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Craft Mastery

“Up” your conflict management
game and your powers of
persuasion



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Skills to “Up” our game

- **Storytelling**
- **Crafting Great Questions:**
- **Reframing for empowerment**



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“A time you...”

1. Had a breakthrough with a supervisor
2. Made a mistake and learned a valuable lesson
3. A moment in your professional life that felt like a turning point
4. Your proudest moment as a union leader



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The Rules

- Each teller has 5 minutes
- Each teller has **WHOLE** 5 minutes. If teller finishes early:
 - Can talk *about* the story... or anything else
 - Can retell the story, or part of it
- Listeners must remain **silent**



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Now, Listeners:

Silently, write down 3 empowering questions you would use to help the teller gain more insight into his/her own story

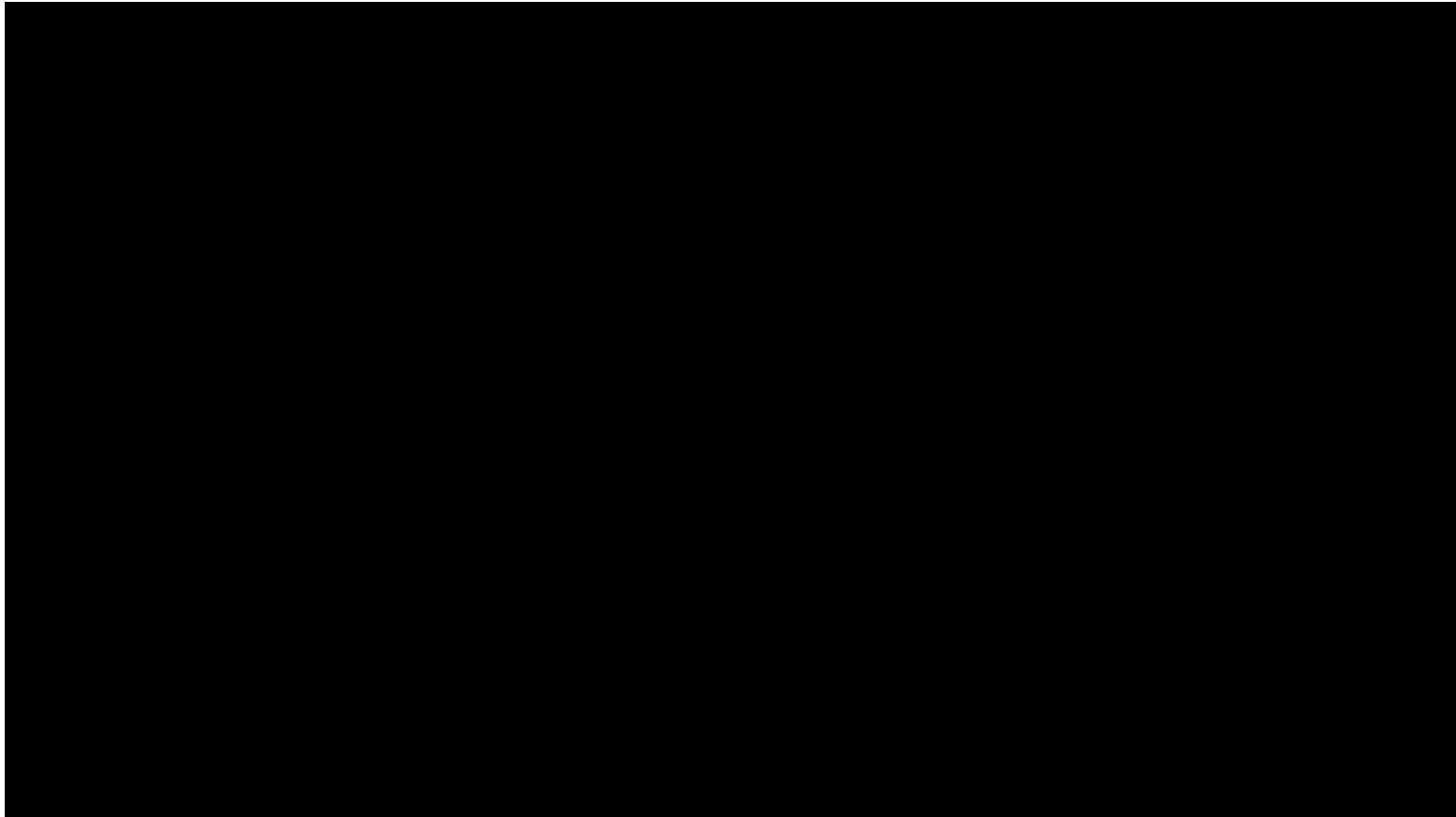
You'll use them later for self reflection.



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It's **NOT** About the Nail!





