



Collaborative Communication



OBJECTIFS



- New Mindset:
- Strengthening Relationships Through Conversations

1. A few thinking models

"Why is it so difficult to conduct a good conversation?"



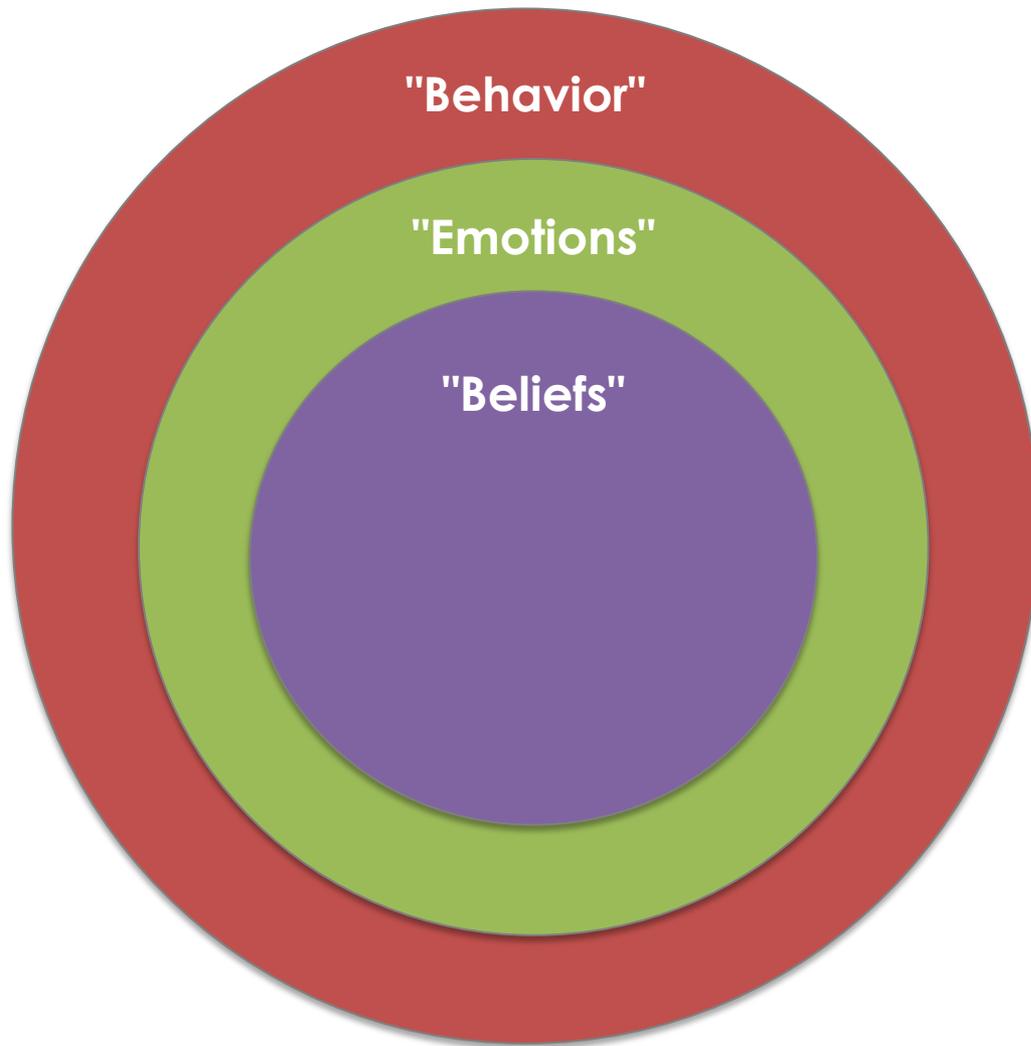




My Sister-in-Law Example"



The example of the mezzanine"



Based on Firo-model of William Schutz



"Digging"

"Ask
questions"



"Exercise"

- "Recent issue?"
 - With whom?
 - What didn't you like?
 - Emotions?"
-
- "What role do you want to play?"
 - What is capturing my attention?"
 - What should be my action?"

MY
Cattle!

