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Mentor Training



Module 4 – Communication and conflict management



Izba Rzemieślnicza w Opolu



**Wielkopolska Izba Rzemieślnicza
w Poznaniu**

Target clarification - Goal Grid

Task: Meet in pairs and then take turns as mentor and have a goal clarification based on the Goal Grid.

**Time:
15 min**

**What do
you?**



**What
don't
you do?**



**What you want / What you
don't want**

**What do you
want to
preserve?**

**What do you
want to
remove?**

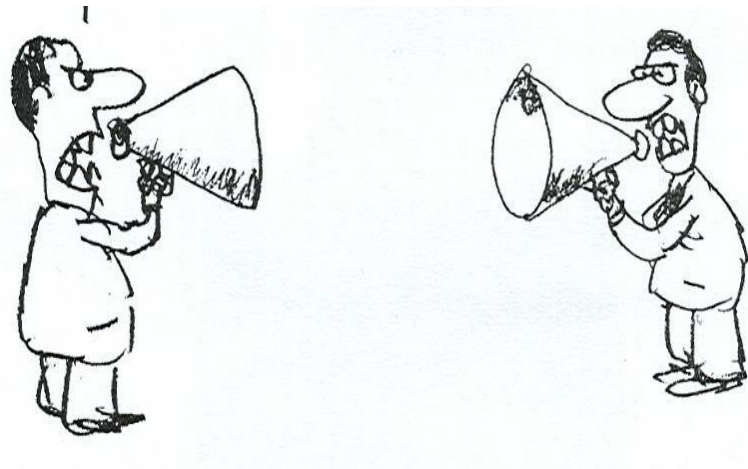
**What do you
want to
achieve?**

**What do you
want to
avoid?**



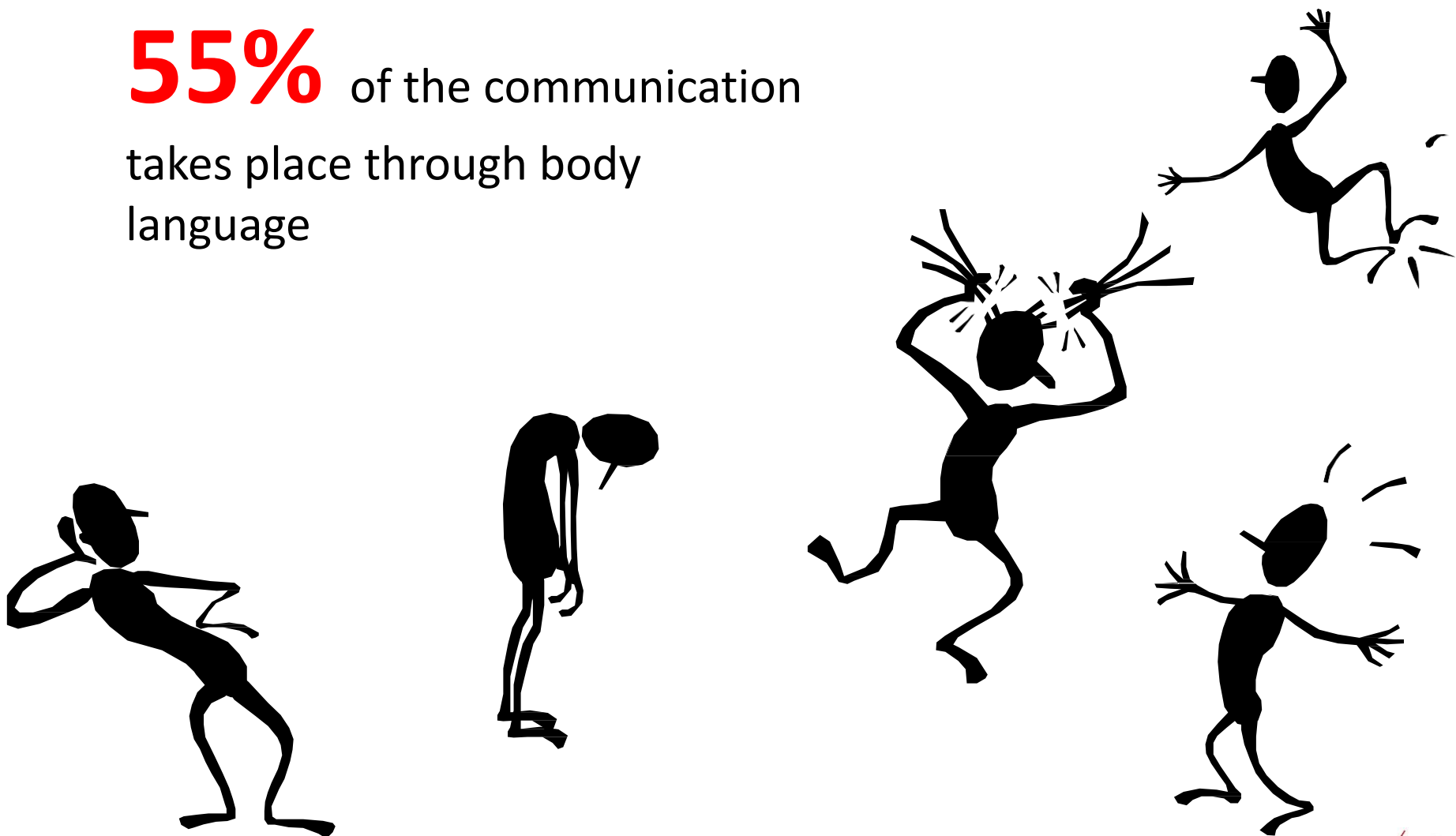
Communication

The way we communicate with each other determines the outcome of a conflict!!



What makes body language so important?

55% of the communication
takes place through body
language



The second most important communicator is the tone of your voice

38% of what is understood is due to the tone of the voice:

- your voice
- your rate of speech
- your vocal style
- your vocal range
- speech breaks

93% of the value (credibility) of your communication comes from OTHER than **what** you say.



Therefore the words you choose mean the least

Only **7%** of communication takes place through the choice of your words.



Communication

Giraffe language (non-violent communication)

*Giraffe language was invented by Marshal B. Rosenberg.
He used the giraffe as a symbol for his theory because it has the biggest heart of all animals.*

Giraffe language



The four legs of giraffe language - Talking like a "giraffe"

1. Observe what is happening in the situation, i.e. do not judge or evaluate, but describe and take **as a starting point the facts**.
2. **Emotions** are registered to **express ones own state and reaction**.
3. **Needs** are registered to express what it is you need **the other to do, or to do differently**.
4. **Requests** and asks the other person to do so, or expresses his own feelings and needs for **what the other person should do**.

