

# **CHALLENGING NEGATIVE ATTITUDES**

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**EVERY  
JOB HAS  
THEM**

**The logo is just different  
on the door. How you  
choose to handle  
negativity makes the  
difference.**



# **START WITH HEART**

**WHILE WE ARE ACUTELY AWARE OF HOW OTHERS CONTRIBUTE TO UNHEALTHY WORK ENVIRONMENTS, WE ARE OFTEN UNAWARE OF THE WAY IN WHICH...**

**WE ARE CONTRIBUTING TO THE PROBLEM**

# GROWING UP...HOW DID YOUR FAMILY DEAL WITH CONFLICT?

**SILENCE**




**DIALOGUE**



**VIOLENCE**



# THE BOTTOM LINE



IF YOU DON'T  
**TALK IT  
OUT,**  
YOU'LL  
**ACT IT  
OUT.**

— *Crucial Conversations*  
New York Times  
Bestseller

**VitalSmarts®**

## **STEP 1: GET UNSTUCK**

**HOW TO SPOT THE EVENTS THAT ARE  
KEEPING YOU FROM WHAT YOU WANT**



# STUCK

## PROBLEM

### AVOIDING CONVERSATIONS IMPACTS:

- **RELATIONSHIPS**
- **TEAMS**
- **COSTS, QUALITY, SAFETY**
- **MORALE**

## SOLUTION

**LEARN HOW TO IDENTIFY THE  
CRUCIAL CONVERSATIONS THAT  
ARE THE KEY TO ORGANIZATIONAL,  
TEAM AND INTERPERSONAL  
SUCCESS.**

**DEFINITION: POOL OF  
SHARED MEANING**

- **THE FACTS,  
EXPERIENCES, OPINIONS,  
AND FEELINGS HELD BY  
FELLOW EMPLOYEES ARE  
UNDERSTOOD AND  
APPRECIATED BY ALL.**





# WHERE ARE YOU STUCK?

- **CONTENT:**  
**SINGLE INSTANCE OF A PROBLEM**
- **PATTERN:**  
**A RECURRING PROBLEM**
- **RELATIONSHIP:**  
**HOW PROBLEM IS AFFECTING  
RELATIONSHIP**

# MOTIVES

## Unhealthy

- Be right & Win
- Look good & save face
- Punish & blame
- Avoid conflict

## HEALTHY

- LEARN
- FIND THE TRUTH
- PRODUCE RESULTS
- STRENGTHEN RELATIONSHIPS



# **RESTART YOUR BRAIN**

- **AM I BEHAVING LIKE I SHOULD BE?**
- **WHAT DO I REALLY WANT FROM THIS ENVIRONMENT, RELATIONSHIP, CONVERSATION:**
  - FOR MYSELF?**
  - FOR OTHERS?**
  - FOR THE RELATIONSHIP?**
  - FOR THE ORGANIZATION?**



## **STEP 3: MASTER MY STORIES**

**PROBLEM: WHEN IT MATTERS THE MOST AND OUR EMOTIONS KICK IN, WE OFTEN DO OUR WORST . TO MAKE MATTERS WORSE, WE FEEL LIKE WE ARE DOING THE RIGHT THING.**

# THE PATH TO THE ACTION

## SEE & HEAR

**YOU ARE WORKING ON A REPORT, AND YOUR MANAGER CHECKS UP ON YOU THREE TIMES IN ONE HOUR, OFFERING SUGGESTIONS**

## TELL A STORY

**YOU DECIDE THAT YOUR MANAGER DOES NOT TRUST YOU. HE THINKS YOU ARE INCOMPETENT.**

## FEEL

**YOU FEEL HURT AND DEFENSIVE. THIS LEADS TO ANGER.**

*Once Upon A Time*

# **PATH TO ACTION CONTINUED**

## **ACT**

**YOU HOLD A GRUDGE AND DON'T LISTEN OR  
RESPOND TO YOUR MANAGER'S  
SUGGESTIONS.**

**SKILL**

# SEPARATE FACTS FROM STORIES



# THREE CLEVER OVERUSED STORIES

- **VICTIM STORIES**

*IT'S NOT MY FAULT*

- **VILLIAN STORIES**

*IT'S ALL YOUR FAULT*

- **HOPELESS STORIES**

*THERE IS NOTHING ELSE I CAN DO!*





# **SKILL BUILDER**

## **FROM VICTIM TO CONTRIBUTOR**

**WHAT AM I PRETENDING  
NOT TO NOTICE ABOUT MY  
ROLE IN THE PROBLEM?**

## **VILLAINS INTO HUMANS**

**WHY WOULD A REASONABLE,  
RATIONAL AND DECENT PERSON  
DO THIS?**

# SKILL BUILDER

- **HELPLESS INTO ABLE**

***WHAT SHOULD I DO RIGHT NOW TO MOVE  
TOWARD WHAT I REALLY WANT?***

## **MAKE IT SAFE**

**MUTUAL RESPECT & PURPOSE**

**APOLOGIZE WHEN APPROPRIATE**

**HELP ME UNDERSTAND WHERE YOU ARE  
COMING FROM.**

**I VALUE YOU AS A CO-WORKER AND WE  
BOTH WANT OUR TEAM TO BE  
SUCCESSFUL.**

**I SINCERELY APOLOGIZE. I CAN CLEARLY SEE  
THAT YOU ARE HURT, ANGRY, UPSET.**

# WHAT IF A ONE-ON-ONE CRUCIAL CONVERSATION DOES NOT WORK?

THIRD PARTY MEDIATOR