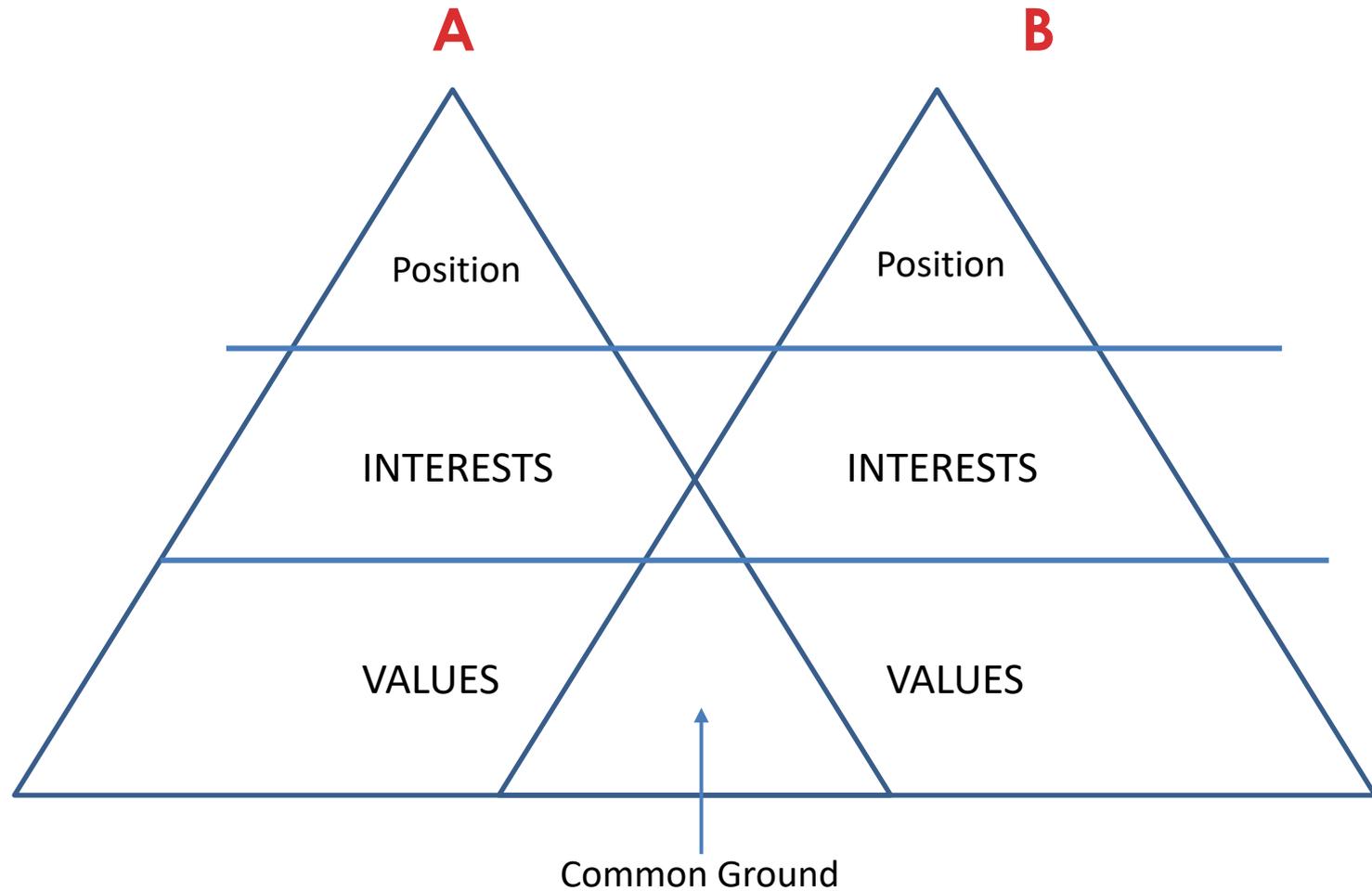


MY
Land!



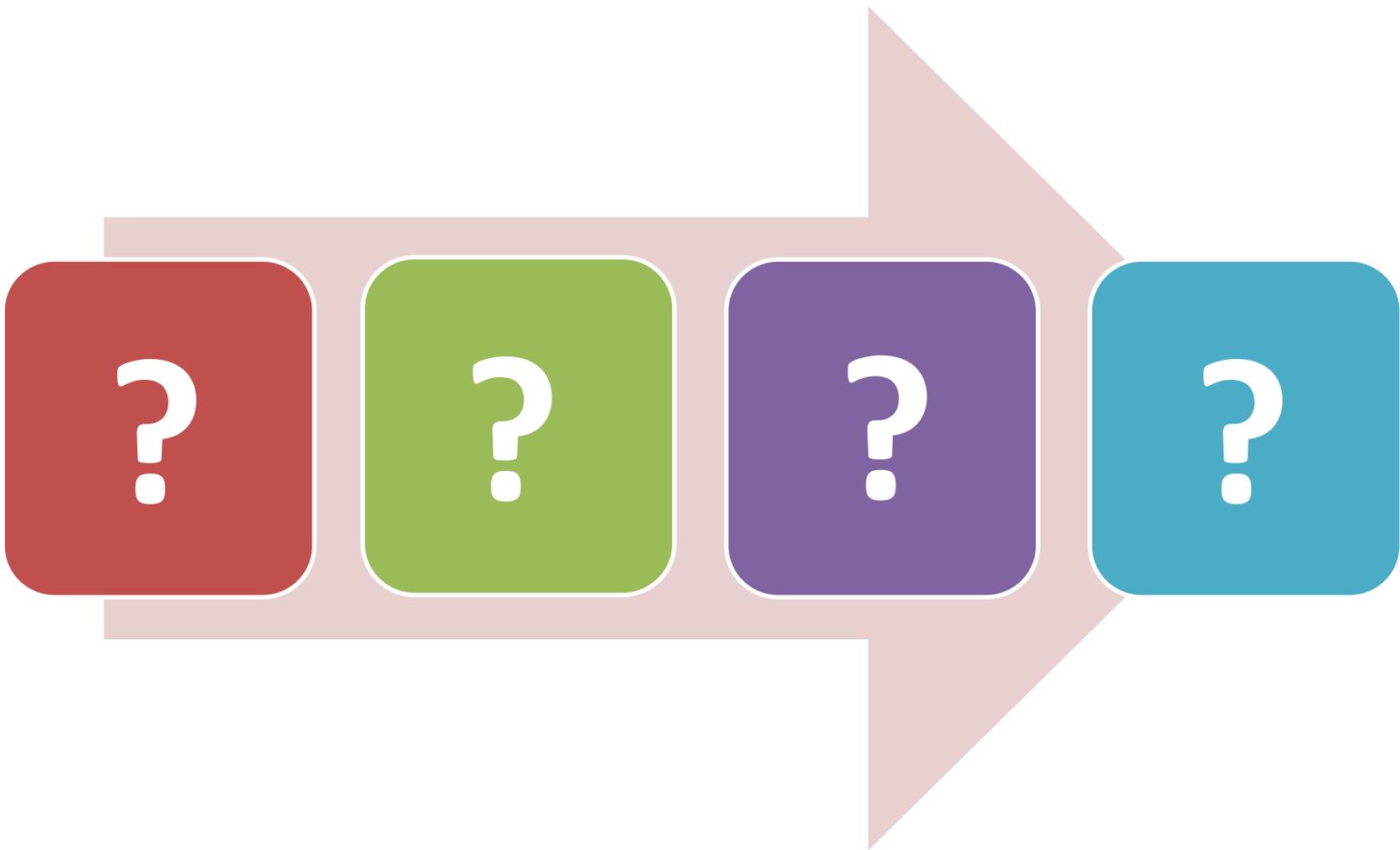
Hiking
Artist

"Positions / Interests"



"Exercise"

"What are the 4 stages of Collaborative Communication?"

