

women of
cardlytics

Cardlytics

October Signature Event

Catherine Chu

PROGRESSIVE

WOMEN'S LEADERSHIP

Handling Difficult Conversations Part Two:

Proven Strategies for Women Leaders

Presented by: Karla Brandau, CSP, RCC, CEO
Brandau Power Institute

Assertive Delivery Checklist



Cool & calm



Convert anger into positive energy



Well modulated tone (Not too many upglides)



Lower registers of your voice



Direct eye contact



Level Chin



Success Stories:

Catherine Chu

&

Selenia Villa



Pre-submitted Questions

Pre-submitted questions about avoiding the “Witchy” label.



Pre-submitted question

If I speak up and disagree like some of my male counterparts, why do I look “bitchy?”



What does “Witchy” look like?

- Mean eyes
- Harsh tone of voice
- Tough words
- Disrespects the other person
- Demands action



Ditch the “Witchy” Because Others will:

Argue

Become defensive – defend themselves

Become passive-aggressive – turn in work late

Go into Turtle mode – stop contributing

Sharpen their resumes

“Witchy” and Assertive Adjustment

- Water makes its way through cracks. It goes around or adjusts to the object.
- Observe the other person and contemplate a how to give your opinion in a way that makes them listen to your opinions and ideas.



It doesn't
work to be
"Witchy" – be
FIRM,
CONFIDENT,
and
DECISIVE

STATE YOUR OPINION

USE COMMUNICATION
SKILLS TO CONNECT
WITH THE OTHER PERSON

UNDERSTAND THEIR
VIEWPOINT – LISTEN AND
STATE IT BACK.

ASK QUESTIONS

SUMMARIZE

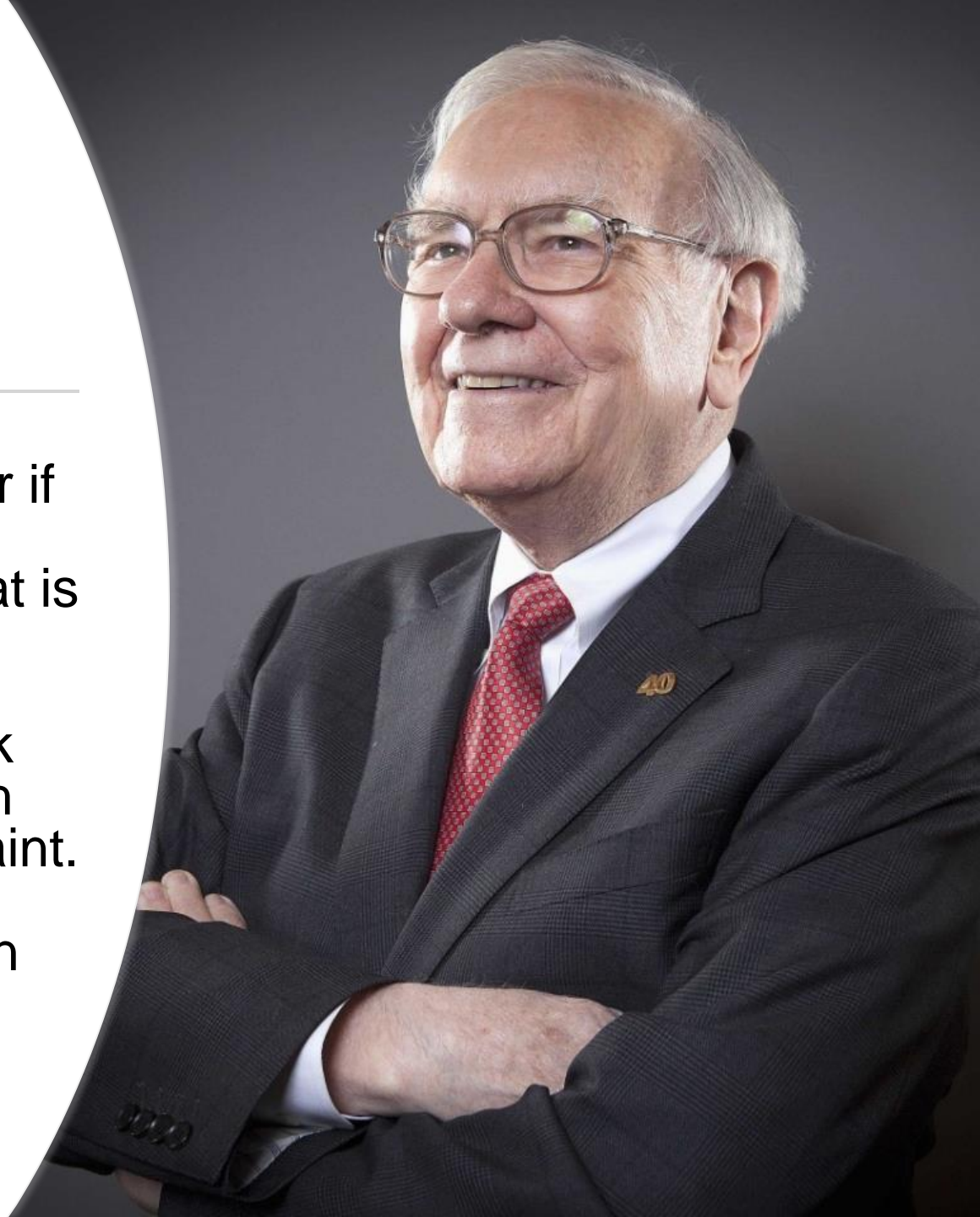
Feeling unsuccessful from a conversation?

- Can you let it go?
- Can you say, so what!
- I did the best I could.
- That was sure a learning experience.

