

# LEADERSHIP MASTERY COACHING



## Having Tough Conversations

So today, here's what we're going to talk about. We're going to talk about having tough conversations and I know that a lot of these calls that we've run, have been about having quality one-on-one coaching conversations and you know, my hope is that you can really appreciate, I mean you guys appreciate better than anybody that hey being a great manager is about having different tools that you can use in different situations.

And I was sharing with one of my business partners about some of the calls that I'm running this week for different clients and he said to me, he said "you know, can't you just run one call on how to be a great coach?" Or you know, "why is it that they're going to need more than one tool or more than one call?"

And the reason why is because for as many people as you lead, you're going to have that many different types of challenges to deal with. And I know you guys know that, so I know I'm giving you another tool today, but I want you to just look at it as, hey, this is another tool to pull out when I need it.

This is another tool to just add to everything else that we've talked about when it comes to having quality conversations. And so just view it that way and use it when appropriate. And the specific tool we're going to talk about, I mentioned is having tough conversations.

And what I'm actually going to be breaking down in a little bit is a 60 second statement. I know we're taking an entire call to talk about a 60 second statement that you can make in order to bring up an issue with somebody.

And I wanted to share this with all of you, because I have shared this formula that I'm going to give to you with many of my private clients and they've come back and said "Jon, this was so helpful, this absolutely healed several damaged relationships."

And you know, I know right now you guys are going through a crazy period of time going into the summer and it's good to get these tools now, because in the middle of the summer you're not going to have your head on straight enough to think through this stuff or to learn it.

But before we get to the tough conversations, I actually want to go on a different direction for a minute here, and I want to talk about going into the summer the right way.

I'm going to take a few minutes to talk about this because this week I have had so many conversations with so many Vector managers and I just really want to talk about what I know is on your mind.

And I know that for many of you, this time right now can be stressful for a lot of reasons. First of all if you're a district manager, you're a newer district manager, you know, there's a good chance that you might be in a financial place right now that's tougher than you've ever been in.

Especially if this is only your first or second year and you know, you might have development going out for the first time this summer and you might be stressed right now. You know, whether or not you're a first year DM or you've been around for a while, I know that all of you, right now, you just came back from a vacation, so you're Costa Rica mode, so I'm going to try and keep the call light today, I know that.

But at the same time, you guys are heading into the summer, the next six weeks are so important. So I just want to share some insights of what I've observed, that I think will help you to go into the summer the right way. I had a call with a district manager yesterday and you know, he brought up to me what is like the nightmare situation.

You're like "Jon, you know, I just had two of my four assistant managers quit on me," I mean that's a nightmare right? And it was such a tough situation for him to deal with and so I know that all of you have these challenges you're trying to eliminate or hold off right now until summer gets here.

You know, you got changes that you're going through, you're trying to develop staff and at the same time you're just trying to get your team bought in. You're trying to keep people around and you're trying to get people ready.

You've got activity changes that you guys are dealing with. Over the next six weeks, you're going to be stepping up your level of activity and you're level of effort in a way that you haven't been doing, maybe for some of you, whether it's three months or even eight months.

So you've got to get ready for all these. The question to ask here is "so how do I get my team running into the summer, not walking into the summer?" Because this call today is timed that you got to be thinking about that.

How do I make sure we're running and not walking into the summer? And I shared with a manager this morning on a call, that a really good analogy for me is when I run a race, now all of you know I run these crazy races, but to run a race you have to train for the race.

And I was sharing with a manager this morning, I said look, if you look at anybody who's really a professional at what they do, they train harder than they believe the actual performance will be. I mean you look at a professional football player, you know, they train in the off season for months and then during the week they practice.

They put in 10, 20, 30, 40 times the hours, effort and energy in training, before the actual game time. Now I know you guys have been training and getting ready and getting prepared, but these next six weeks are when it really matters.

This is when it's really time for you to get intense. So I'm going to give you two questions to ask yourselves, just to get you focused for the next six weeks. Then we're going to get to that topic of tough conversation.

I hope you don't mind that I went on this, what I would consider to be a relevant tangent today. And here's the two questions I'd consider all of you to ask, because if you want to run into the summer, first question to ask is "is my intensity at the level of summer level intensity right now?"

