

[Crucial Conversations](#) (Ron McMillan) are discussions between two or more people that have three main characteristics: stakes are high, opinions vary and emotions run strong. As a leader, you will, at times, need to “right a wrong” – which requires emotional and social smarts.

However, what often happens is that these crucial conversations are handled poorly. Ron Mc Millan states three ways leaders can “right a wrong”.

1. avoid them
2. face them and handle them poorly
3. face them and handle them well

Leaders with emotional social smarts choose the third path!

As a leadership and smarter emotions coach, I often work with leaders’ on how to manage “emotional moments of truth”. The first step is to recognize the need to initiate a crucial conversation. Second, a leader must “intentionally” increase awareness of their emotional triggers. During a crucial conversation, people often experience the “emotional” flight, fight or flock reflex. The flight reflex turns into silence and/or avoidance, the fight reflex turns into violence, while during the flock response leaders avoid the truth, and flock to other leaders who share their beliefs.

Ron recommends seven steps to master crucial conversations, detailed in the book and toolkit entitled Dialogue Smarts: Skills for Mastering Crucial Conversations.

- 1. Start with Heart** requires the leader to be mindful of their role and presence. We can only control ourselves, so the first step is to manage how you approach the conversation. Focus on positive emotions to solve a problem in a way that is mutually beneficial and does no harm to the individual or the relationship.
- 2. Learn to Look** involves being mindful to any signs of safety that are at risk – i.e. people in the conversation are resorting to silence or violence.
- 3. Make it Safe** for others to speak candidly without experiencing negative results. People tend to attack or avoid when mutual purpose or mutual respect is absent.
- 4. Master my stories involves** mastery of emotional triggers that can result in an emotional hijacking where chemicals flood the rational brain, making it hard to think straight or problem solve.

5. State my Path involves speaking authentically, not abrasively. This principle encourages transparency in a way that does not offend or judge others.

6. Explore Other’s Paths is when the leader really listens to the other person's perspective without judgment, advice or editorial.

7. Move to Action involves making and agreeing on a decision, next steps and accountability.



Process Designed Training (PDT):

Leadership Habit Maker to Right a Leadership Wrong

The PDT method is a group process developed and [offered at The Liataud Institute](#) University of Illinois Chicago. PDT uses industrial ISO processes with a Positive Psychology protocol to lead with positive charisma and connection. What I really like about the PDT program is how the group format is **process dependent** and not teacher dependent. Leaders who graduate from the program are qualified to lead their own internal PDT corporate groups which accelerate learning transfer and culture adoption.

Two PDT habits that can "right a leadership wrong" are taught and practiced during the training. The habits are **“How to Give Inspirational Feedback and How to Have an Educated Argument.**

[As Director Coaching and Certification Services](#), I can personally attest that I increased my positive charisma and connection and most important, developed habits to evolve into a better coach, leader, spouse, parent and citizen.

How do you manage emotions to right a leadership wrong?



Contact Cynthia to learn more about PDT programs or to schedule a 20 minute free coaching session.
