



EXCELLENCE *in* ACADEMIC LEADERSHIP

By the National Center for Principled Leadership & Research Ethics
at the University of Illinois at Urbana-Champaign

based on the work of C. K. Gunsalus


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Homework

1. Find a book to read that matches your growth interests.
2. Create a **ONE MINUTE** or **shorter** elevator pitch for your unit, connected to its purpose and mission.



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remember: one minute!

Deliver an elevator pitch for your unit.

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Managing Difficult Conversations



Manage yourself



Develop your skills

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Difficult Conversations

What is it?
Can you
articulate it?

Long-Term Relationships

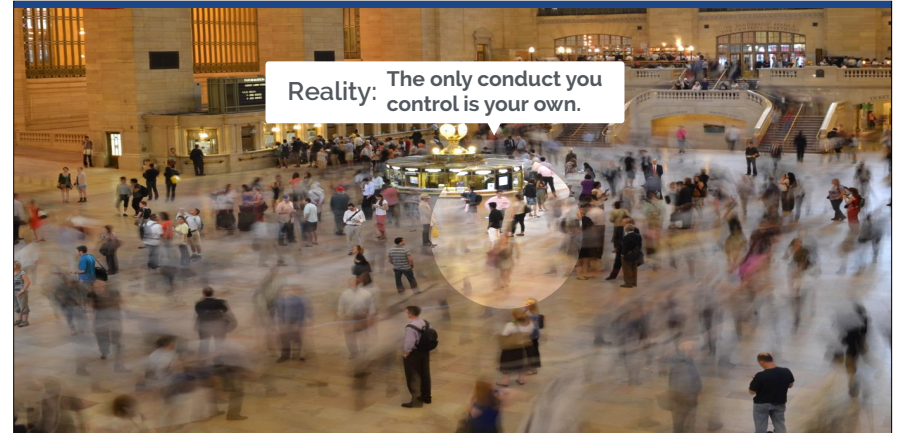


Scenario 1:
*The other person is
totally off base,
confused, neurotic,
stupid and/or just
generally wrong.*

***It's likely some
combination of
the two.***

Scenario 2:
*The other person
might have a point; you
could be mistaken or
have misunderstood.*

Whichever it is, **you** are in an unpleasant situation.



Reality: The only conduct you control is your own.



Outcome?

Solve a problem?

GOAL:

Layer professional skills *over* your personality and reactions.

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1 Know your conflict comfort and style



GOAL:

Layer professional skills *over* your personality and reactions.

- 1 Know your conflict comfort and style
- 2 Gain specific skills
- 3 Practice, so they're accessible when needed



Learn a little social psychology



Listen well, ask good questions



Align with others



Develop good personal scripts



Develop your skills



- 👉 Egocentrism bias
- 🔄 Reciprocity norms
- 🐈 Sinister attribution error



Sinister
Attribution Bias

Never attribute to malice that which incompetence will explain.

Knoll Corollary

Never attribute to incompetence that which temporary inattention or miscommunication will explain.



Build Rapport,
Likeability

- 🔊 Listen
- 🔊 Listen
- 🔊 Listen
- ? Ask questions

Exercise

"Uh huh" (nodding)

"Tell me more about that."

"Help me understand more about..."



Importance of
being heard



Importance of being
understood



Influence
Why?



You might learn
something





Buy time




?????

*Negotiators who ask more
questions get better results.*

-  How good are your questions?
-  How well do you listen?




Persuasion
Negotiation



Persuasion
Emotions

Good moods promote creative thinking and openness to ideas.

People process information differently in different moods.



Emotion is a self-fulfilling prophesy.

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Go-to Questions

"Can you show me?"

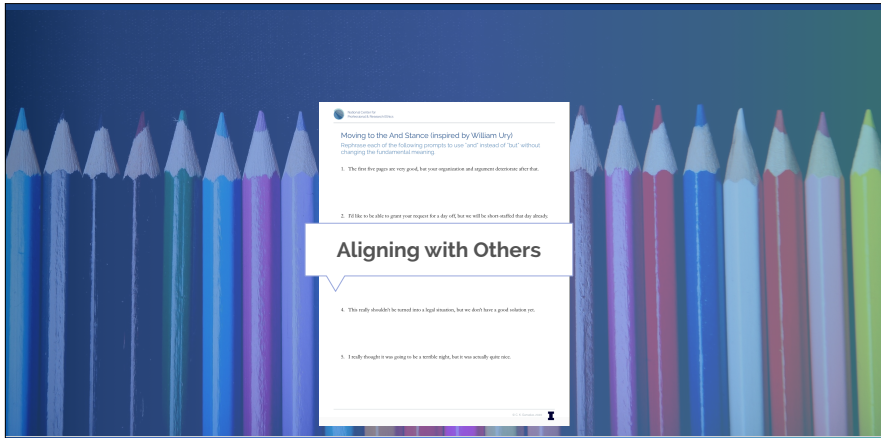
"Can you help me understand?"