Warren Edward Buffet Worth – 89.2 BILLION Chairman and CEO of Berkshire Hathaway

You will continue to suffer if you have an emotional reaction to everything that is said to you.

True power is sitting back and observing things with logic, true power is restraint. If words control you that means everyone else can control you. Breathe and allow things to pass.





Pre-submitted Questions

Pre-submitted question

Being Transparent, Vulnerable, Meek – Does it work?

I have no issue with being vulnerable, but I have noticed there are people who are using vulnerability to learn my weaknesses and exploit them. How do I decipher when folks want to learn more to bond vs use the info against me later.

**Chat
Question:**

**What does
“being
vulnerable”
mean to you?**

Understanding the Risks and Rewards of Being Vulnerable

YES:

- Authenticity
- Openness
- Honesty
- Overcome self-doubt
- Admit you don't have all the answers

- Listen to other people

NOT:

- Weakness
- Defenselessness





Emotionally Intelligent Vulnerability – (letting others see you are human)

- Use intuition – your gut instinct
- Give more generic answers
- Probe with questions
- Observe how they respond
- Take your time
- Think back on previous conversations

Brene Brown, a research professor at the University of Houston Graduate College of Social Work, writes and lectures on vulnerability, shame and courage.

“Vulnerability is not weakness. Vulnerability is the birthplace of connection. It is not winning or losing. It’s having the courage to show up when you can’t control the outcome.”





Pre-submitted Questions



Pre-submitted question

I struggle with picking up intent from the person asking me the questions.

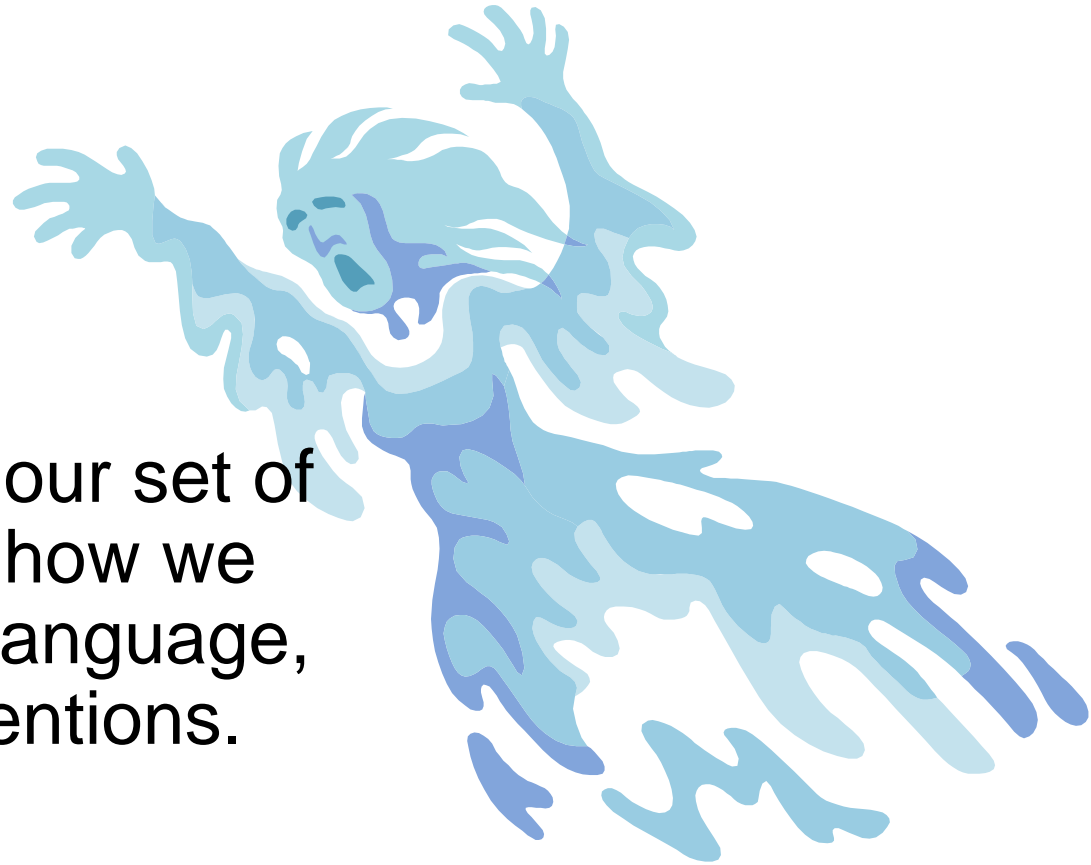




Intentions Are Invisible!

Who we are based on our set of experiences, changes how we perceive words, body language, tonality, and in turn intentions.

- ❑ Don't assume
- ❑ Ask Questions
- ❑ Be curious



Upfront Intent in Conversations

“I would like to ...

- Make plans ...”
- Get your help on a project ...”
- Get your ideas ...”
- Coordinate our actions ...”
- Confirm my understanding ...”

Upfront Intent in Conversations

“Are you asking me to ...

- Help you make plans?”
- Give you ideas?”
- Coordinate with you?”
- Confirm my understanding of ... ?”
- Take responsibility for ... ?”



Pre-submitted Questions

Difficult Conversations and the Four Basic Personality Groups

D Assertive Achiever
Dominant, Powerful and Productive



Dominant

I Enthusiastic Energizer
Social, Expressive and Fun-loving



Influencers

C Tenacious Thinker
Contributing, Connected and Organized



Conscientious

S Moderate Mediator
Steady, Peaceful and Cooperative



Stable and Steady

Pre-submitted Question

I ask myself, “Why am I taking this so personally?”

Difficult Conversations and the Four Basic Personality Groups



Pre-submitted Question

Sometimes it is not the conversation but the other person that makes even the simplest conversations difficult.

