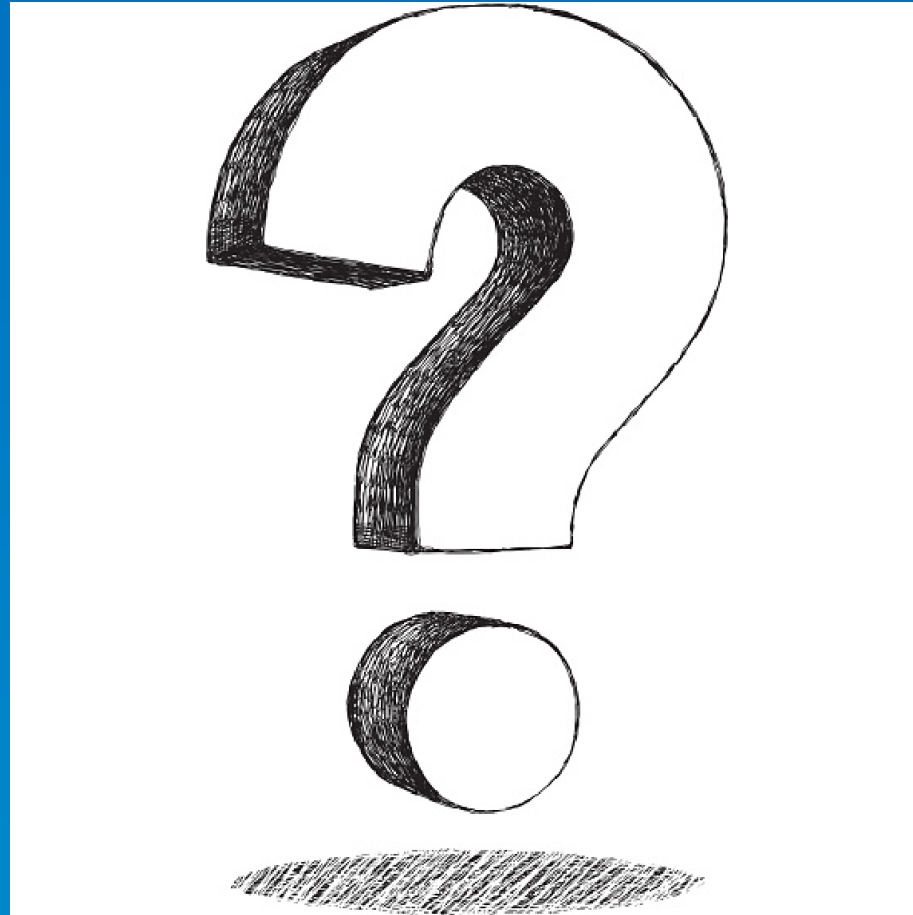
3) SHORT TERM: Do your Pre-Work and Prepare (practice, role play, improv) for your CC!







# QUESTIONS?





# OFFICE OF THE OHIO PUBLIC DEFENDER

Elizabeth Miller  
614.728.8865

Elizabeth.miller@opd.  
ohio.gov