Communication when using giraffe language

The "Giraffe" speaks from needs, feelings and concrete observations.

The tool

- Facts
- Feelings
- Need
- Request



Giraffe language



To observe and **listen** like a giraffe:

1. Go beyond own judgements and assessments and observe what is actually happening.
2. Experiencing an emotional reaction to it happened in that moment and relates to that feeling.
3. Hear needs and wants instead of anger, accusations and attacks.
4. Hear a desire for something to be done in an other way, or ask what the need is.

Problems with the giraffe language



It's not easy being a good giraffe. The name of the giraffe language comes from the fact that the giraffe is the animal with the biggest **heart**. And that, at the same time, is the essence of the problem with giraffe language.

It is not always that one's needs and feelings are appropriate to turn - for example, if you are a train conductor and have to give a fine for travelling without a ticket.

Or how a policeman feels when someone commits a crime. In this kind of job, you often experience conflicts that have nothing to do with your needs or feelings, but with looking after the interests of an organisation, legislation or society.

Wolf language is very different from giraffe language

Communication and language when using wolf language changes significantly, as

"Wolfves"...

- Sets requirements
- Appoints
- Critics
- Analyzes



The wolf often creates anger, distance, aggression and depression

The four legs of the wolf language - **Speaking** like a "wolf"

1. Does not observe, but assesses, judges and accuses
2. Reacts immediately to his feelings.
Does not relate to them.
3. Not seeing a need, but blaming and accusing
4. Do not ask, but demand and command.



Watching and **listening** like a "wolf"

1. Sees flaws that can be addressed and attacked
2. Reacts to own feelings only when another expresses its.
3. Hears accusations, praise, compliments, criticism.
4. Hears requirements and order.