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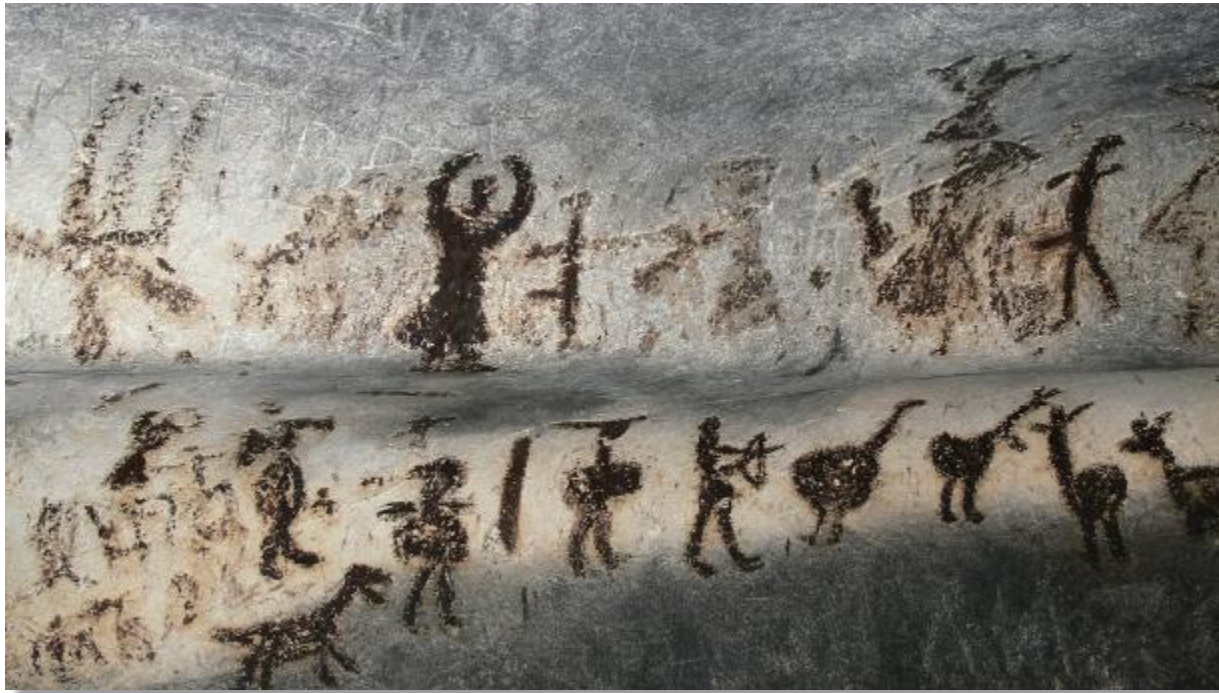
Storytelling for persuasion





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From the Beginning...





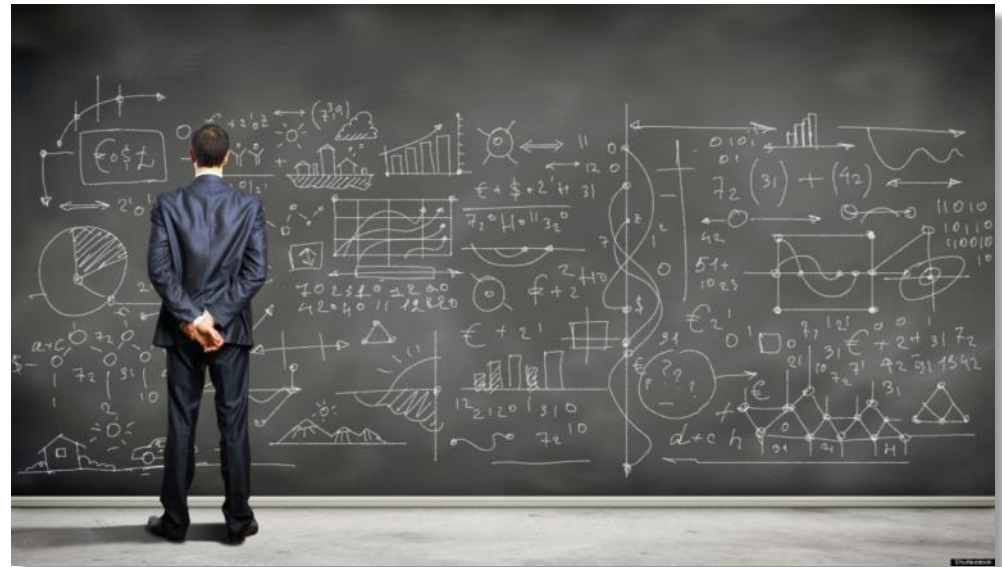
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Facts and Logic

We cling to our facts.

Facts prove our point... right?





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Story: Defined

A reimagined experience narrated with enough detail and feeling to cause your listeners' brains to experience it as real





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Why Your Brain Likes Storytelling

Stories give us the freedom to
come to our own conclusions





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Coming to our own conclusions

Is he the “hero”?





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Coming to our own conclusions

Or are they?