I met, over the phone, with a division yesterday and that was something that I challenged everybody too and I asked them, I said "hey, on a scale of one to ten, if you were to compare your intensity now to what it needs to be in the summer," now of course they all just got back from Costa Rica so they were all at like a two or a three mentally and maybe even physically, I don't know, depends on how you vacation. But the point is, your summer needs to start now and for some of you, maybe it started a month ago, but it needs to start now.

So I just want to encourage all of you when you get off the call today, make sure that your intensity is at the level of the summer right now, because it's going to take your team time to build up their intensity. So they need to see your intensity for a little bit of time.

It can't be the type of thing where you expect that you're going to push a button and everyone else is going to push the same button right after you do on May 1 or whenever your summer starts. So make sure that your intensity is at the summer level intensity right now.

Here's the second question I want you to ask yourself. And this is a really big one here. "What are the stories that you're telling your team right now?" What are the stories that you are telling your team? Now if you saw in my blog, I actually put up a video about the magic of storytelling in business.

So let me just a second and talk about "what does this mean by telling stories?" Because this actually has a lot to do with having great conversations or leading your team in any setting, you know, any time you talk about the future, you're telling a story.

When you paint a picture, you're telling a story. When you recognize somebody else, hopefully, it's also attached to a great story of what somebody did that lead to that recognition. So all of you fully understand that a lot of what you do as managers is it could all be boiled down to storytelling.

What are the stories that you tell? And let me take a minute and tell you why stories are so important. Because what happens is when we tell a story, there's three things that happen, number one is you're audience because a passive participant. So when

you get off the phone today and you start talking to your team about this summer, because there's two different types of stories about the future.

You have the distant future and the near future and I would encourage all of you to ask yourselves, "okay, could my team turn around and explain the story of what our summer is going to look like?" Make sure that you are getting clear on that and you're telling that story every day right now.

What is the distant future going to look like? Meaning the summer and even beyond, because when you tell that story, the three things that happen, first of all people become a participant in that story when they hear you talk about it, they can't help it.

The second thing that happens is that happens is they actually go on a subliminal journey with you. Meaning for the next six weeks, as you paint the picture of what your summer is going to look like, the people who are listening to you will actually go on the journey that you paint.

So all I'm putting out there is paint a really good one. The third thing that happens when we tell stories is our audience gets connected to the emotions of the story. So the last thing I want to say about telling stories is for the next six weeks starting today, if you want to make sure that you go running into the summer, and whether you got three people on your staff or 30 people, make sure that you're telling quality stories about what's going to happen. And remember I told you there's two types of stories in the future? You've got the distant future and the near future. You know, every time you run a meeting, you ought to be telling all these types of stories.

You're painting a picture of what the summer's going to look like with detail. And I'm not just talking about CPO either by the way. I'm talking about the excitement, I'm talking about the energy, I'm talking about the passion, I'm talking about lives being changed, I'm talking about telling the story about how much bigger the team's going to be and what that's going to be like and all of the stuff that comes with that, the fun.

But there's also the story of the immediate future. And this is the last story I want to share with you today that you should be telling is make sure you tie your team right now into why the next six weeks is so important for them.

But see these next six tell them the story about how hey if you're on the team right now this is the right place at the right time, because you guys are on the team right now, you have an opportunity to be the leaders when everybody else shows up this summer.

You're going to be the people that others look up too. Now I know I'm speaking to a really high level region here. I know you guys are good at this stuff. Many of you are, I can see who's on the call right now. But what I'm going to encourage you to do is make sure that you and all of your leader's are on the same page sharing the same stories with your team, because why did I want to take all this time to talk about what stories you tell and being intense?

Because I really believe and as I try and answer the question in my opinion, to my clients over the past couple weeks of what's going to shape your summer? It's the stories you're telling right now. It's the intensity that you have right now. And make sure that of course you remind people that hey the way that you're going to be the leader when all these other people show up, is based on how you sell and of course how you help us advertise for the next six weeks.

Dan (Consettie) was always really good at telling the story ahead of time about how to deal with finals, because you have all these reps who make up stories in their head about how finals are this big overwhelming thing, but we all know the truth, they just spend more time thinking about studying than they do studying.

So Dan used to always tell the story a month ahead of time, hey, I know you guys have finals coming up and I know what you're all going to do, you're going to stress out about it, but you're still going to cram right at the end, so you might as well be making money while you're stressing about.

Tell the right story and if you tell stories ahead of time, people will follow the story you tell. I just wanted to make that point; I hope you guys don't mind that I took a few minutes to talk about going into the summer the right way.