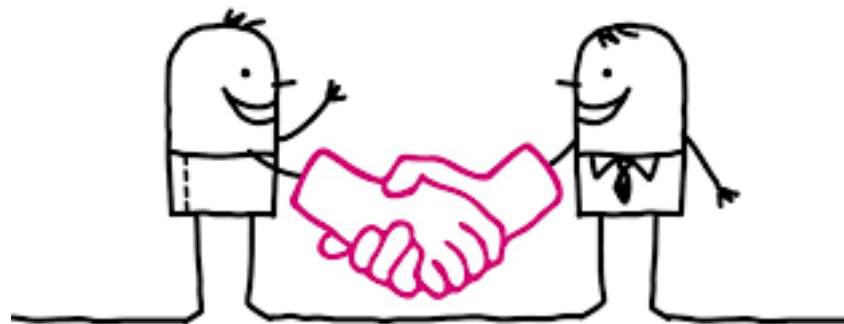


Some conflicts have a winner and a loser and for that reason alone conflict resolution can be problematic.

Wolves don't always want to give in, and some wolves will like to fight a long and tough fight.



You could say that a good employee or a good boss is one who ***doesn't*** let it get to that point, but can see and deal with conflict when it arises. And that in itself takes courage and practice for many people.

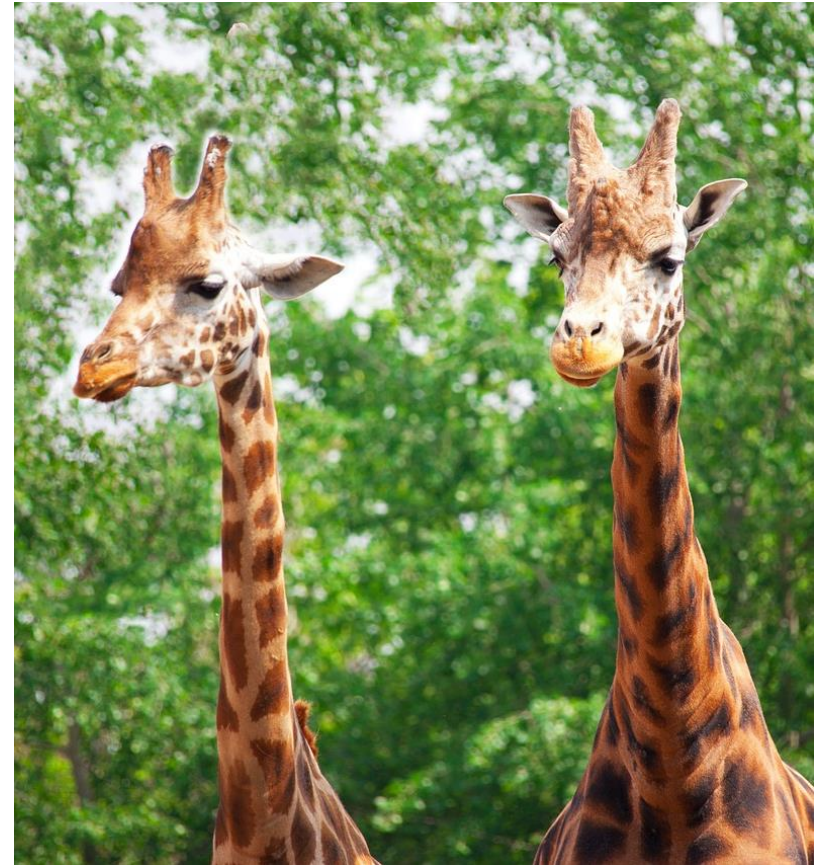


Communication

The first step towards conflict resolution is logically to be prepared to resolve a conflict.

Irresolvable conflicts usually arise because one person starts an **attack**.

The first goal in conflict resolution is to **seek the solution** instead of the conflict. That's why someone who speaks giraffe language always ends with a **proposal for a solution**.



Exercise

Giraffe and Wolf Communication

When we communicate, we can communicate in Giraffe language or in Wolf language.

You will now work on how you use and experience these 2 forms of communication.



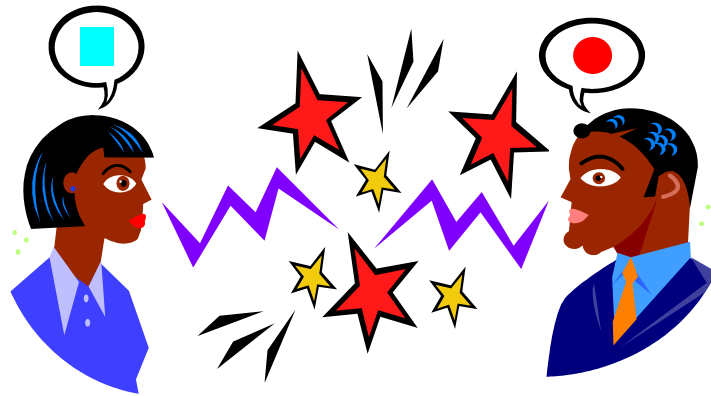
- 1) When do you communicate like a giraffe?**
- 2) Give 3 concrete examples of this.**
- 3) Describe a person who communicates like a wolf (it can be you)**
- 4) How does it affect others that this is the form of communication used?**

Conflict management



What do you think a conflict is ?

