

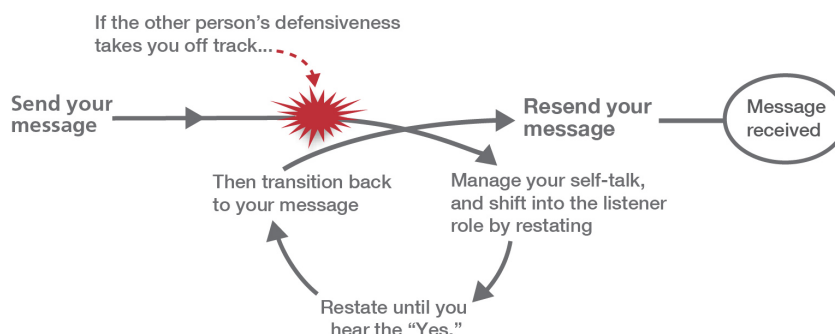
TRY IT

# Tough Conversations

Conversation Flow	Preparation
1. Manage Your Self-Talk	<i>Supportive self-talk:</i>
2. Set the Context	<i>Relevant background and hoped-for outcome of this conversation:</i>
3. Send Your Message	<i>Note the key points of your message:</i>
4. Restate Until the "Yes."	<i>What kind of response do you expect?</i>
	<i>What restatement might be used to help get the conversation back on track?</i>
5. Bridge Back to Your Message	<i>Note how you might transition back to your message.</i>

## EXAMPLE

# Tough Conversations



Conversation Flow	Preparation
1. Manage Your Self-Talk	<i>Supportive self-talk:</i> "This message might 'sting', but this employee needs to hear it in order to learn and grow."
2. Set the Context	<i>Relevant background and hoped-for outcome of this conversation:</i> The interview process has been completed and we've made our decision.
3. Send Your Message	<i>Note the key points of your message:</i> We've offered the position to another internal candidate. You were one of many strong candidates for this position. You met many of the qualifications. The candidate we chose had the most customer-facing experience.
4. Restate Until the "Yes."	<i>What kind of response do you expect?</i> "This is unfair." "I was told by some of the interviewers that I had the inside track on this job." "I received the highest performance ratings of anyone on our team." "I was encouraged to apply for this job. I was told to show more initiative and now I feel like a fool."  <i>What restatement might be used to help get the conversation back on track?</i> This decision blind-sided you. You're feeling misled in this process.
5. Bridge Back to Your Message	<i>Note how you might transition back to your message.</i> And I was upfront with you at the beginning and told you there would be a slate of candidates and this role wasn't an automatic promotion for anyone.