

Remaining Candid and Curious under Pressure



PRODUCT OVERVIEW

Conversational Capacity

Learn the Conversational Sweet Spot and get these results:



Successful teams that perform under pressure



Individuals who can address tough issues in constructive ways



Teams that work together to make informed decisions



Increased collaboration and innovation

You can have the smartest people around the table, but if minor differences in opinion throw conversations off track and hinder progress, you're not getting access to their best thinking. When a challenging topic or conflict arises, natural defences kick in, making open and honest dialogue difficult.

When this happens, people can be either overly cautious and don't speak openly or they get defensive and argumentative. Most people don't have the awareness or skills to work through it, so creativity, collaboration, and innovation suffer.

Imagine if instead of wasting time with ineffective conversations, your teams were capable of having open, productive dialogue that resulted in collaboration and finding the best solutions. Your teams should be able to put their most difficult, painful, divisive issues on the table and work through them in fair and productive ways.

Conversational Capacity teaches people how to engage in constructive, learning-focused dialogue when challenging topics or conflicts arise so they can make informed decisions and find the best solutions, even under high pressure.

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Conversational Capacity®



The
Sweet Spot
in any meeting or
conversation is where
candour and
curiosity are in
balance.

WHO SHOULD ATTEND?

Anyone dealing with difficult
people or tough problems

Individuals, teams, managers,
executive leaders

THE PROVEN FORMULA TO INCREASE CONVERSATIONAL CAPACITY IN YOUR ORGANISATION

Conversational Capacity can be delivered as a one-day, face-to-face workshop or as three 2-hour virtual sessions. Both designs include compelling visuals and materials, engaging videos, and proven learning activities that teach participants:

- The mindset of conversational capacity
- The natural tendencies to either “minimise” or “win” and the consequences of both
- How to quickly recognise when these emotional reactions threaten to throw us off balance
- The four skills for balancing candour and curiosity to stay in the conversational sweet spot

After the workshop, participants will have the skills to stay in the conversational sweet spot, allowing for increased creativity and innovation, and avoiding regrets over things that happen in the heat of the moment.

Don't let unproductive conversations derail meetings and stall projects, wasting time and money for the organisation. When people can address tough issues in fair and constructive ways, teams can engage in learning-focused dialogue so they can make informed decisions, find the best solutions, and help projects move forward as they should.

Ready to get started?

Here's how to implement a successful training initiative in three easy steps:

1. Decide – we'll help you decide who gets the training and why
2. Prepare – we'll help you order materials and prepare the facilitator
3. Deliver – we'll help you deliver impeccable training at your company

Blanchard®
AUSTRALIA

Suite 901, 1 Queens Road
Melbourne, Victoria, 3004, AUSTRALIA

Within Australia: 1300 25 26 24

International contact: +61 3 9863 7031

Fax: +61 2 9243 4690

Email: info@blanchardaustralia.com.au

blanchardaustralia.com.au

Contact Blanchard Australia
call 1300 25 26 24 to get started

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**CONVERSATIONAL CAPACITY—GETTING TO THE
SWEET SPOT OF EFFECTIVE COMMUNICATION**

As our world grows more complex and unpredictable, the ability to work together effectively while under pressure is a pivotal competency. The more challenging the situation, the greater the need to communicate clearly and effectively.



But according to *Harvard Business Review*,

57% of employees report not being given clear directions, and 69% of managers are not comfortable communicating with employees.

And according to Gallup,

74% of people feel they are missing out on receiving important information at work.

Most communication weaknesses and failures in our organisations and teams can be linked to individuals lacking the skills to engage in open dialogue about difficult subjects.



One solution is increasing your organisation's conversational capacity. In his book, *Conversational Capacity: The Secret to Building Successful Teams That Perform When the Pressure Is On*, best-selling business author Craig Weber describes **conversational capacity** as the ability of an individual or a team to remain both candid and curious under pressure.



So how do we build our
conversational capacity
and that of our teams
and organisations?
The process involves three
areas of practice:

1. Awareness

2. Mindset

3. Skillset

Awareness

First, we must increase our personal and situational awareness so we're able to recognise the powerful defensive emotional reactions that so easily throw us and others off balance. This heightened awareness allows us to respond to challenging situations and conversations in a more intentional and disciplined way.

Mindset

Second, we must cultivate a mindset that allows us to stay focused and grounded in tough circumstances that would distract and disorient people or teams that have less discipline.

— Skillset

Third, we must make the mindset active by learning two skills that build candor and two skills that build curiosity.

The candour skills:

State your position

- State where you currently stand on the issue
- Be direct and to the point
- Use one or two sentences

Explain your thinking

- Show others how you arrived at your position
- Share the evidence you're using and how you're interpreting that evidence

The curiosity skills:

Test your own view

- Treat your perspective like a hypothesis
- Open the door to contrasting perspectives
- Encourage disagreement

Inquire into the views of others

- Invite others to share their perspectives in the conversation
- Be genuinely curious
- Ask more than one question. Because inquiry is a process, asking multiple questions is often necessary to understand another person's views



The balanced use of these four skills holds us in the *sweet spot* even when we're dealing with tough, divisive, high-pressure issues and situations. In situations where our tendency is to water down, shrink away, cover up, or feign agreement, the candour skills allow us to remain open and engaged. In situations where our tendency is to argue, push our agenda, stop listening, or dismiss the views of others, the competent use of curiosity skills helps us remain learning-focused.

Conversational capacity is a game-changing competency that improves the performance of individuals, teams, and entire organisations.

Visit us here
to learn more.



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The Ken Blanchard Companies is the global leader in management training. For more than 40 years, Blanchard[®] has been creating the best managers in the world, training over 150,000 people per year. From the award-winning First-time Manager program—based on best-selling business book, The New One Minute Manager[®]—to SLII[®], the most widely taught leadership model in the world, Blanchard is the expert in management training across all levels of an organisation and is the provider of choice by Fortune 500 companies as well as small to medium businesses, governments, and educational and nonprofit organisations.

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