Difficult Conversations and the Four Basic Personality Groups



Pre-submitted Question

How can I have a conversation with someone who gets frustrated easily or doesn't understand my communication style?

Difficult Conversations and the Four Basic Personality Groups

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Pre-submitted Question

It's difficult for me to "flesh out" professional conversations - I tend to move too quickly, be a little too concise and to the point, which can lead to the person I'm talking to not getting enough context, which results in miscommunications and frustration.

Difficult Conversations and the Four Basic Personality Groups





Handling Difficult Conversations: Have a Learning Conversation



The Learning Conversation's Purpose: Understanding

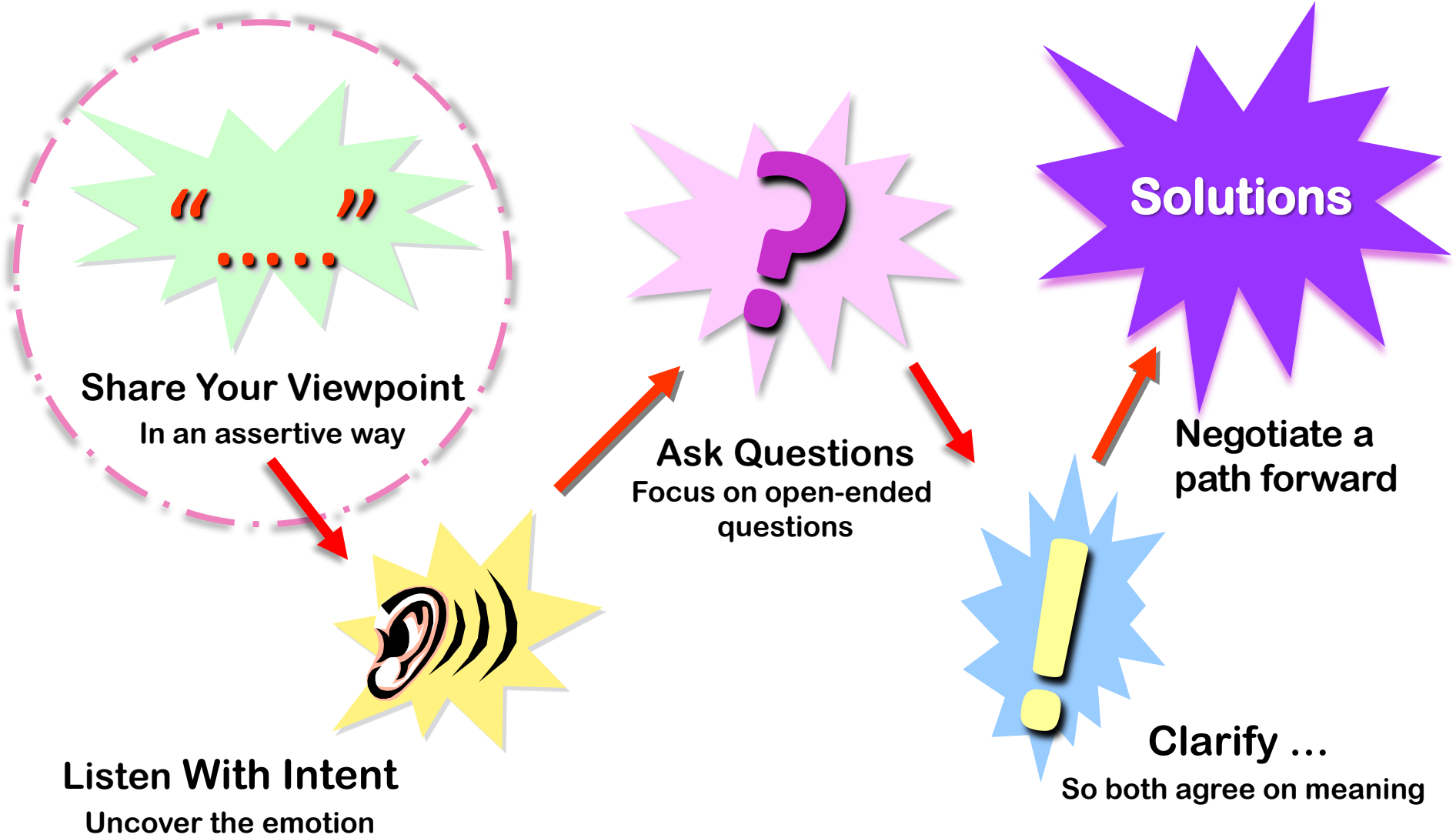
It's NOT all about ME

- Get my way
- Explain my view
- Share my feelings

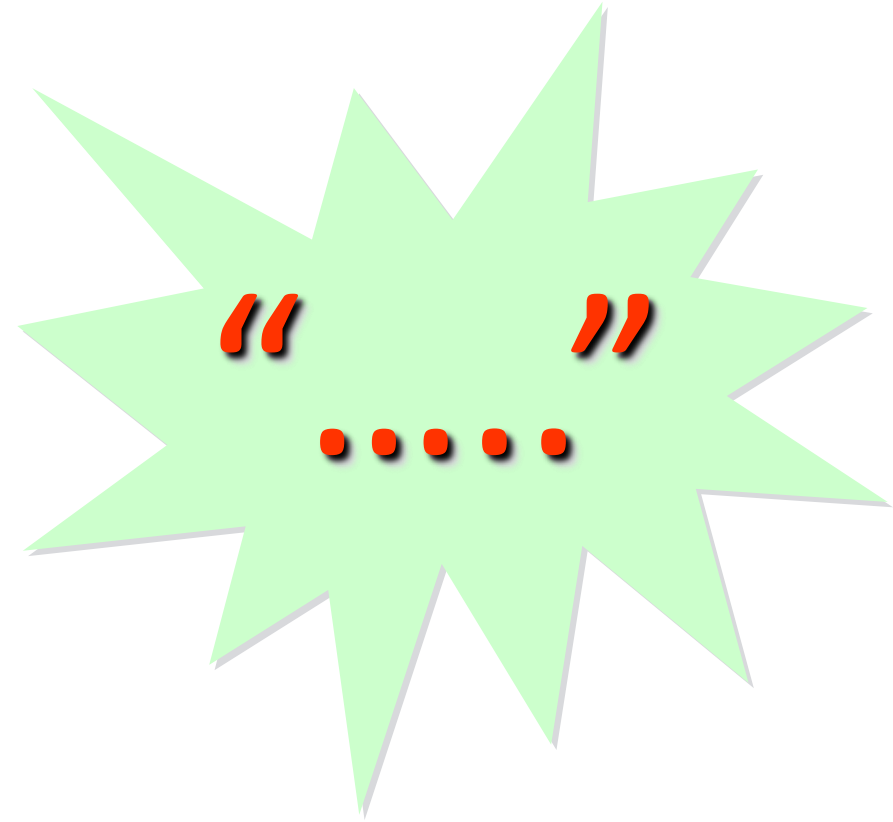
LEARNING – It's All about THEM

- Listen to their view
- Understand their viewpoint
- Understand their feelings

Learning Conversations: An Interactive process

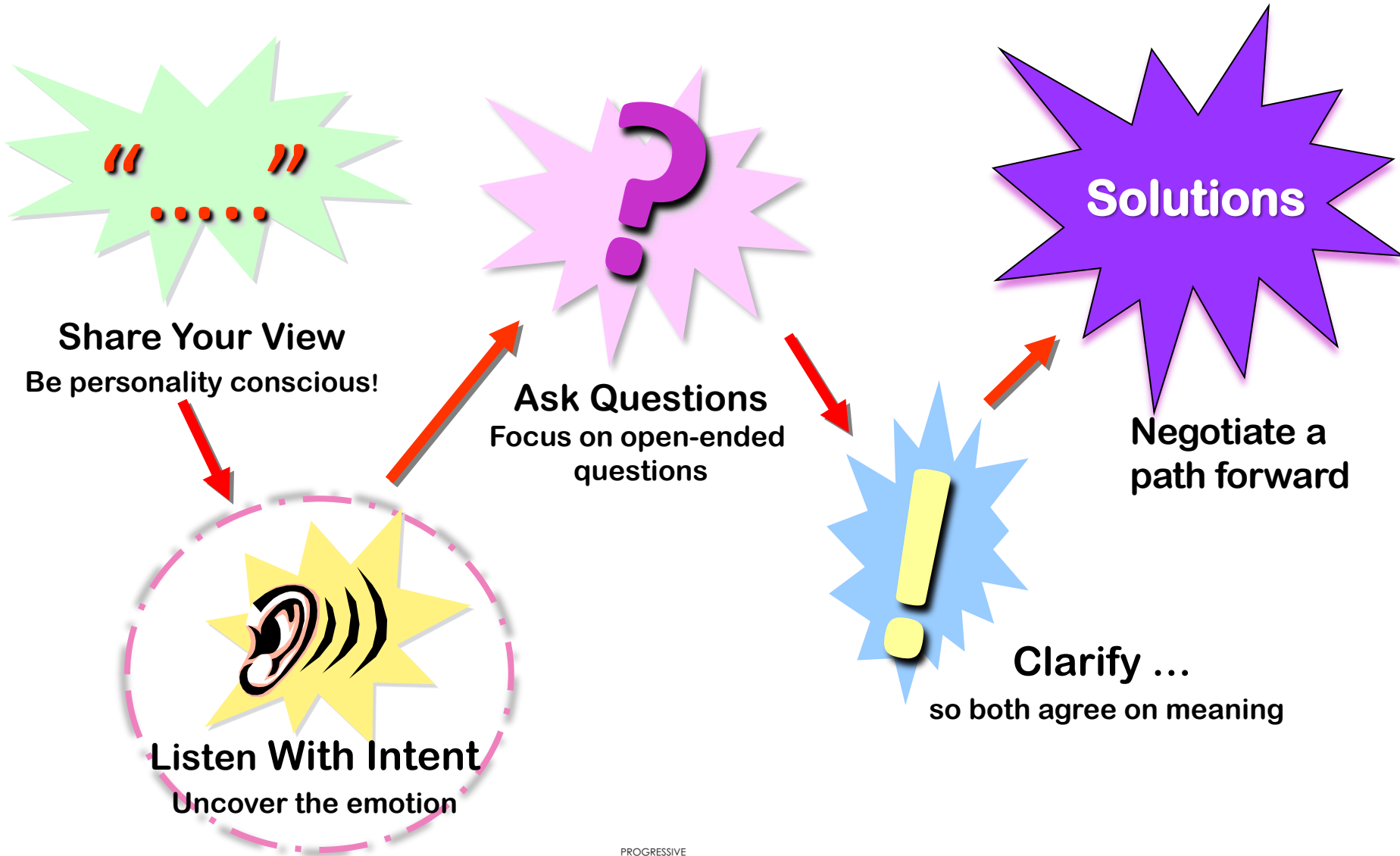


**#1. State
your
viewpoint
so they
will
LISTEN**



Share Your View
In an assertive, confident way.

Learning Conversations: An Interactive process



#2.

Listen with Intent to Understand



Listen With Intent
Uncover the emotion



—
“I remind myself every morning: Nothing I say this day will teach me anything. So, if I’m going to learn, I must do it by listening.”