Why do conflicts arise?



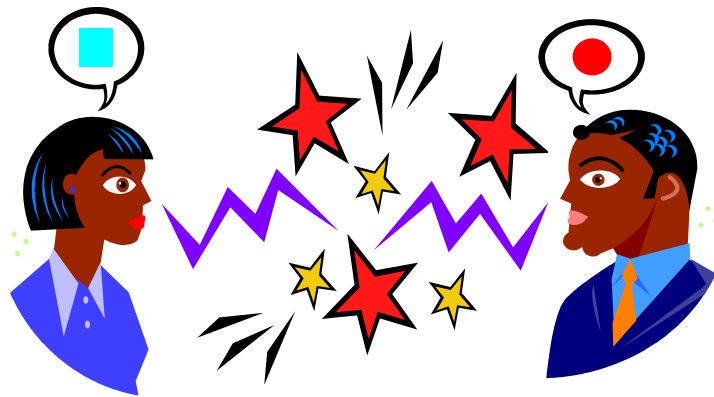
What is a conflict?

The background of the slide is a light gray with a pattern of large, white, 3D-style arrows pointing outwards from the center. In the center of the slide is a solid red circle, which is the focal point of the design. The text is overlaid on this background.

"Signs of something that has not been noticed in time and needs to be changed."

What is a conflict?

Conflict comes from the Latin word '**conflictus**' which means 'clash, opposition, a struggle between different forces'.



A conflict is ...

Inconsistency

When the behaviour and actions of one person block, interfere with, harm or otherwise prevent another person from achieving what he or she wants.



Attitudes to conflict?

- Conflicts are unwanted
- Conflict is good
- Conflict is inevitable in human interaction
- Conflicts can be seen as good - new sources of energy - to see and solve problems in a new way
- Conflicts can be useful if we learn to deal with them