I just feel that it is so relevant that it was worth bringing up today and I hope there was at least one idea that was a good reminder for you in there. So I'm going to shift gears now, let's go back to having tough conversations.

And there's two pieces I'm going to give you today. One of them is a formula, but before I give you the formula I want you to write down this phrase and the phrase is "I will obey my instincts." I will obey my instincts and this is such an important reminder, I believe, as a leader and as a manager, to obey our instincts.

You know, this morning an hour before this call, I wasn't going to share with any of you guys, anything that I have just said for the first 20 minutes, but there's a part of me, an hour ago that said wait a minute, you know, what's really relevant for this group right now?

I'm going to throw out some of what I was going to do, to talk about what I think hopefully, you guys can tell me in a few minutes if it was worth your time, but I thought let me just share what I think is important, because I was trying to obey my instincts.

And you know, we all have instincts about the people who work for us, we all have instincts about challenges that people are having and that hey I probably need to step in here and I need to help them, but see one of the problems that we all create on our own, is when we don't follow our instincts.

A great quote that I once heard somebody say is "the radar works, it's just the operator that's in question." And so the rest of today's call is really about, number one I want you to follow your instincts and if feel like there's somebody in your office or on

your team where there's a relationship that deserves an important conversation, there's an issue going on, there's something that needs to be said that's being unsaid.

Let me put it this way, most businesses and marriages fail because what needs to be said is not said when it needs to be said. And I don't know if it has to be more complicated than that. Most business and marriages and relationships fail, because people don't say what they need to say, when they need to say it.

Think about that for a minute, think about people who have left your business, it probably happened because at some point there could have been a conversation that maybe you could've had that could've turned them around, maybe not, it's not 100% of the time, it's not about perfection, it's just about progress, but think about that.

If you learn to say what needs to be said, when it needs to be said, you can eliminate so many more problems and as you guys grow your teams this summer and as you're developing your staff, one of the most important tools you need is the ability to have a tough conversation and not have it take an hour and become dramatic and get intense and have everybody pissed off and become counterproductive.

So all I'm going to ask is that you obey your instincts and be willing to say what needs to be said, when it needs to be said, it's going to serve you this summer. Might serve you sooner than that. So let me give you the formula, this formula I've been talking about.

By the way if any of you are curious where I learned this formula, I learned it from a mentor of mine by the name of Susan Scott and she wrote a book called *Fierce Conversations*, she also wrote a book called *Fierce Leadership*. In fact for those of you who have subscribed to my blog, you'll get an e-mail in a couple weeks, I believe I'm going to be interviewing her to bring her expertise on coaching conversations directly to you.

But I originally got this or my version of this from her book *Fierce Conversations*. So I'm going to give you a formula here, *Seven Steps to Having a Tough Conversation*, or another way of looking at it is *How to Introduce a Tough Conversation*.

How to bring up an issue with somebody without it blowing up in actually a way that it will strengthen the relationship. Ready, so here we go. Step number one is to Name the Issue, it's to just name the issue.

And I'm going to tell you one of the big mistakes that I see we all make as coaches and managers is when we have an issue that we want to bring up, because we care about somebody, we think that we are going to serve the conversation by sugar coating the issue or padding the issue, or using the famous cookie method, like you know, you got someone stealing money from you, but we still feel like we got to compliment them before we tell them they're ripping us off, no.

The cookie method might be great sometimes and you know I'm talking about pay a compliment before you offer a constructive criticism, then give them another

compliment. Hey, that might be a good way of learning the first day on the job as a manager, but look, when you're the person at the top and you're leading a lot of people this summer and you need to be able to have tough conversations quickly, you can't sugar coat.

You got to be able to get to the heart of things and people will actually respect you and appreciate you and they'll reciprocate that directness and openness if you show it to them. So don't sugar coat. Last thing I'm going to say about naming the issue is of all the six or seven steps I'm going to give you right now, this is the one that you really ought to make sure you think through ahead of time, that you're naming the right issue.

So make sure you ask yourself, "okay, someone's underperforming, well do I want to just say hey the issue is your underperforming, or should I actually bring up the behavior that I can clearly see is leading to them underperforming?"

Or is it the attitude that's leading to the poor behavior? The point is, just check in to make sure you get clear on what is the real issue. Here's the second step, you Name the Issue, number one, number two is you Share a Specific Example.

Share a specific example, so somebody is showing up late to the office, I'm going to use that example for a little bit here. Okay so you say "hey Bob, I got to talk to you about something. What I want to talk about is you're showing up late to the office."