~ Larry King, Television & Radio Talk Show Host

Non-verbals: what they connote as you listen.

- Raising Eyebrow
- Sitting forward in the chair
- Remaining silent
- Looking away from the other person
- Sighing
- Squinting your eyes
- Folding your arms across your chest
- Narrowing your eyes
- Staring at the listener
- Shrugging your shoulders



Attitudinal Conversational Styles

Destroys Conversation

- Fault-finding
- Dominating position (*rigid body, frown on face*)
- Judgmental
- Formulates rebuttals
- Opinionated
- Control oriented
- I'm OK-I'm not sure about you...

Encourages Conversation

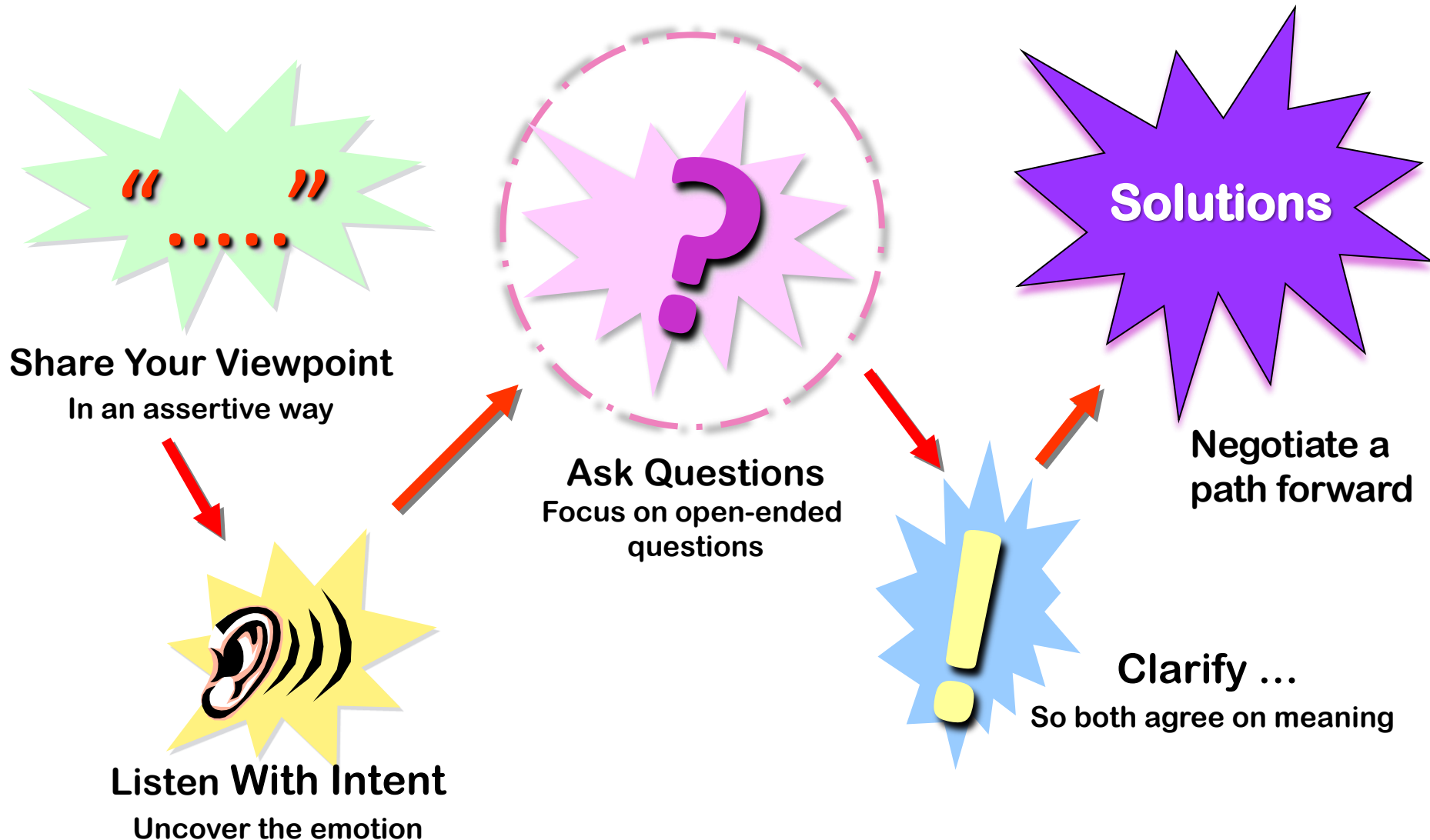
- Empathetic
- Level posture (*open relaxed*)
- Aware
- Processes what is said and checks for understanding
- Thoughtful
- Problem-solving oriented
- I'm OK – You're OK

Empathic Listening is:

- ☐ Attentive
- ☐ Compassionate
- ☐ Kind
- ☐ Respectful
- ☐ Recognizes emotions



Learning Conversations: An Interactive process



#3. Ask Questions to Learn



Ask Questions
Focus on open-ended questions

ASK QUESTIONS to Uncover Viewpoints and Root Causes

- Brief
- Clear and focused
- Relevant
- Neutral
- Positive
- Constructive
- Open-ended



**Open Ended
Questions:
Generate
more
information**

What happened?

How did you ...

Where can I help ...

Why did this ...

Can you describe ...

**Close
Ended
Questions
can be
answered
with Yes
or No**

Can you do ...

Did you do ...

Will you do ...

Have you done ...

Are you going to...