危
机

weiji wēi-jí

Danger and opportunity

Conflict of Interest



Consensus perspective

Conflict is disruptive

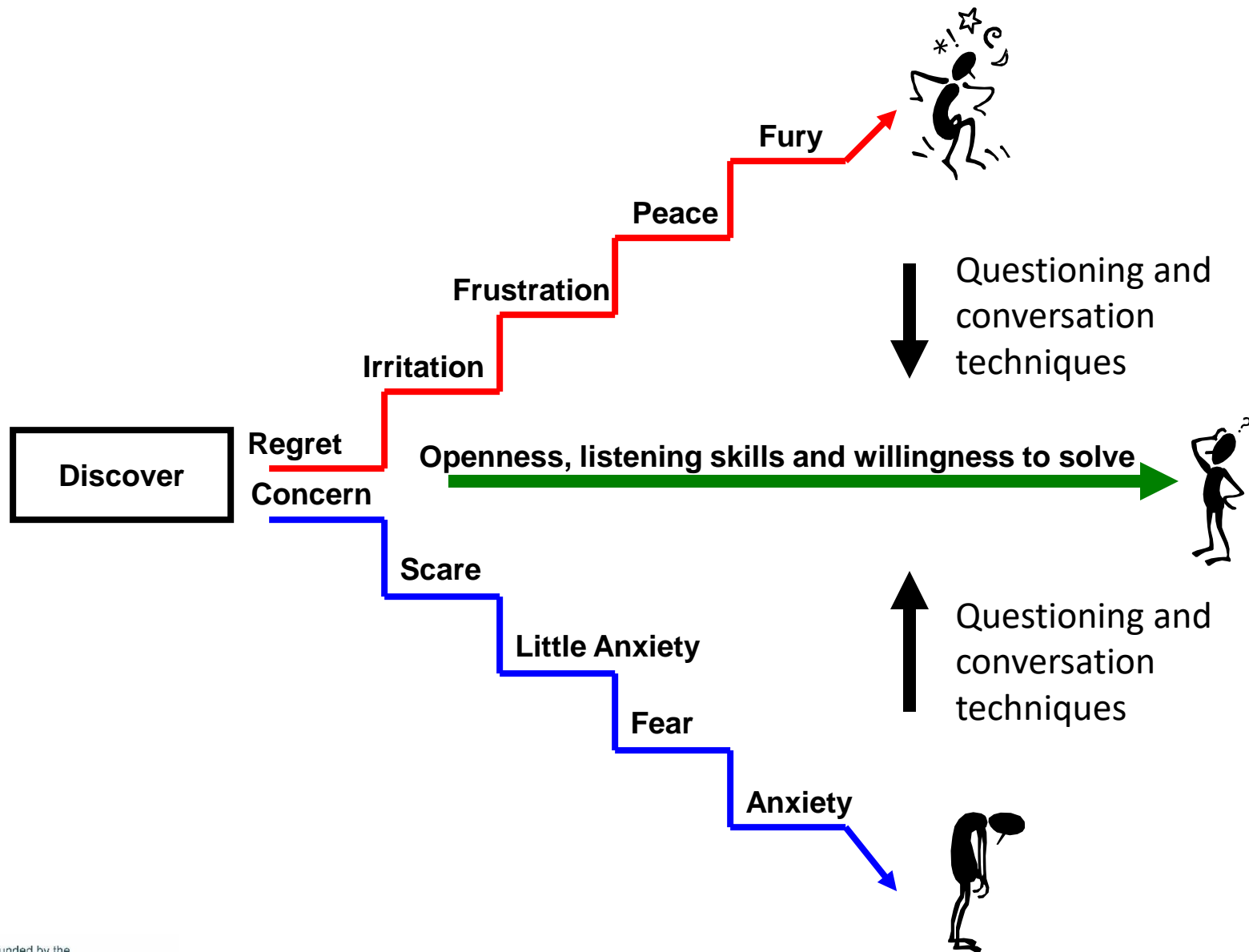
The ideal is harmony, agreement, quick resolution

Conflict perspective

Conflict is raw material for development

The ideal is development, opportunity, innovation

The Emotional Steps



Why do conflicts arise in the workplace?

Communication factors

- Misunderstanding
- Lack of information
- Misleading information
- Rumour/Gossip

Structural factors

- Size of the organisation
- Missing links
- Reward structures
- Use of power
- Different management styles

Behavioural factors

- Relationships between persons
- Status and recognition
- Forms of cooperation
- Lack of common platform
- Management behaviour

Conflict - and communication

Communication is often the cause of conflict

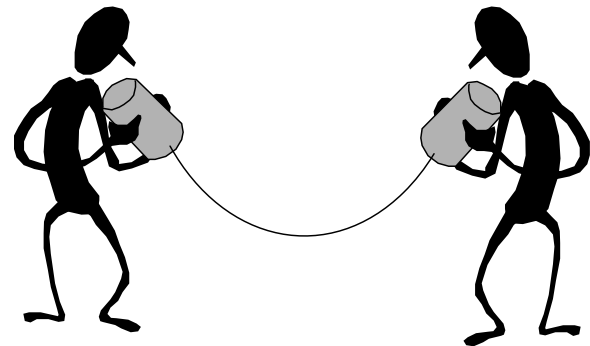
We forget to listen to what the other person says before we speak

We tend to prefer to mention either the negative or the positive aspects of a case

We mistakenly believe that the other sees the world from the same point of view as we do

The problem is that people often do not notice any differences, but are convinced that they are talking about the same thing

Active listening is "a city in Russia"



Conflict management

Task Individual + Groups of 4



Individual: 10 min Think about a conflict (solved or unresolved) you have been/are in!

Groups: 30 min

Take turns telling each other about the conflict and use questions to get more clarity about what happened in the conflict.

- What do you think made the conflict have a good/bad outcome?
- What was your reaction to the situation - what did you do/say/feel?
- How did the other(s) react in the situation,
- What did they do/say/feel?
- What particular factors or circumstances influenced the situation?
- What did you learn from the situation?

Successful solution requires **correct analysis** of the conflict

No medicine without diagnosis!