"Is this right?"

"Just to be clear, you're suggesting...?"

- 1 As a mark of a person who learns and cares about learning
- 2 To avoid cognitive errors (sinister attribution bias)
- 3 To prevent problems, defuse aggression spirals

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Aligning with Others

1. The first five pages are very good, but your organization and agencies disagree about this.

2. I'd like to be able to grant your request for a day off, but we will be down staff that day already.

3. I really thought it was going to be a middle right, but it was actually quite nice.

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Aligning with Others

- Improves audience attention, retention
- Changes your alignment
- Reduces conflict, aggression spirals
- Takes constant practice!

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Aligning with Others

- ✓ Collect YESes
- ✓ Agree wherever you can
- ✓ Agree without conceding
- ✓ Acknowledge the person
- ✓ Acknowledge the person's competence and authority
- ✓ Don't contradict, agree and build

William Ury, *Getting Past No*



Personal Scripts

Words you have prepared, in advance, and practiced, for predictable situations.

Personal Scripts

Preemptive

- 1 Speaking regularly about values & mission
- 2 Building it into a habit to ask questions about others, their interests
- 3 For anticipated events: You know it's coming (feedback, evaluation, difficult conversations)

Reactive

- 4 Buying time to think
- 5 Calling a pause in a topic or discussion that is getting off the rails, too heated
- 6 Turning the tables to the other/s: asking for solutions
- 7 Noting positives
- 8 Agreeing to disagree

Some Useful Scripts

"I need some time to reflect. Perhaps I could get back to you in about 20 minutes?"

"I recall there is something about that in the policy manual. Let me review that and get back to you."

"I'm so rushed right now, I couldn't do this justice. I'll carve out some dedicated time Wednesday afternoon."

"This will affect others as well as just you. As soon as I have had a chance to speak with each, I will decide."

Constructing Personal Scripts—Difficult Conversations

- 1 Soft opening: set tone
- 2 Leave time and conversational opening for response
- 3 Leave room for a misunderstanding
- 4 Use low-key language
- 5 Stay factual
- 6 Use "I" not "you" messages
- 7 Ask questions, ask questions, ask questions!
(listen to answers)

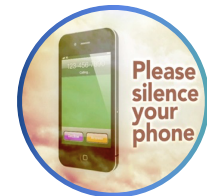
Tone is Essential



Polite



Quiet



Respectful

Assertion, not aggression.

More Useful Scripts

"I am interested in your success. It is my duty to share a candid evaluation with you so you can assess and adjust going forward."

"I'm not comfortable discussing that."

"Let's agree to disagree for now and both go have a good think about this. Let's try again tomorrow."

"I hear what you're saying and I respect how strongly you feel."


Scripts for Receiving Complaints

Context Matters!

"What actions do you seek from me?"

"I need to find out how others view this matter. I will do that and get back to you."


"You need to do what you need to do."



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Concepts, Phrases to Excise

<i>"You have to understand..." or "You need to..."</i>	<i>"You'll just have to trust me on this."</i>
<i>"I regret that you are unhappy with my decision."</i>	<i>"This is as hard for me as it is for you."</i>



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Depersonalize conflict



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Two Hard, Leveraging Changes

00:02

Spend the first two minutes of every interaction just making sure you have understood the other party's perspective.

No arguing back!



Replace "~~but~~" with "and" in your vocabulary and phrasing.

*You can win the battle
and still lose the war.*

*Change the script by
changing your lines.*

Questions or concerns?

Key takeaways?



Homework

1. Review the definition of leadership you wrote in the first session, and update it, as appropriate.
2. Read something that matches your interests.
3. Practice applying the And Stance in your everyday life. First, try to go one week without using "but" in an email, instead restructuring the statement with "and" in order to align with others. Then, try to go 24 hours without saying "but" at all.