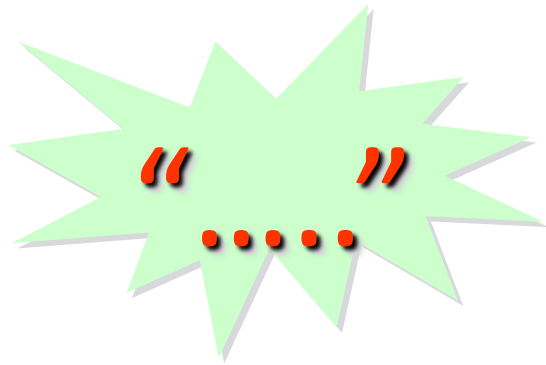
Close Ended Questions

- Did you have a good weekend?
- Do you like hybrid work?
- Do you like the structure of this new project?
- Was your last project successful?
- Did you have a good meeting?

Open Ended Questions

- What did you do this weekend?
- What do you like about hybrid work?
- What about the structure of this new project do you question?
- What was successful about your last project?
- How do you feel about your last meeting?

Learning Conversations: An Interactive process



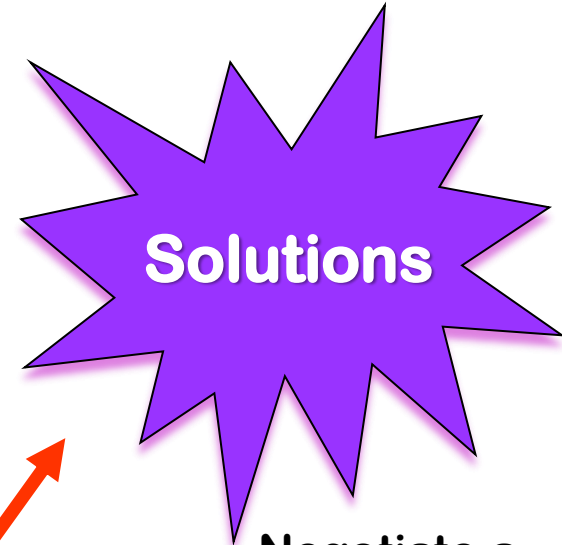
Share Your View

Be personality conscious!



Ask Questions

Focus on open-ended
Questions to learn

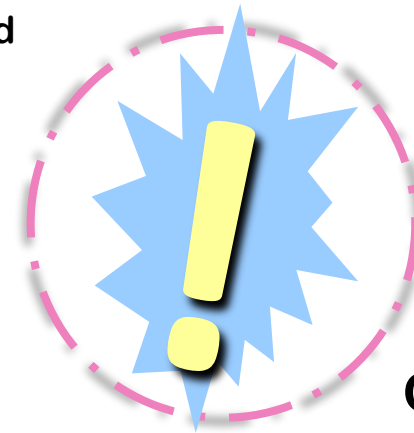


**Negotiate a
path forward**



Listen With Intent

Uncover the emotion



Clarify ...

