



Finding Your North

Navigating Difficult Situations Toolkit

July 2022

What is a difficult conversation



- Often driven by emotions
- Has a significant consequence
- You are worried about the outcome
- It's personal to you
- It's driven by a strong belief
- Both parties want to be right
- Both parties listen to be right
- Listening is either combative or passive



What are the root causes of conflict?

Communication

Many conflicts result from:

- A lack of information
- Bad information
- Or no information at all!



Clear, concise, accurate, and timely communication of information will help to ease both the number and severity of conflicts.

Emotions

Oftentimes emotions can get in the way of logic and process, especially during times of stress. It's normal – we are human and have different personalities!

However, **understanding when and why we get stressed is key** to avoid having our emotions take over.

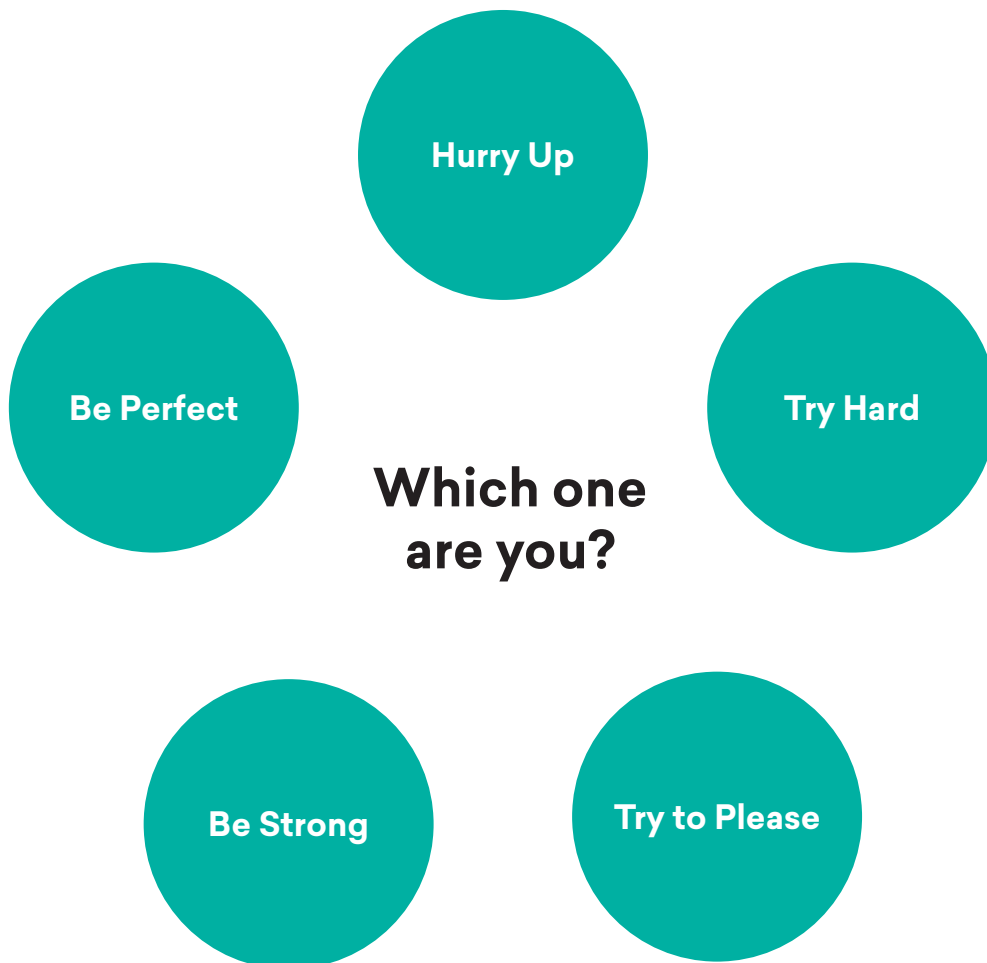
What are Behaviour Drivers?



This is where behaviour drivers come in. Behaviour drivers are how we've been 'programmed' in order for us to feel OK, particularly during times of stress.

They drive how and why we do things the way we do.

When we aren't able to fulfill the behaviour, they can cause us (and those around us) stress and anxiety. And it's this anxiety that can manifest itself in the form of some of traits that may seem 'difficult' to others.



Behaviour drivers explained



Be Perfect

Extremely logical, task and detail-oriented. They **will not settle until things are exactly right**. This can mean that their work is to a high standard but they often pay in anxiety and time to get it that way.