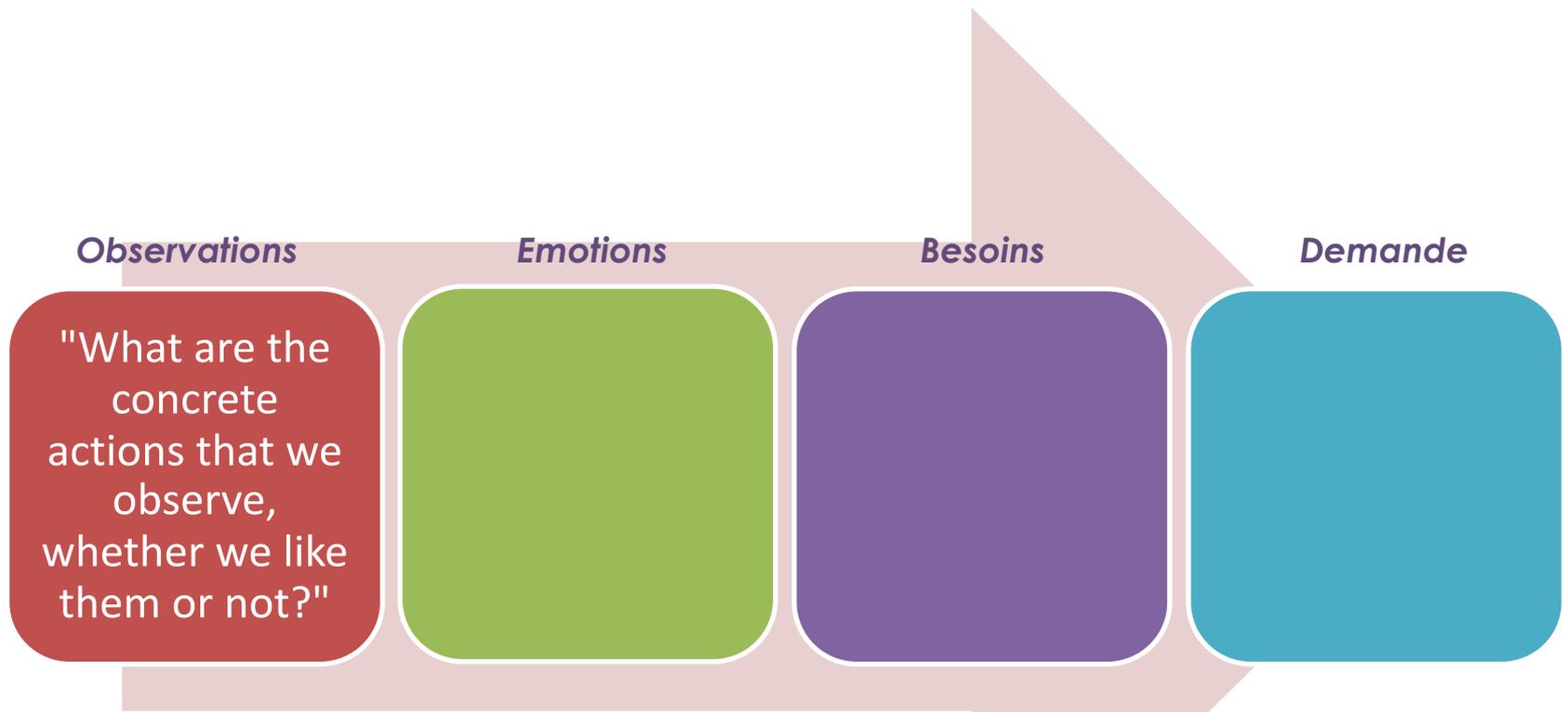


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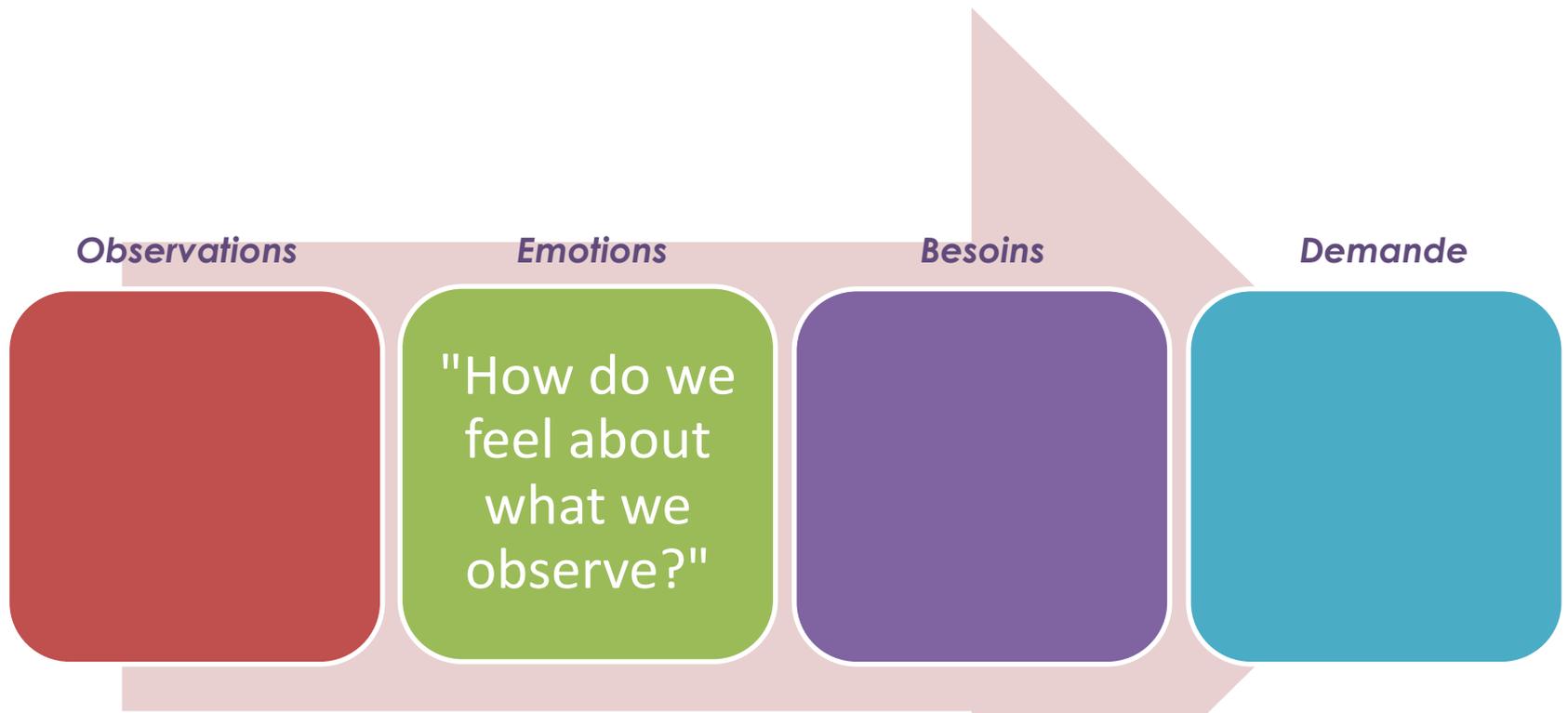
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