Oh by the way you might name the issue that way or you might also name the issue as "I want to talk about how other people might be viewing you right now." I mean you can actually shift how somebody will feel about the issue, depending on how you frame it.

So again, put thought into that. And the specific example might be "hey Bob, I just want to talk about being late to the office, specifically I believe you were late an hour yesterday." So just get clear on the example and here's what's important when you share the example is to keep it short.

You see you may have heard me say this a little while ago, this seven step formula I'm giving you right now is meant to be executed in 60 seconds, because let's take one step back, one of the big mistakes that we need to avoid when we're trying have a tough conversation or bring up an issue or solve a problem quickly with somebody, is we dwell on the problem.

Have any of you had that happen where someone's telling something that you messed up and in the process of sharing the example they take 10 minutes to tell you what you did wrong and you feel like you're being put on trial and you're getting your butt kicked.

No make it quick. See what's really powerful is when we can share with somebody how or why something is going wrong, but we can do it in a short period of time. It shows them that we aren't dwelling on it and that we don't think it's the end of the world,

but if you take 20 minutes to tell them how bad it is if they're late, they're going to think oh my God, I'm screwing myself over, when it's not that big deal.

Here's step number three, so number one is Name the Issue, number two is Share a Specific Example, number three, this is an interesting one, Describe Your Emotions. Share Your Emotions with the person that you're talking with.

Why is it important for you to share your emotions when you're trying to have a tough conversation with someone, here's why, because the reality is as human beings there's no such thing as being objective. As human beings we all are emotional all the time and the better we are at sharing with somebody how we feel about something, the more they are going to reciprocate being open with us.

Some of you may remember this, like the very first call we ran, there was a tool that I shared with you and it's called the Subliminal Invitation. If you want somebody to be open with you or to be a certain way, one of the easiest ways to really create a space for that to happen is for you to be open with them by showing them that you're going to share how you feel.

And when you're having a tough conversation with someone and you number one name the issue, number two share the example, and number three you describe your emotions, it will also drop their defenses at this point, because I don't know about all of you, but if someone comes to me and says "hey, here's an issue I want to talk about, here's an example" I'm already getting defensive.

So by immediately saying "hey I just want you to know how I feel about this," it shows vulnerability, it shows humanity, it shows just being a person for a minute and that is going to make it easier to connect with somebody.

And just make it short and sweet, "hey, I'm just a little bit concerned" or "I'm a little bit worried" or "I'm kind of sad" or whatever it is, however you feel about the problem. Here's step number four. Clarify what is, there's a key phrase here, you want to use these exact two words, clarify what is at stake.

So I said "hey Johnny, you were late this morning, what I want to talk about is your leadership at the office and the specific example is you were late and I just want you to know that the way I feel about this is I'm a little bit worried."

"I'm a little scared about what this might mean and you know what I want to do Johnny, is I just want to make sure we're clear about what's at stake here." By the way, those two words, what's at stake are really great words, they have a lot of emotional impact and when you say what's at stake, that's another way of saying, you know, you're basically telling somebody why it's important that you actually tackle this problem.

I want all of you to think for a minute about people that you lead where you've had problems or issues and they just don't get addressed or maybe you try and address it,

one of the reasons why people don't change is we've talked about in the past on two different calls is if they don't understand why they should change.

So I know I'm giving you a different formula and a different set of tools today, but you notice some of the principals still apply and so when you say "hey I want to talk about what's at stake" there's different layers that you can talk about that.

You can say "hey well here's what's at stake for you Dave, what's at stake for you is if you keep showing up late, I don't know how other people on the team are going to view you. They may not respect you; you may not be able to influence them."

You notice how I turned it back into something that Dave wants or I might say "hey here's what's at stake Dave for our relationship." See make it about the relationship between you and the person you're talking with.

This is something I learned recently from Roxanne Emmerich, if you listen to the interview that I did with her on Street Smart Influence and I sent you guys an e-mail so I send you this stuff, if you don't get my e-mails just look in your Spam folder or something.

But she talked about how in a coaching conversation, sometimes you have to point out to somebody that them not doing something causes a lack of trust and when you share with somebody that hey, the problem Dave is you didn't show up, but what's at stake here is that now I feel like I may not be able to trust you.

And without trust, there is no basis for a relationship. And then as Roxanne talks about from there, the next thing you say is "so I need to know that from this point forward, you're going to stay committed so that we have some trust here."

