# Connected Conversation and How to Manage Challenging Conversations

**Career Labs 2023**

# Your Hosts

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# Session objectives

- What is connected conversation

- How to set up for success

- Connected conversations in practice

- Difficult conversations

- How to manage difficult conversation

- Conversations in practice

# Connected conversation

Why have them?

What are they?

How to structure a connected conversation?

The benefits for using them?

Connected conversation in practice at the UNDP?

# Lindkvist and Pink



"Everything we know is wrong"

Magnus Lindkvist



"What science knows business ignores"

Dan Pink

•

"No one gets out of bed for a KPI"

Cath Bishop, Olympic Rowing Silver Medallist

# WHAT IS A CONNECTED CONVERSATION?

Helping the employee

Sculpting the job

Regular checking in

better understand

themselves

around values,

motivators and

talents

employee

centric

**Employee outcome:** career development, increased employability, and job satisfaction

**Organisational benefit**: increased productivity, loyalty, greater commitment

# Types of connected conversations



**Review**

Reflect on recent work completed, and identify any learning points and how you can both use these for the future. Remember, the learning points are about what has been successful and worked well, and areas where the review can highlight more effective ways of working.



**Preview**

What do they want to do and achieve now - and in the future? How can you help, as a manager?



**Check in**

How are things going at the moment? How can you as a manager help them achieve their current goals?

# Key Skills

Listening on a deep level

Asking open questions

Summarising and reflecting

Giving information

# Questions for your connected conversations

- What is really important to you at work?

- What would you like to do more of?

- What would you like to do less of?

- What are your short-term goals?

- What are your long-term goals?

- What are your key strengths and how do you use them currently?

- What skills do you have and what would you like to develop?

- How could you take the next step towards that?

- How could we help make that happen?

- What things are influencing your ideas about your future at the moment?

- What direction would you like to take in the future?

- Who can help/give advice?

# Benefits of connected conversations

**Organisation**

- Organisation values fit

- Identifies skills gaps

- Talent pipeline that is agile and career engaged

**Employee**

- Greater job satisfaction

- Ability to manage, track and take ownership of your career

- Clearer line of sight to organisational opportunities

**Manager**

- Increases engagement by powerful and productive career conversations

- Deeper understanding of team motivators, drives and talents

- Fuller appreciation to untapped talent and potential within employees
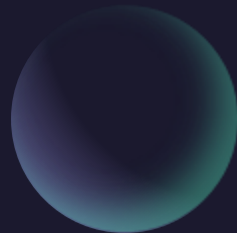
# UNDP CONNECTED CONVERSATION

Case study:

Employee member is due to leave for mission in three weeks. You are aware they are not happy with the mission. They have not mentioned their unhappiness to you but there has been a change in the individual's behavior They have been within the UNDP for 6 years and have been a valuable member if of your team for six months.

Let's discuss best practice and approach:

Review
Preview
Check in

Let's discuss focus:

Care
Develop
Stretch

# Take aways for your connected conversations

**Power of connected conversations; increasing employee engagement**

**Gives an insight into individual's values, motivators and talents**

**The ability to sculpt the job around the employee's values and talents**

**The power of feedback to inspire and engage**

# Difficult conversations

Understanding of what is considered a difficult conversation and an understanding of where the difficulty lies for you

Developed techniques for staying "in role" as a professional

Clarity of the skills needed for maintaining trust in the relationship

Learn how to listen, summarise, and reflect back

Learn how to close the conversation with positive next steps

# Activity
# Let's share...

We would like you to come off mute and share or record in the chat box the challenges you are currently facing as a leader and manager in holding difficult conversations.

# Difficult conversations

- Difficult conversations are a fact of life in any workplace, whether they involve delivering feedback, communicating a change or behaviour issue, disagreements with colleagues or responding to bad behaviour

- In addition, our current situation and economic instability will be enhancing stress levels and adding to the possibility for more frequent difficult conversations

# Emotions and Relationships
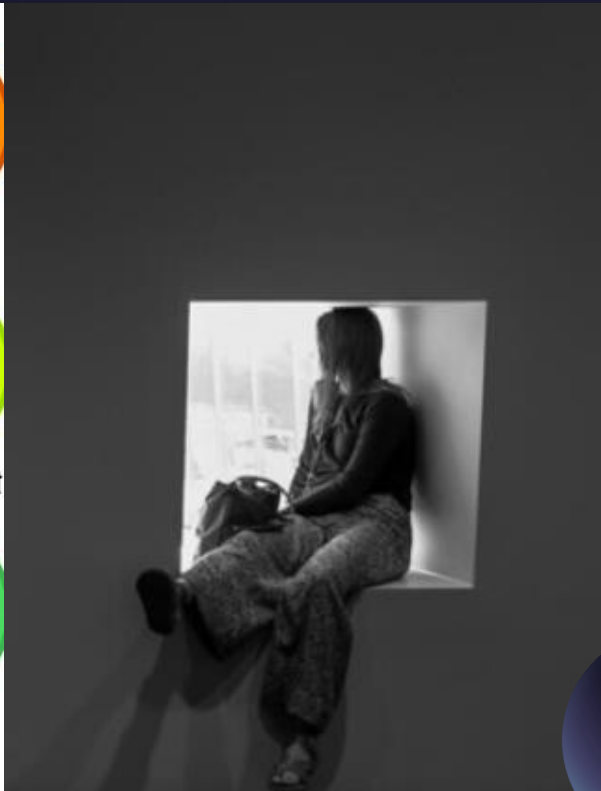


- Difficult conversations are based on emotion; they are difficult because we and or others have strong feelings about them. Fear of how the conversation will impact lead us to often avoiding saying what we know we should and therefore breaking down our future relationship.