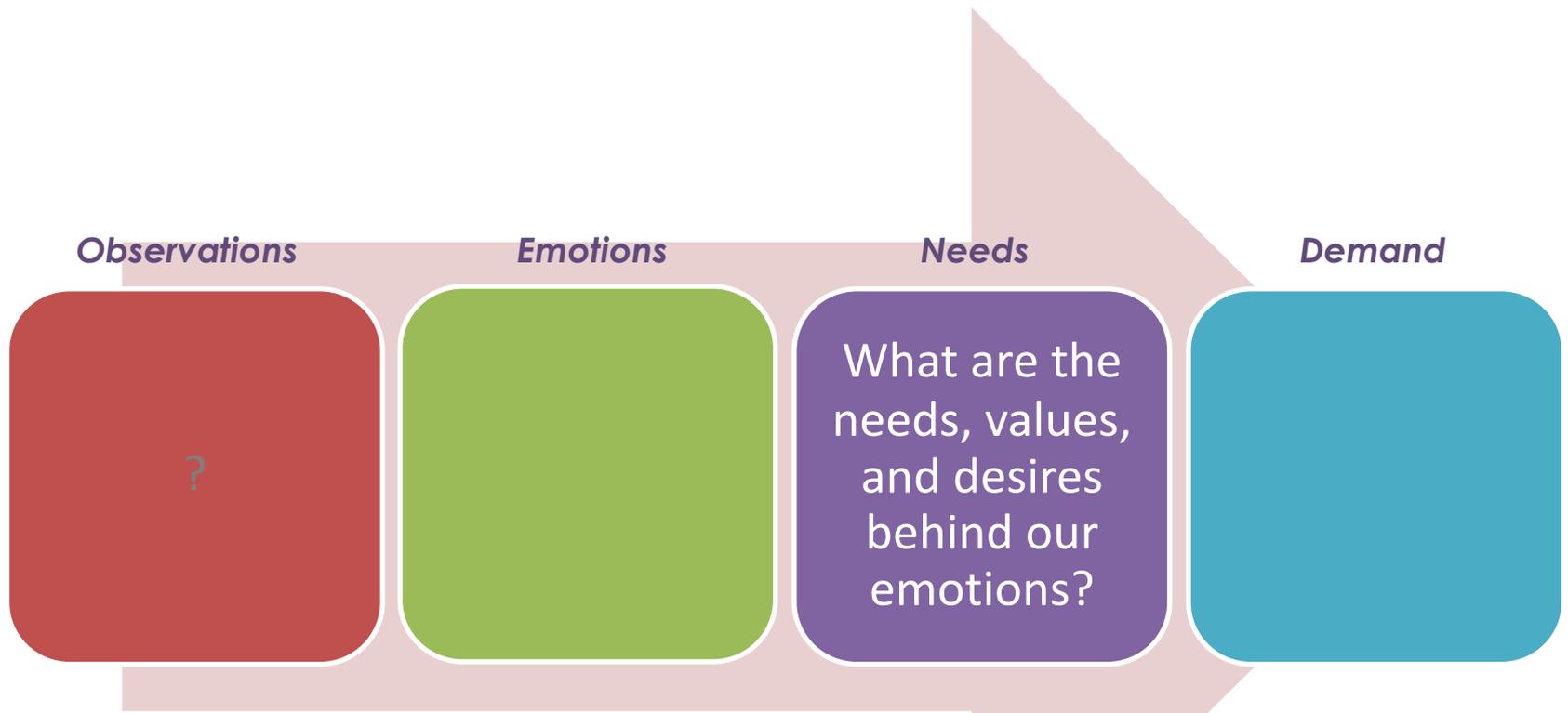
- "Stick to the facts
- Do not judge
- Comparison = judgment
- Avoid using generalizations
- Be specific: time, context"

"QUIZ: Observation or Judgment?"