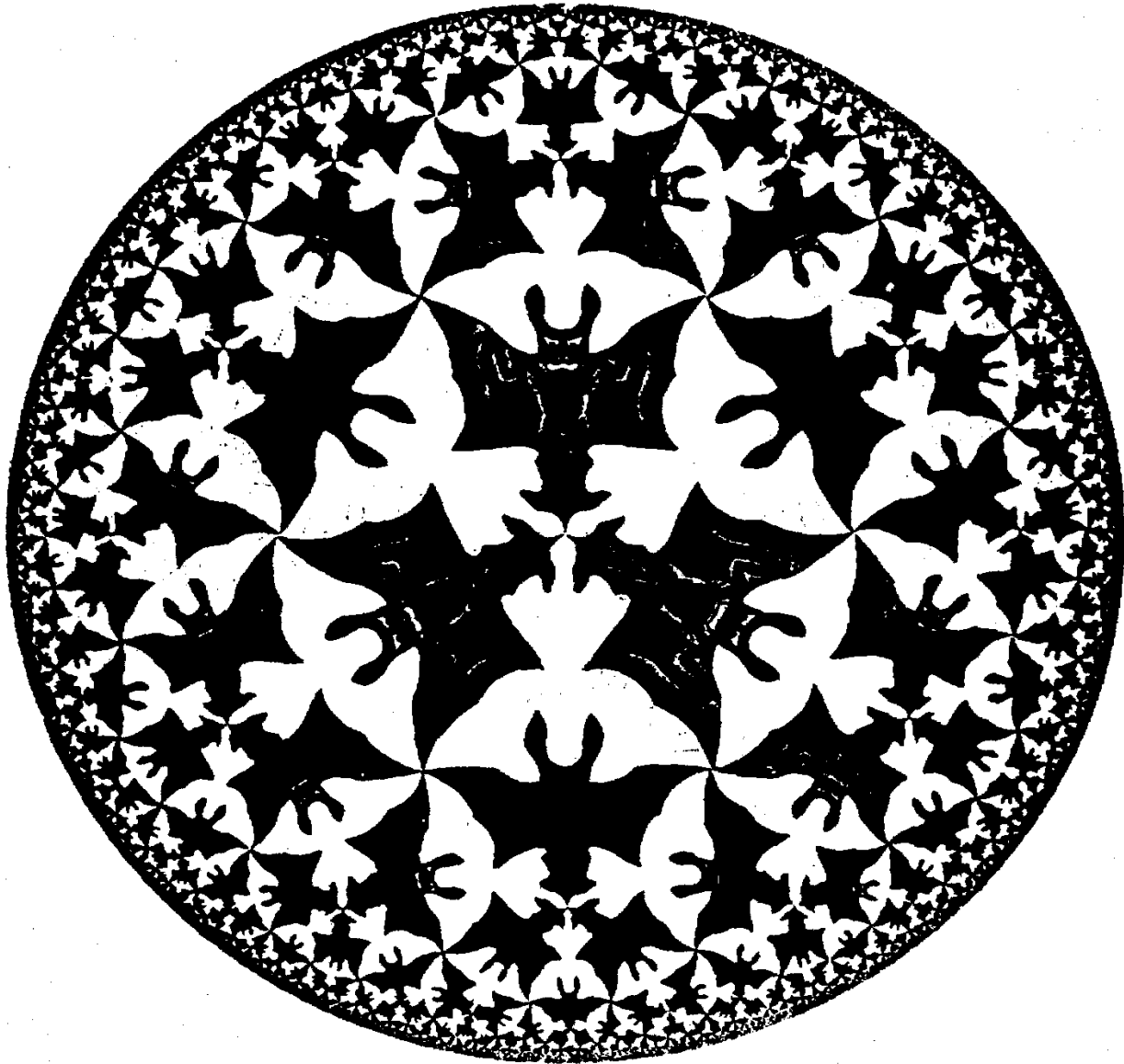
so both agree on meaning

#4. Clarify



Clarify ...
so both agree on meaning





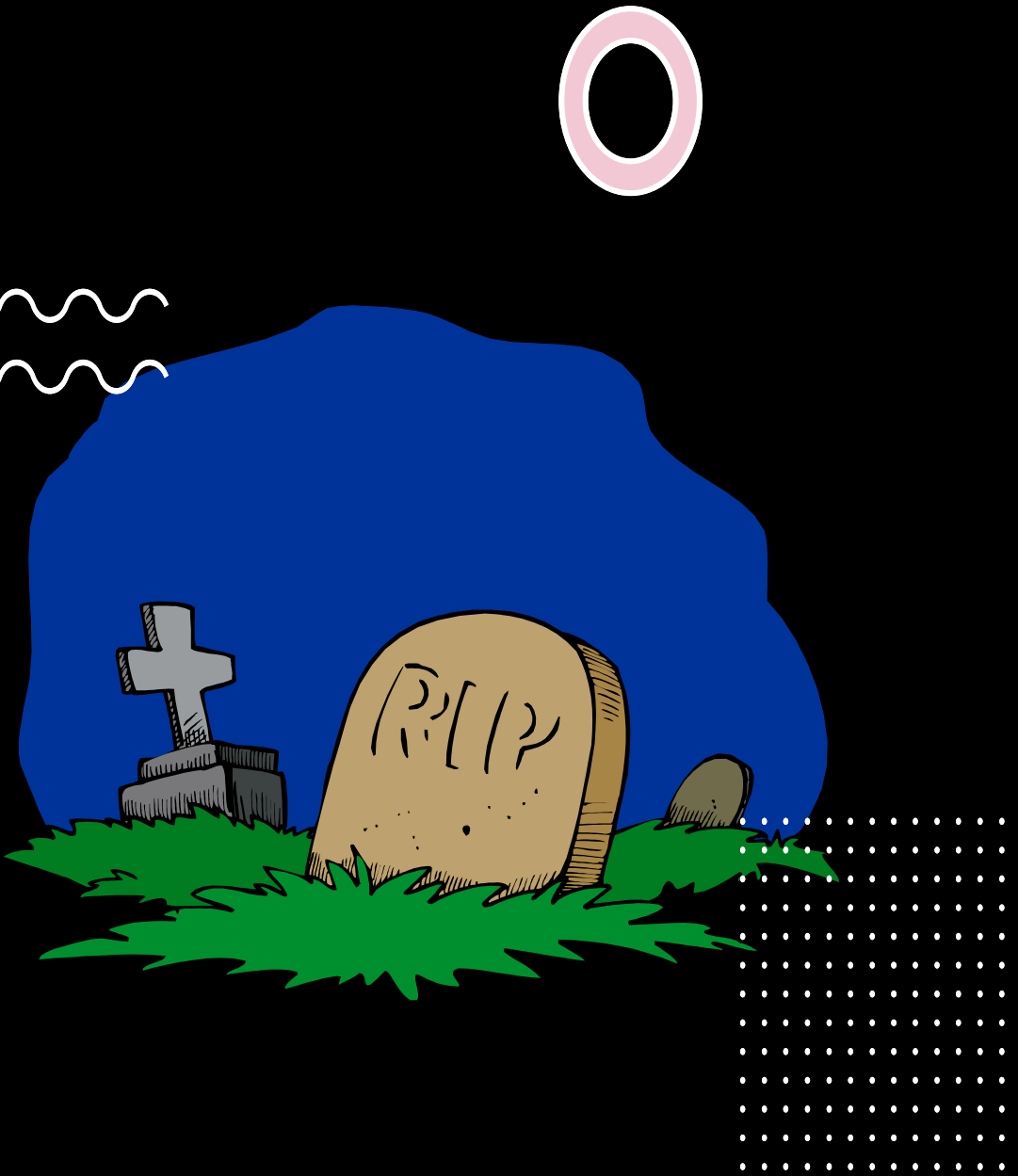
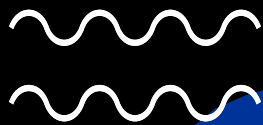


Something Went Wrong in Jet Crash, Expert Says



Teacher Strikes Idle Kids

**Typhoon
Rips
Through
Cemetery.
Hundreds
Dead!**





Clarify: Resolve Misunderstanding or Confusion

- Reflecting: repeating back to them what they said
- Asking a clarifying question
- Ask for examples
- Summarize

**It's okay to be
confused!**



Are we on the same page?

Formal

- Do you understand what I mean?
- Are you following me?
- Does that make sense?
- Do you know what I mean?
- Am I being clear?
- Do you get it?