- A conversation and our perception of it will differ a lot according to the relationships involved, further dimensions can be added by other influences that are outside of both parties' control

# What it means to be human

- We have brains that are designed to keep us safe

- More emotions about dealing with threat than reward

- When unsure about something, it will be classified as a threat

- This means that our brains have a negativity bias
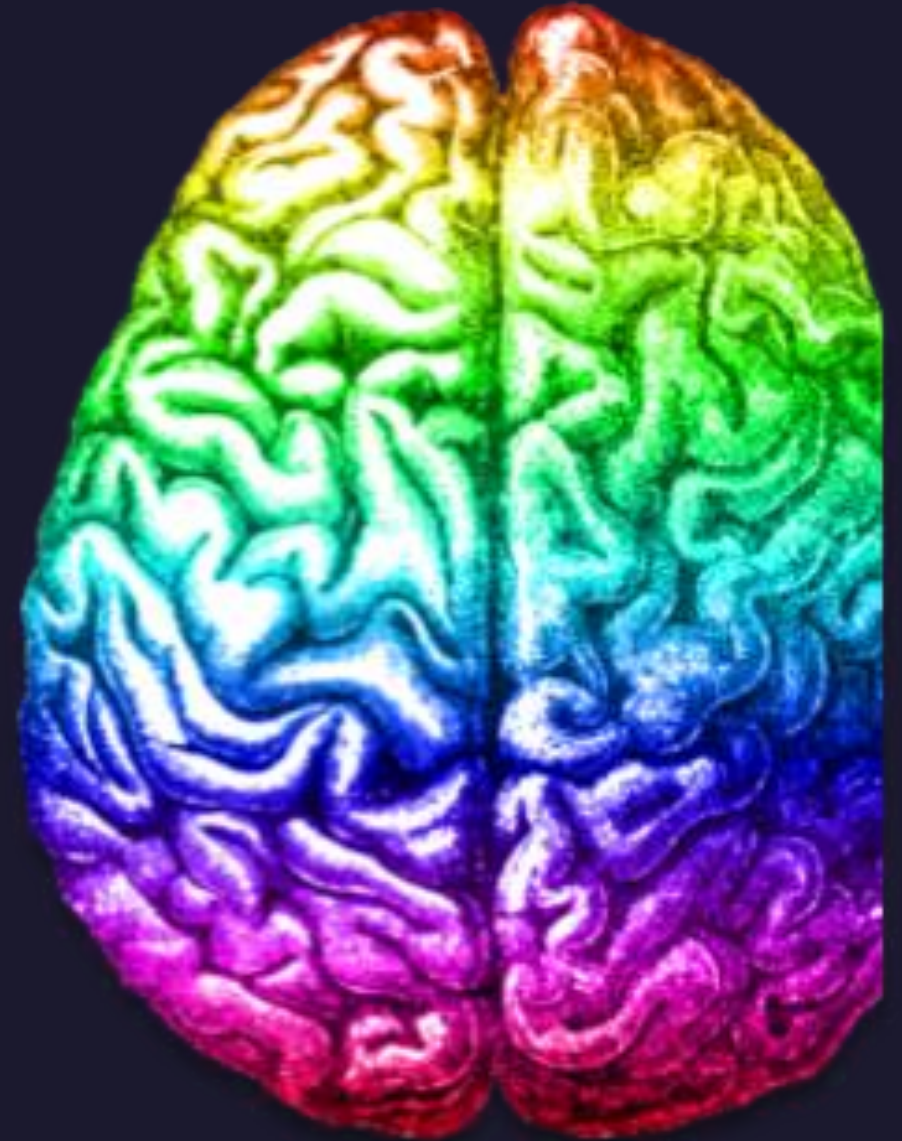
# Where do the difficulties lie?

Is it difficult because of your own discomfort or perceived expectations, or, is it difficult because of how the other person sees the situation or perhaps a mix of both?

It is important to recognise and acknowledge the level of discomfort you feel about a particular situation or person as this will enable you to apply the right strategy to overcome your feelings.

# C.O.I.N Model

**C – Context** the reason you need to have a conversation

**O – Observation,** what is the evidence, what have you observed, the facts

**I – Impact,** what is the impact of this

**N – Next Steps –** what will we do move forward.

# Handling a difficult reaction

🤝 Acknowledge and invite

🔍 Explore the issues

👁 Look for agreement

💡 Look for solutions

✓ Agree a way forward

# Listening conversations

- What do you need to do:

- Ask open questions

- Wait and listen without interrupting

- Summaries

- Respond and work towards solution

**Focus on the listening conversation**

**Of all these where should the greatest amount of time be spent?**

# Leading others: The listening conversation

- Enables you to:

- Have connected conversations with team

- Respond effectively

- Get team member to talk openly

- Discover what steps you can take to support team

- Work towards joint problem solving

- Build engagement



Listening & Conversation

# Thank You

For any further questions, reach out to us on:

E-mail: career.development@undp.org

Yammer: Career Development & Experience

Or visit our intranet page on:
https://undp.sharepoint.com/teams/TalentDevelopmentHub