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Find your Story: Three Buckets



A time you
shined



A time you
blew it



Book,
Movie,
Current event



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Skillful Inquiry

for Empowering Exchanges



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What good questions do to people

- Communicate your intention
- Set, maintain a tone
- Structure dialogue
- Clarify messages
- Foster understanding





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What bad questions do to people

- Communicate your intention
- Set, maintain a tone
- Structure dialogue
- Cloud messages
- Foster misunderstanding





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The only true wisdom is in knowing
you know nothing.

Socrates



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Intention: What's Your Aim?

Decide your purpose

Check your
assumptions

Seek first to understand





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Questions can be either:

CURIOUS



Intent to learn

Genuinely don't know
answer

HELPFUL



Intent to influence
("leading" q's)

Probably know answer



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Questions can be either:

EMPOWERING



Conveys Emotional
Power

Focuses on the Positive

DISEMPOWERING



Implicitly Judgmental

Triggers Defensiveness



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Disempowering Questions

- Implicitly Judgmental
- Trigger Defensiveness
- Impacted by Tone and Body-Language



Why would you want to do that?



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Empowering Questions

- Convey Emotional Power
- Focus on the Positive
- Includes Appreciative Inquiry



*What would resolution look like
to you?*



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Framing





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Framing

Shaping the way we
view an issue:

- why it exists;
- what's important
about it
- from the past to the
future
- from negative to
positive
- from weakness to
empowerment





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Questions as a Tool for Framing/Reframing

- It was a disaster



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Questions as a Tool for Framing/Reframing

- It was a disaster
- How can we learn from this?



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**Reframe with
Probing Questions**

**To further
understand/explore**

“Can you give me an
example?”

“Tell me more about ____”

“What else happened?”





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Reframe with **Paraphrasing Questions**

**Check understanding; help
with expression**

“Let me see if I understand... is
that right?”

“I hear several ideas we may
want to address... 1...2... is that
correct?”





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Reframe with Redirecting Questions

**Pull attention back to
subject; get “unstuck”**

“We spent a lot of time on ____.
How can we get more
information on ____?”

“Good question; let’s ask what
____ thinks”





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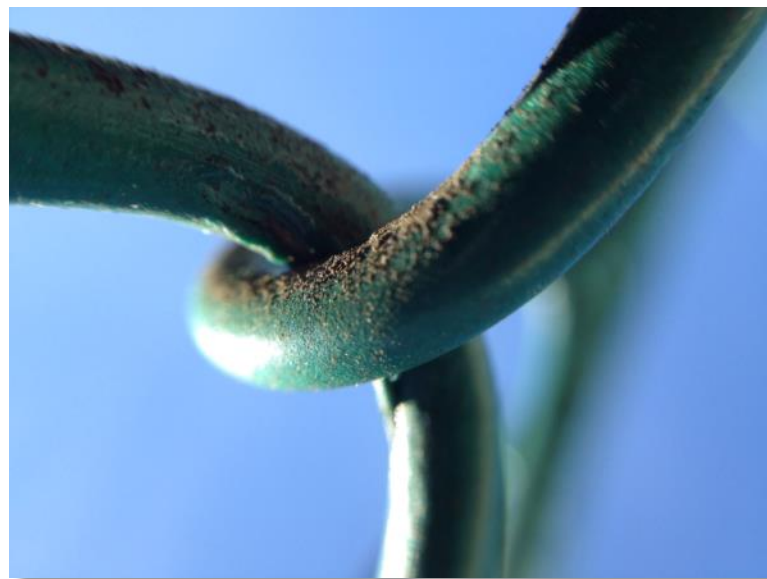
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Reframe with **Referencing-Back Questions**

**Link ideas together; show
progress**

“That reminds me of what ___
said earlier. How do you see the
two ideas relating?”

“Earlier I heard ___ say ___, and
you disagreed, but now I hear
what sounds like some
agreement, what do you think?”





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Reframe by
**Shifting
Perspective**

**Test assumptions;
encourage creativity,
problem-solving**

“Clearly there is disagreement on ___; can we agree on ___?”

“How will implementing ___
affect ___?”

“What are the advantages/
disadvantages to ___?”





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PRACTICE



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We've tried that already.



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We don't have time to do any of
that.



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It's just the way it is.



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More Framing:

QUESTIONS AS A TOOL FOR SELF-REFLECTION



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When nothing is working:

“How have I contributed...”



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Personal Practice:

“What worked well for me?”

“What behaviors didn’t serve me?”



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Personal Practice:

“What can I take from this experience?”

“How can I apply it next time?”



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Using the questions you wrote down in the first activity evaluate if you now would reframe them.



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Takeaways

- Develop a sense of intention
- Understand the environment your questions are creating





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Takeaways

- Be self-aware of our own filters and how they may preempt skillful inquiry best practices
- Be more curious





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Takeaways

- Reframe for positive, empowering, resolution-oriented exchanges