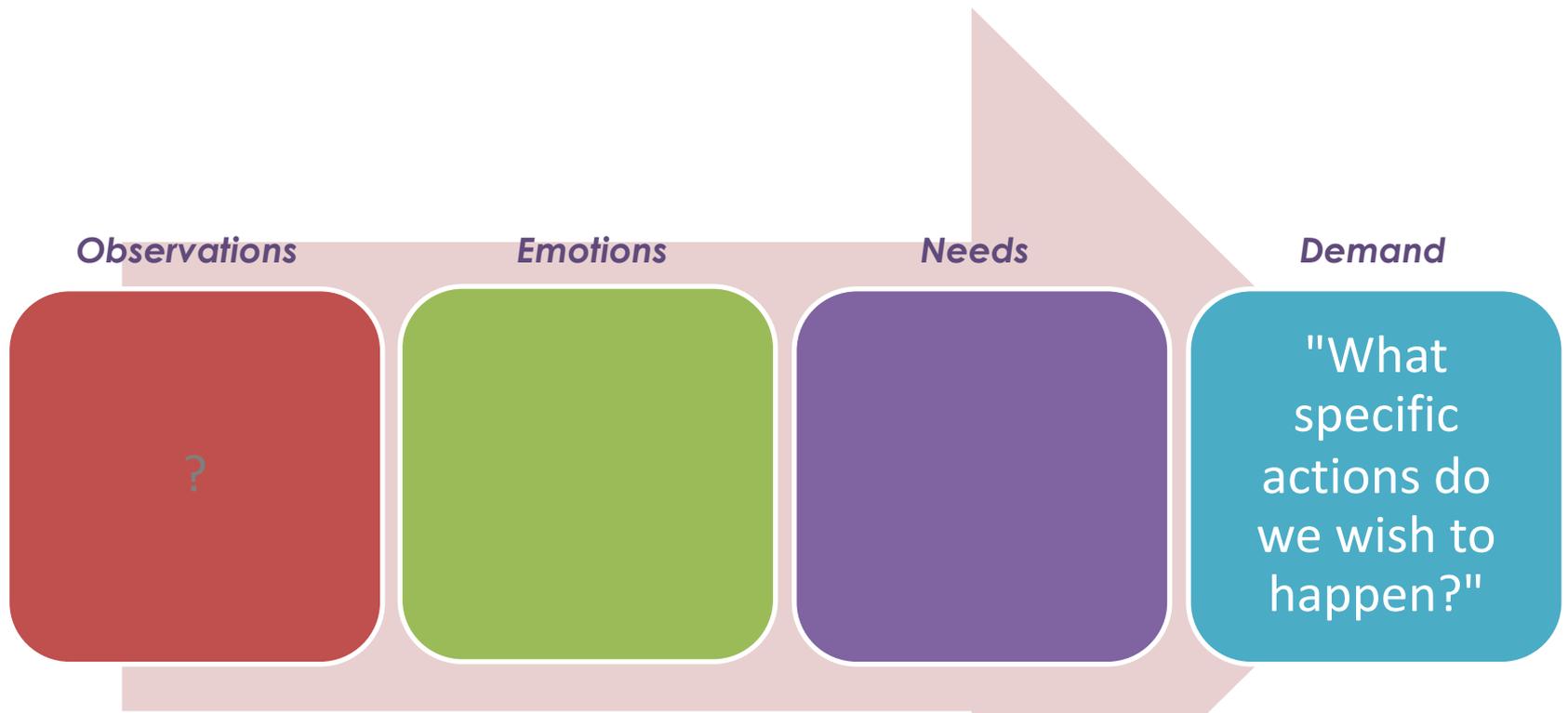
- Olivia works slowly. O J
- John is angry with me for no reason. O J
- Luc is always late. O J
- Sam did not ask for my opinion during the meeting. O J



- "I..." rather than "You..."
- Emotion ≠ belief, thought
- Emotion ≠ interpretation of the other's reaction
- Developing one's own vocabulary of emotions



- Connecting feelings to needs



- "A request is not a command.
- What you want the other person TO DO and not how you want them TO BE.
- No actions to stop, but rather to START.
- Be clear, positive, and concrete."

Observations

What are the concrete actions that we observe, whether we like them or not?"?

Emotions

How do we feel about what we observe?"

Needs

What are the needs, values, and desires behind our emotions?"

Demand

"What specific actions do we wish to happen?"

"Exercise 1: Video"



"Current version"

Observations

Emotions

Needs

Demand

"Improved version"

Observations

Emotions

Needs

Demand

"Exercise 2"

- "Prepare a monologue to address the situation described"

Situation 1: The Comedic Colleague

- Situation:
- You are the project manager.
- You have noticed that one of your employees is very sociable and sets the mood in the team: he tells jokes and organizes all kinds of activities outside of work hours.
- Unfortunately, he is increasingly distracting his colleagues during work hours (he is more and more often in other offices, you overhear quite a few conversations that are not work-related, ...)
- Objective:
- You want to maintain a good working atmosphere, but you also want the project goals to be achieved. How do you proceed to alert him to the situation?

S2: The Underperforming Subcontractor

- Situation:
- A subcontractor is once again executing their task, making mistakes. You have previously discussed their errors with them. The client has now also complained to you about the subcontractor's work because you are responsible for it.
- Objective:
- How do you address this issue with the subcontractor?

S3: The Client Complaint

- Situation:
- The client has come to one of your colleagues to complain about the progress of the project for which you are responsible. However, it is the client's fault that the project is not progressing because you are still awaiting crucial information from them, which you have requested several times by email, but have not received.
- Objective:
- You want to alert the client about this issue of missing information and maintain a good relationship. How do you proceed?

S4: The Subcontractor Not Following Safety Rules

- Situation:
- You are the project manager and the ultimate responsible party for the project. A subcontractor is not following safety rules at the client's site. You have already discussed this with them. Now, you also notice that they are not wearing a safety helmet.
- Objective:
- You want to make them understand that this behavior must change. How do you proceed?

S5: The Lazy Colleague

- Situation:
- A colleague works much less than others and always gets away with it. He often misses appointments and deadlines. This time, he blames you for a missed meeting with the client, and your manager brings it up to you.
- Objective:
- You defend yourself to your manager, but you don't want to come across as a tattletale. You also want to maintain good relations with this colleague. How do you proceed?

S6: The Slacker Colleague

- Situation:
- A colleague constantly tries to impress the superiors, even at the expense of other colleagues. He has few friends in the workplace. He believes it's better this way to climb the corporate ladder. This time, he has started encroaching on your territory. You worked together on a project. You alone came up with an innovative and effective solution. But you were not present during the presentation of this idea to the superiors due to an unexpected event. You learn that he has taken all the credit for the work behind your back, without mentioning your contribution. You've had enough.
- Objective:
- You want him to acknowledge the importance of your work to the manager. How do you proceed?

S7: The Good Subcontractor

- Situation:
- You are a project manager. One of your employees is working very well, and the client has also let you know that they are very satisfied. (Imagine a real-life scenario)
- Objective:
- Provide your employee with constructive feedback.