I mean talk about a way of immediately getting to the heart of what's really going on. I mean that's the real problem isn't it? Remember we talked about earlier on this call that one of the biggest reasons why relationships fail is because we don't learn to say what needs to be said and when it needs to be said.

And sometimes when we're trying to handle an issue with somebody, we get stuck on the surface level and we don't get to the heart of "hey, because of this issue right now this is going to damage our relationship."

And that means a lot and you don't even have to dwell, you don't have to go on and on and on about that, just those words themselves are so much more emotionally impactful then if we just said "hey being late's a bad thing."

Well of course it is, but what's the real problem? When you talk about what's at stake, you can say "hey here's what's at stake for you, here's what's at stake for our relationship, here's what's at stake for the team or how they're being affected."

So you can choose how you want to phrase that. Quick review, step number one Name the Issue. "Dave, you've been late." Share specific example, "Yesterday at our

staff meeting you came in 10 minutes late.” Describe emotions, “Dave, it just concerns me a little bit, I’m a little bit worried.” Clarify what’s at stake. “Dave, what’s at stake is I’m worried that you’re going to lose influence over everybody else, they may not respect you.”

“What’s at stake is, it’s going to harm the rest of our team, because we need everybody to pull their weight. If one person doesn’t pull their weight, we’re only as strong as our weakest link Dave.” What a great line to use by the way.

So I’ve just said what’s at stake. Now here’s the fifth step and this can be the hardest one, especially if you’ve got an ego, and we all do. So this is the hardest one for all of us. The hardest step when we’re bringing up an issue with somebody is this one, number five is To Identify How We Contributed to the Problem.

You’re like Oh I got to swallow my pride there. So let me give you some examples. And this is one of those ones you have to think through it ahead of time, you’ve got to make sure you’re ready to identify how you created this problem, how you contributed to it.

Before I give you an example actually, let’s talk about why this step is so important, you already know, just hearing it, but it’s important because it lowers the defenses of the people that we’re talking with. Whenever we say “here’s how I contributed to this problem.”

And when we lower their defenses, we’re more likely to create a real connection. Some of you DMs are like wait a minute Jon; you taught this to my DVM, they use this stuff on me. Sorry. So what’s an example of identifying how you contributed to the problem that you’re talking about with the person you’re dealing?

Well you could say something like “look, I just didn’t set the right expectations.” Because one of the things that Susan Scott teaches is that most of the problems that we have with people we lead are for one of two problems or one of two reasons.

Number one we either didn’t set the right expectation or number two we didn’t show up to hold them accountable. So take one of those two as you owning up, I just gave you what to say, you just say to someone, look I either didn’t set the right expectation or I didn’t show up to hold you accountable, this is my fault.

I’ve got to tell you that I really contributed to this problem Dave of you showing up late. I didn’t really make it clear and I didn’t hold you accountable the last time you were late, so I just want you to know, I feel a responsibility here.

So identify how you contributed to the problem. Step number six is to Share Your Desire to Resolve the Problem. Share your desire to resolve the problem or resolve the issue and I want to encourage you, as I learned from Susan, is to actually use the word resolve.

Because that word has a very powerful intention behind it, you know, you're letting them know "I'm here to solve this; I'm not here to just confront you." I think that's a mistake that we sometimes make when we want to have a tough conversation with someone, or want to fix a problem quickly or we want to bring up an issue, is it ends up just coming across like I'm here to confront you.

But it sometimes doesn't come across as though we actually want to resolve it. So that's why in this opening 60 second statement, you got to make sure they hear that "I really want to resolve this." So tell them "it would really mean a lot for me to resolve this right now."

"I really want us to come to a resolution or a solution here, it's really important to me." All right, here's the seventh and final step, so simple, is you Invite the Other Person to Respond. That's it; you invite the other person to respond.

And I know you guys just came back from Costa Rica so I'm keeping this call this week a little bit shorter than normal, so when I open it up in just a couple minutes here, I would love to encourage you guys to be prepared and maybe use this as an excuse to get your brains working after a vacation, to bring up any thoughts you have, questions, insights, your own experiences, on anything that we talked about here related to these seven steps, having tough conversations.

I'm going to tell you I do have two more pages of notes on this same topic, but I just want to be careful about how much I give you today, because I know you guys all just got back and you're stressed about the summer, but just be ready in a minute here if you have any questions about this topic or any thoughts on anything I mentioned on the beginning of the call about running into the summer, telling the right stories right now or being intense.