Less Formal

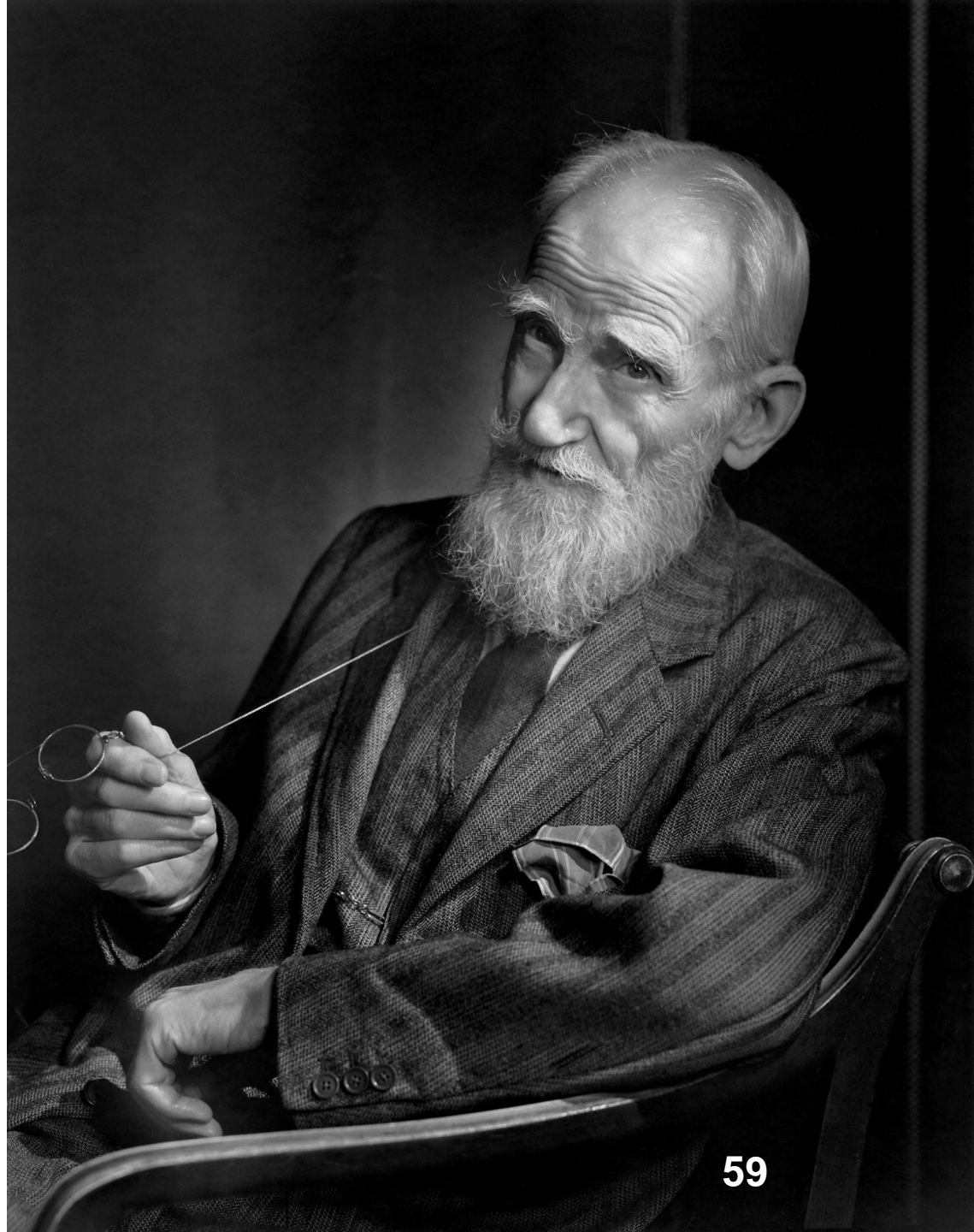
- Understand?
- Do you follow me?
- Make sense?
- Know what I mean?
- Is this clear? ...
- Get it?

**Watch your tone
and body language!**

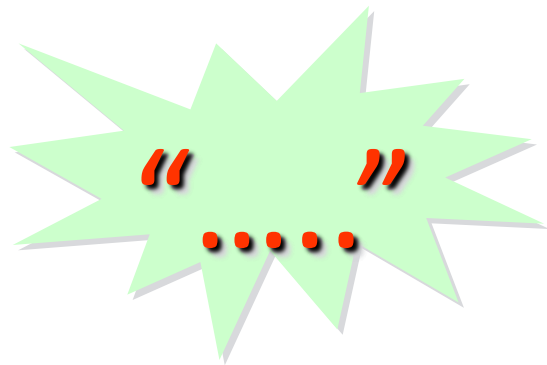
“The single biggest problem in communication is the illusion that it has taken place.”

George Bernard Shaw

- Anglo-Irish playwright, critic, and political activist
- Wrote *Pygmalion* (*My Fair Lady*)



Learning Conversations: Negotiate in November



Share Your View

Be personality conscious!



Ask Questions

Focus on open-ended questions

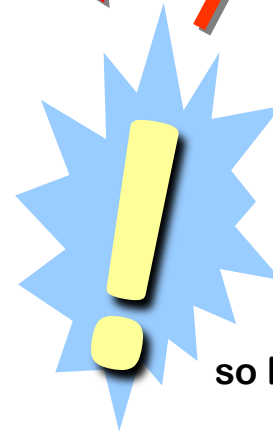


Negotiate a path forward



Listen With Intent

Uncover the emotion



Clarify ...

so both agree on meaning



November 16th Negotiation Skills

Negotiate a path forward

Solutions



FINAL QUESTIONS?



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WOMEN'S LEADERSHIP

Thank you for
your participation!