S8: The Arrogant Colleague

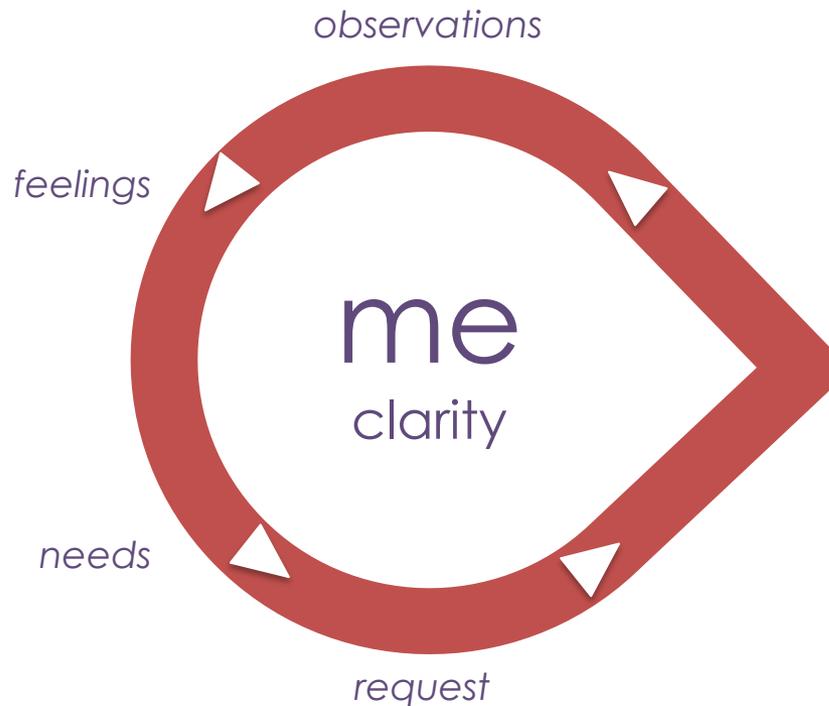
- Situation:
- You are a team leader. One of your employees performs very well, but you have received several remarks from colleagues and even from management regarding their behavior, which is sometimes deemed inappropriate for the situation. The colleague is sometimes too comfortable with people higher up in the hierarchy and is considered arrogant by other colleagues because they refuse certain tasks that they consider beneath them.
- Objective:
- You want to address this issue with the colleague because it is detrimental to the overall atmosphere and their advancement within the company. However, you do not want to hurt the person.



COFFEE BREAK

5 MINUTES

Le Dialogue : mon intervention

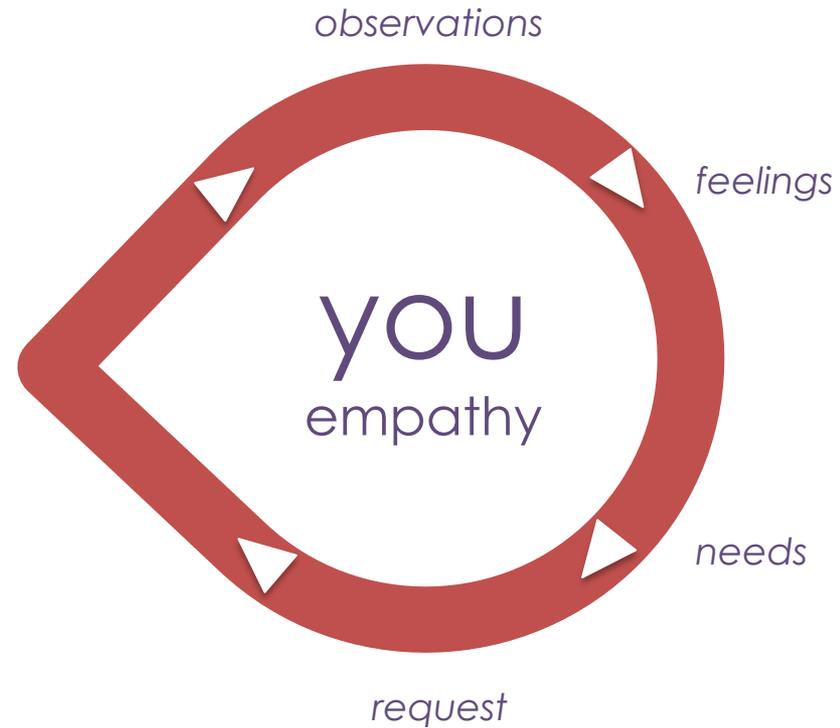


- **Concentrez-vous sur la SITUATION**, et non la personne
- **Concentrez-vous sur les SOLUTIONS**, et non le passé

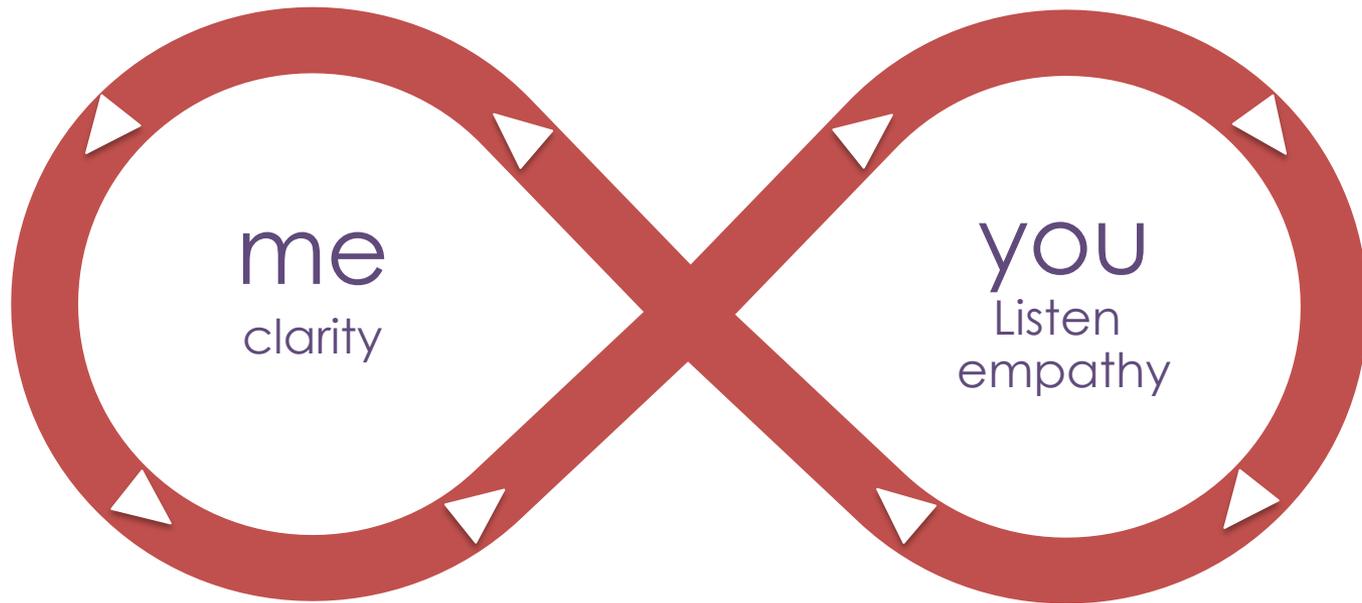
➤ Soyez clair et honnête sur votre propre point de vue