So that was called a cue, so the seventh step of this formula is Invite the Other Person to Respond. How do you do that? Here's a great phrase to use. Say "Dave, I've just shared with you how I feel, or what I'm sensing so, I just want to know your perspective, would you please share with me your perspective on the situation." And that's it, you invite them to respond. So in a quick summary here, let me remind you again, that this formula I just gave you is meant to be a 60 second formula, this isn't meant to be a 60 minute conversation, I mean to be a great manager or a great leader, I believe it means you can have very powerful conversations in a very short period of time.

And what I tried to do is give you a very precise formula that I learned from someone else, that I've used for several years now, that's really worked, that's going to help you to get to the core of an issue a lot faster and to do it in a way where people feel good about, that was the goal.

So what I'm going to do is I'm going to one time run through how this would sound and if you're watching me on the video, those of you who are watching on the website,

you notice I'm not using a script, I'm just doing this from heart, I don't have this written out, what I'm about to share with you.

So I want you to see that if you use these steps, because I'm just going to look at the steps and make it up as I go, you can get through this conversation in about 60 seconds. So here we go. "Dave what I want to talk about is your example as a leader and specifically you were late to our staff meeting yesterday. And you know what I want you to know, Dave, I just want to be open with you and tell you how I feel that I'm a little concerned. And the reason I'm concerned is because what's at stake here, at least I feel, is that by you being late, I feel like you might lose influence over the rest of the team."

"And I know you want to be a leader and God, I'm here to help you to do that and so I just got to tell you I think that's what's at stake and on top of that, if you're not pulling your weight, everyone else is going to see your example and we're only as strong as our weakest link on any given day."

"So there's a lot at stake here and Dave, I also want you to know that, I feel I actually contributed to this problem, because number one I don't think I really set the right expectations of what it means to be a world class leader, not just an assistant manager."

"And Dave, I also failed to really show up and hold you accountable, you know, the last time you didn't show up on time, so I just want you to know I take full responsibility, I really see this as something as I created and contributed to. So we're partners here."

"Okay, is that fair? So last thing I want to tell you Dave is I just really want to resolve the problem here, I really want to create a situation where you feel good and I feel good, so tell me how you feel about that? I know you probably have an opinion or perspective on what I'm talking about here, what are your thoughts?"

So I'm not watching the clock, I don't know if you are, but I think I did that in about 60 seconds, maybe a little longer, maybe a little less. But the point is by using each of those steps it allows me to bring something and most of you could do it much more smoothly than I just did.

You could do it, maybe not after your Costa Rica trip, but maybe in a couple days. So just wanted to give you that quick review, hopefully that's helpful and here's what I'm going to do. I'm going to open it up for any questions, thoughts or comments and as always, I want to encourage all of you to listen in right now, as coaches, not just as students.

If somebody brings something up and you have an insight that will help them, jump in, share this is your opportunity. If you have any questions, comments or thoughts about applying this stuff for yourselves, please bring it up and look I know you guys are still hung over from your trip, maybe just mentally, maybe not physically, so use these next few minutes as a chance to actually get your brains working.

Put some good questions out there, put some good thoughts out there and again, I'm just telling you I've got two more pages of notes if you're watching on the video, you're looking at my notes of other things I could've covered today, but I just felt like turning my radar on, this would be the right amount of content, I don't know, tell me if I'm wrong, but I just wanted to be careful about not dumping too much on you after a trip and I know a lot of you are stressed about going into the summer.

Tell me what you think, so here's what I'm doing, I just opened up the line if you have a question, comment, thought that you'd like to chime in and remember the best information that I usually give for whatever reason usually comes at this point of the call, so hang in there, take some notes, maybe something great will happen.

So if you have a question or a thought or a comment, press star 7, I forgot to tell you that. Press star 7 if you have question, comment, thought, idea that you want to chime in with. Star 7. I can't quite see or tell if anybody attempted to chime in yet so if you did press star 7 you'll just have to tell me.

Any thoughts, questions, comments on the topic of having Tough Conversations, heck if you want you can just tell me how your trip was. Press star 7, just star 7, not anything else. I hear a couple people that opened up the line; did anybody want to go first?

Michael Bromowitz: Yeah I'll go ahead Jon, its Michael Bromowitz.

Jon Berghoff: Hey Mike, how are you doing, thanks for chiming in go ahead.