Needs: reassurance, organisation, acknowledgement, facts, appreciation and kindness

Be Strong

The “be strong” driver is self-sufficient and reliable. They often like working on their own and if stressed, **won’t show emotions and instead tough it out and get on with it**.

Needs: praise, clear instructions, help expressing emotion, help balancing workload

Try to Please

Usually skilled at dealing with others and like to look after people – they will often **keep everyone happy often at their own expense**. They are pleasant and helpful but tend to forget about their own needs which can lead to frustration.

Needs: patience, acknowledgement, help expressing opinions/desires, help saying no

Hurry Up

Lively and enthusiastic, with a capacity for doing (and completing) lots of things at once. They have a need to finish things fast so **they rush around and barely have a minute to relax**. This can mean that their work is to a high standard but they often pay in anxiety and time to get it that way.

Needs: help with planning and a clear schedule of tasks, reminder to rest/relax, work balance

Try Hard

“Try Hards” are **quick to take on lots of tasks**, often don’t complete them or set high goals which are often not achieved, but work very hard to try to. When they can’t complete something they can feel stressed and frustrated.

Needs: acknowledgement for following through, help with planning, stimulation to stay on track, time management

So how can we help each other?



Empathy



Patience

Because there is no single 'right' behaviour driver
– all drivers have positive and challenging aspects!

Some general rules of thumb

Help others verbalise their needs by checking in with them:

- “What’s still left to figure out?”
- “Where is your uncertainty coming from?”
- “Is there anything unclear?”
- “How can I help you?”

Encourage sharing and interaction:

- “I’d love to hear your point of view
- “I’m really unsure about this one, what do you think?”
- “That was a great idea you had in the last meeting, let’s talk more about that.”
- Once you get someone comfortable sharing their opinion, be silent!

Check in with yourself:

- Have you really given your team all the information they need?
- Have you properly invested time upfront to help get all questions answered?
- Are you being realistic with expectations?

How to have a difficult conversation



Plan

Practice

Look at the conversation from the other persons perspective

Use the power of because

Listen

Remember hurt people hurt people

How to have a difficult conversation



Plan

- What is your goal or objective of the conversation
- What is the likely outcome
- What is your ideal outcome
- Work on yourself so you enter the conversation from a positive intent
- What assumptions are you making
- What emotional buttons of yours are being pushed
- How is your attitude influencing your perception
- Have you contributed to the problem



Practice

- How will you open up the conversation – what would your opening line be?
- Keeping your emotions in check – how do you do this?
- How you listen
- Practice the conversation with a person you trust and ask them to give you feedback



The Other Person Perspective

- What are their wants and needs
- How are they likely to respond
- What other factors are driving their behavior
- How can you put yourself in their shoes?



The Power of Because

- Explain clearly what you want and why
- Be concise
- Stick to the facts



Listen

- Remember the four main modes of listening
- Actively listen
- Be present
- Don't judge
- Don't make assumptions
- What is the other person really saying to you



Remember

- Hurt people hurt people
- Always assume positive intent

Thank you

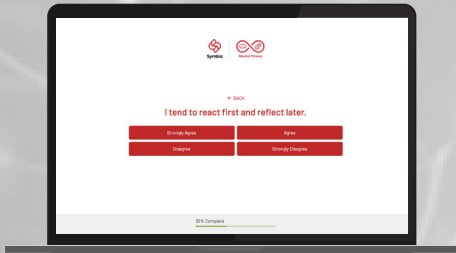
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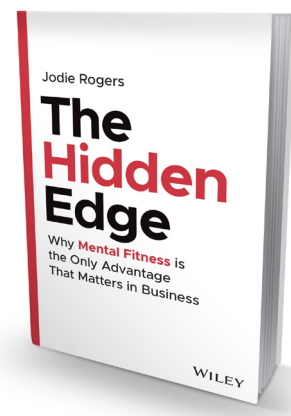
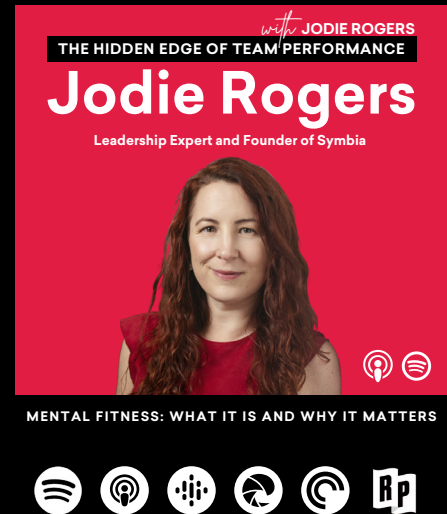
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