Le Dialogue: l'autre

- Ecoutez et montrez de l'empathie

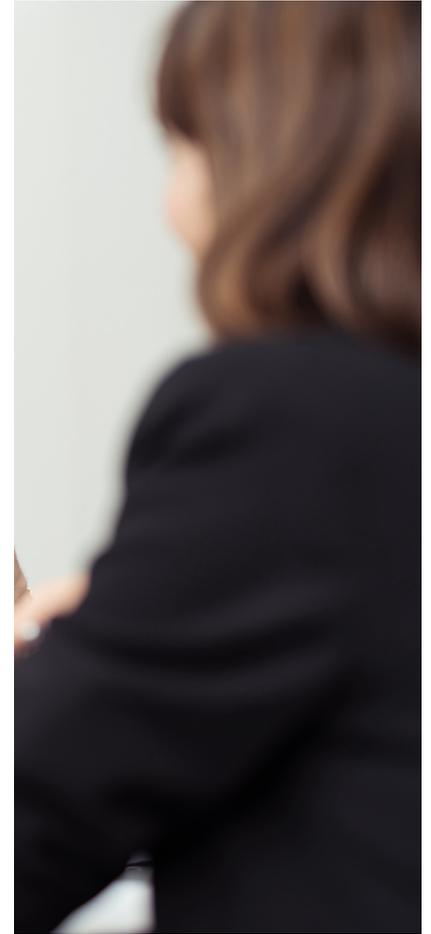


La recherche du win-win



Comment mieux écouter?

- L** Listen to understand
- S** Summarize your understanding
- D** Dare to ask questions



When to ask questions?

- O** Omissions
- M** Mindreading (télépathie)
- G** Generalizations

Exercice 3

- Lisez la situation décrite ou partagez une situation de conflit personnelle
- Lancer un dialogue
- Votre homologue vous met au défi en fonction de ses propres craintes
- Menez la danse

S1. Un entretien promotionnel

- Situation:
 - Vous êtes le chef de projet
 - L'un de vos employés souhaite absolument être promu au poste de chef de projet, mais n'est pas prêt pour cela.
- Objectif:
 - Vous voulez communiquer à votre collaborateur qu'il ne pourra pas être promu tout en le maintenant motivé

S2. Un employé doué mais qui manque de confiance en lui

- Situation:
 - Vous êtes le chef de projet
 - Un de vos collaborateurs est très talentueux, mais ne le voit pas du tout: l'incertitude, son manque de confiance en lui limite clairement son évolution dans l'entreprise.
- Objectif:
 - Comment pouvez-vous évoquer ce manque de confiance observé et examiner ensemble comment y faire face?

S3. Le collaborateur pessimiste

- Situation:
 - Un de vos employés n'est jamais content: il y a trop de boulot, c'est trop ennuyeux, trop, trop peu..., même la température du café n'est pas bonne.
 - Il partage sa vision de la vie avec tout le monde
 - Ses collègues en ont marre de cette négativité et l'évitent.
- Objectif:
 - Vous devez aborder avec lui l'impact de sa négativité. Comment procédez-vous?

S4. La demande de rotation de job

- Situation:
 - Vous êtes le chef de projet
 - L'un de vos employés souhaite absolument évoluer vers le poste de CP (Construction Manager) - PM (Project Manager), mais il n'a pas les connaissances techniques nécessaires pour les tournées d'inspection et le suivi des plans.
- Objectif:
 - Comment allez vous faire pour qu'il comprenne la situation?

S5. Respecter les heures imparties

- Situation:
 - Je suis Responsable d'une équipe de Project Managers
 - Il arrive souvent que les Projects Managers ne respectent pas les heures imparties et les dépassent.
 - Ces dépassements nuisent à la satisfaction des clients et à la rentabilité de l'entreprise
- Objectif:
 - Comment aborder la situation avec les collaborateurs qui « débordent » systématiquement, sans passer par un « blâme »

In case of emergency?

1. Faites une pause et respirez

1. Relancer la conversation:

– Reformulez et reconnaissez l'idée de l'autre

'Je comprends...'

– Expliquez vos préoccupations

'Ce qui m'inquiète c'est...'