Michael Bromowitz: I'm glad to. My question would be and is this formula for the 60 second and I have listened to this and this here's conversation, would this be necessary to or would it be a separate conversation to give new standards to your organizations, so say like not necessarily that they're doing something that is not according to what is wrong or was a problem, but that you're trying to re-develop new standards and to be more specific, because I was talking to some of the Western Region, I heard a couple of new standards that they're doing out there and I like some of them.

And I want to implement them and if you make a group announcement of a new standard that's taking place, but they're not going with it, would this be a similar conversation that you can use with that topic. Am I clear on that or do you need me to clarify?

Jon Berghoff: No, you are 100%, if anyone else wants to share feedback on Mike's question, please press star 7, Mike, at first I was going to say no I wouldn't use this conversation, but then when you pointed out that okay what if I bring up new standards and people don't start to follow them. In that case, this outline that I just gave you is specifically designed to be really impactful, really to address a behavioral issue or an attitudinal issue.

So it is really meant more for “hey, there’s something wrong.” So I guess my answer to your question Mike would be if you’re bringing up standards for the first time, I don’t think what I just shared today would be most appropriate, that’s just my opinion.

Now you could use certain adaptations of this, you know, for example if you’ve tried to bring up a standard in the past and no one’s followed it, you might just take ownership over what’s at stake and how you didn’t hold people accountable to it and why it’s important to deal with it, but in general, this today is better for a behavioral issue, if you did bring up new standards and you brought them to the team and said “hey guys, here’s some things that I recognize, we need to change” and let me point out to you that you may remember on the last call Mike, I talked about there’s always two ways to announce something.

One is before you’ve actually proven it and the second is after you or someone else has proven it, make sure if you’re bringing up new standards, you can either point out with really good evidence that there’s a reason why, for your audience, there’s something in it for them, for you guys to have these new standards or you’ve actually proven, by executing these new standards.

But then again if someone doesn’t follow it, really explicitly, then you can use this a week or two weeks later if they’re just not listening. Does that help at all?

Michael Bromowitz: Yes, that was what I was looking for thank you.

Jon Berghoff: That’s cool. Anyone else have any thoughts either on Mike’s question or any other questions or thoughts in general on anything we talked about today. You can press Star 7.

Trey: Hey Jon, I’ll go ahead and dive in, this is Trey. Can you hear me?

Jon Berghoff: I can hear you Trey, go right ahead.

Trey: Perfect, when you put down right here it says “I’m saying where it says identify the actual (inaudible).” Just talking about the problem in general, let’s say a rep if they just have some freak accident happen with their car, they’ve never been late in a situation, but you really don’t want them to miss because you can tell the circumstances that are building up will cause them to actually quit or be out of the business.

Can you follow where my questions going?

Jon Berghoff: I’m not sure if I can.

Trey: Okay, let me see if I can clarify it...

Jon Berghoff: By the way, that’s not your fault; I had to get up real early today. Tell me again.

Trey: So I'm bringing up the issue, I'm saying in the beginning, the real issue like I remember, the first call we had Above the Surface and Below the Surface and this past Wednesday I had a representative and the representative really just did not want to open up to what the actual problem was.

They were about to miss the team meeting, but it was a series of events that had been happening that I knew that if they missed this actual meeting, that they're probably going to end being toast. Do you get what I'm saying?

Jon Berghoff: I think I do.

Trey: Okay so I couldn't put my finger on what the issue was, so I just had to go with what they were giving me and that was pretty much like right at the surface. I guess I called it like Ground Zero. I couldn't get below the surface and I guess I'm trying to figure it out and I wanted to address the issue, because the issue was the attitudinal change, so it was definitely fits in this category, but the conversation, I couldn't get that conversation going.

Is there a way that you can identify the issue, I mean without those – all those extra questions, because I felt like it was going to be dragged on really, really long?

Jon Berghoff: I understand, you know, I'm glad you put it that way too, because I know the first call we ran was about using questions to coach somebody, but, it's a good point that you just made, Trey that sometimes you have conversations that need to be had where you can't afford the luxury of asking a bunch of questions, that's why I wanted to give you different tools today.

Here's a couple thoughts that I think will really help you and hopefully everyone else will appreciate. A lot of behavioral problems are really actually attitudinal problems anyways. And one of the things that I have found in my coaching practice for me that's very important, is to make sure that I don't ever try and present either my opinion or my observation of somebody's issue as a fact or as the truth.