– Chercher des alternatives

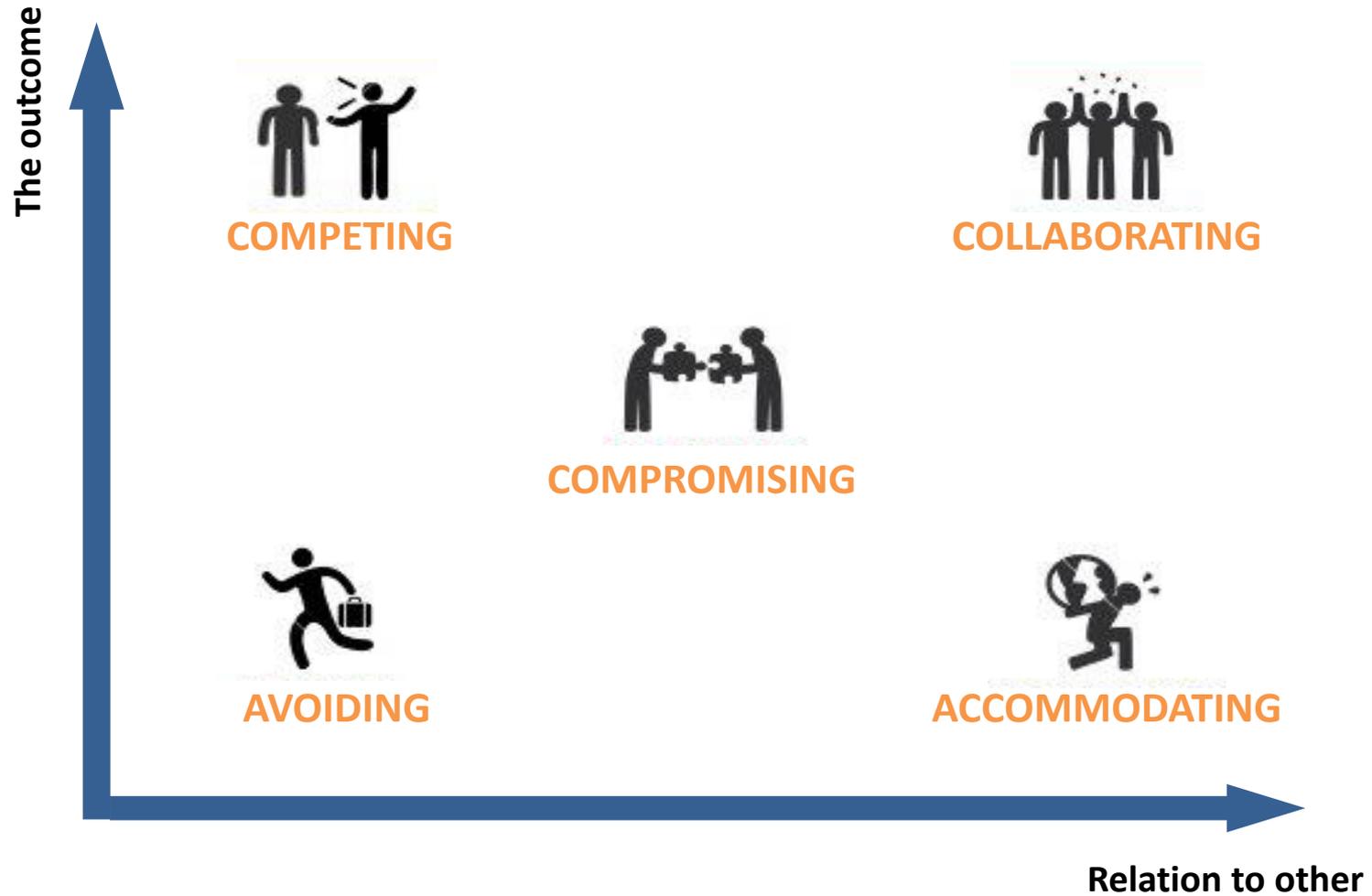
'Comment pourrions-nous...'

2. Posez la question « **De quoi avez-vous besoin?**
»

LES STYLES DE GESTION DE CONFLITS

5 manières de gérer un conflit

5 façons de gérer un conflit



Enquête d'Autodiagnostic Thomas Kilman

- Votre style de conflit

[www.baogroup.be/BAO-site/bao-docs/coaching-journal-tests-fr%20\(2\).pdf](http://www.baogroup.be/BAO-site/bao-docs/coaching-journal-tests-fr%20(2).pdf)

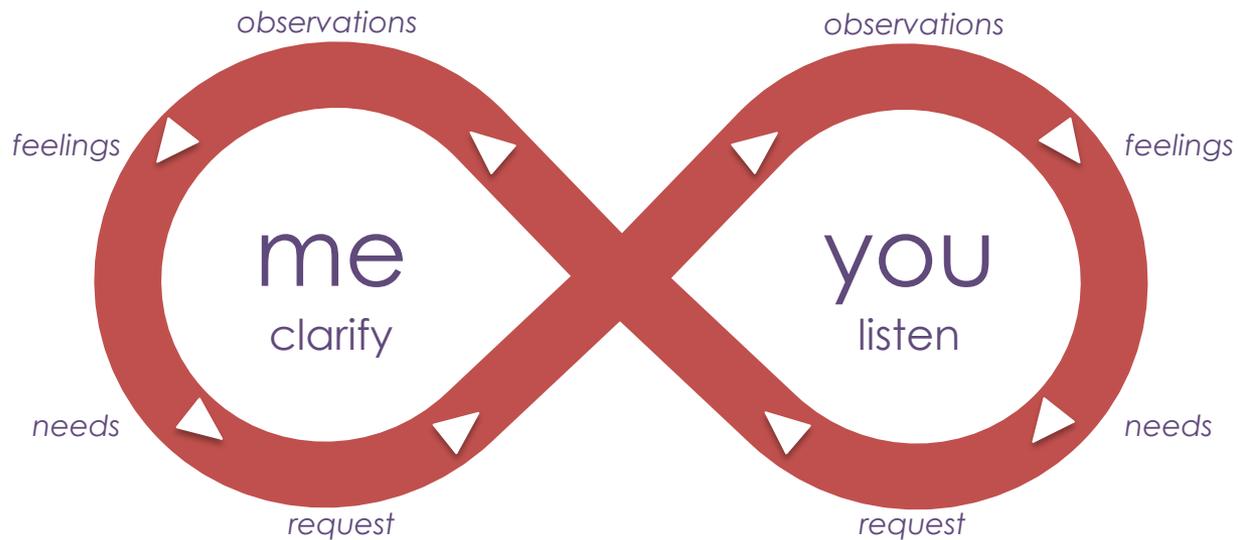
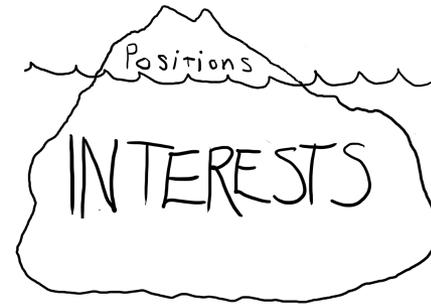
Quels processus peuvent vous aider à prévenir les conflits?



Sinfelsky

En résumé

MINDSET?



Lead the dance!

Wrap up and closing
Homework?



Bibliographie

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