Because as soon as we present something as a fact or as the truth, like hey you have a problem, then what happens is people immediately are going to get really defensive, so in this case where you've got someone, what I'm gathering Trey, tell me if I'm wrong or if this is right.

You have someone who from where you are, you can see there's a series of things that are starting to go wrong, but these things have not been brought to the surface by them or you, is that correct?

Trey: Yes.

Jon Berghoff: Okay, so great. When you bring up the problem with someone like that, because you can it's urgent, you've got to get to the heart of it, what you might share is you might say, instead of saying "I can see really clearly there's an issue right now."

You might bring it up as “I can sense there’s something going on” and sometimes when you bring up a problem, you want to use that phrase or that word or “I sense there’s something going on that might be causing a problem.”

See when you say I sense there’s something going on, you’re not cornering the person by saying, “here’s what I see is happening.” So you’re not referencing your opinion or their attitude as a truth or a fact, it’s just something I sense and you can even throw in there, “hey tell me if I’m wrong, but I sense there’s something going on” and here’s an example this happened and this has to happen and this happened and when you haven’t yet gotten something to the surface Trey it’s okay to tell somebody “I could be totally wrong and I would love to be wrong so I don’t waste our time, but I just sense there’s something going on and I just feel a little concerned, because I care about you and what’s at stake here is just to be open with you, I feel like if I don’t bring it up, I feel like this isn’t going to work for you.”

Because when you start having conversations like this, you will push people away who weren’t meant to be coached and you have to accept that and if you don’t want that then don’t use these tools, but at the same time you really want a team around you that wants to be coached, they’re okay with that.

Does that help you at all the way I talked about bringing up something that’s attitudinal and not making it a truth or a fact and using the word I sensed, does that help?

Trey: Definitely does, I wish I would have heard that yesterday. Because I think I handled that conversation wrong. I kind of like gave up on the conversation, which I think was the wrong way to handle it.

Jon Berghoff: Hey I appreciate your honesty, I got a flex capacitor to sell you, you can go back in time and fix that.

Trey: Okay I’ll take it, if it has a business card on, I’ll take it.

Jon Berghoff: Trey, what an awesome question man, I really appreciate you asking that and again there’s an example of bringing something up that I chose to leave out today, because my sense was to keep the call a little lighter today, based on feedback, but if you guys have questions I’m here and we can dive into this topic more if you’d like. Everyone who is on the call at the beginning is still on the line.

Trey: Well I guess that’s obvious, but I guess in this specific day and I guess it is, in certain situations, I’m just trying to make sure I clarify this before I mute, can you still hear me Jon?

Jon Berghoff: I can yes, go ahead.

Trey: Okay, I noticed that in that situation I just asked you, you skipped over sheer specific examples.

Jon Berghoff: Actually I didn't skip that step; I just did it in like one phrase very quickly and subtly. I think what I said is "the issue is I sense there might be something wrong" and what you might say is for example, I saw this happen and this happen and this happen, I just did it very briefly.

Trey: Okay.

Jon Berghoff: Again press Star 7 if anyone else wants to chime in with any thoughts, questions, ideas or insights on the topic of having Important Conversations. You're going to have a lot of them this summer. Or if any of you had thoughts or questions about the topic of storytelling, which I wanted to throw in today, because I feel like it's important that we tell the right stories going into the summer so people know what story to create for you on your team.

Again press Star 7 if you care to chime in or share or ask a question. I'm surprised none of you video watchers have chosen to heckle me via chat box, you have that opportunity. All right well hey everybody, we can call it a call if there's no more questions, thoughts, comments, ideas. This either means I answered every question there is today on the topic of having tough conversations, or it means I have infinitely confused you, shattered your businesses and you'll all be on the street corner selling spicy hotdogs next week.

Any other questions? And again you'd have to press Star 7. All right, going once, going twice, going three times, sold. All right everybody, make it a great day everybody, make it a great month and don't forget that at the Website EasternLeadershipMastery you can get the audio link to every call that we've run.

You can download the transcript, so if you want to scan ahead to something that was talked about, it is in writing for you and you're welcome to use any of those calls with your team, preplan, whatever you want to do with them, they're there for you as a resource. All right everybody, make it – and I've just opened up the line now if you guys want to say bye or not, but make it a great month and we'll talk to all of you real soon, take care everybody.

Unidentified Speaker: Thanks Jon.

Unidentified Speaker: Thanks Jon.