Dimensions of a conflict

Instrumental conflicts:

On concrete objectives, means, methods, structures, procedures

Interest conflicts:

On the allocation of resources that are scarce or perceived as scarce, money, work, space, things, time

Value conflicts:

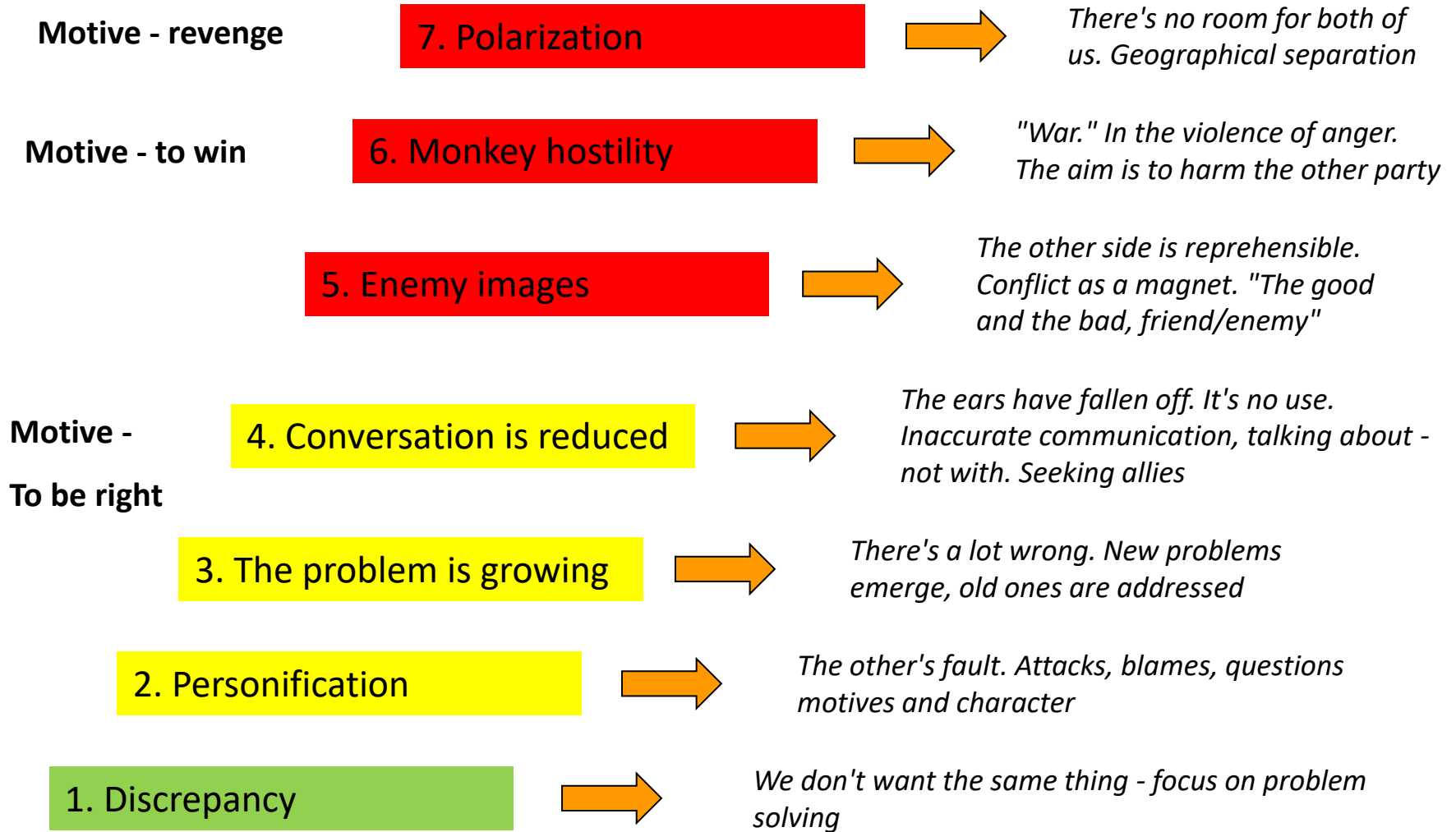
About personal or cultural values you want to fight for, human rights, religion, political beliefs

Personal conflicts:

On identity, self-esteem, loyalty, breach of trust, rejection, etc.



Conflict Stairs



Explanation of the different steps

- Step 1 - Disagreement, we don't want the same thing. Here it is important that we resolve the problem quickly so that the conflict does not escalate. Focus on the issue - come up with solutions instead of complaining!
- Step 2 - Personification - here it gets more personal, because here we blame another person for the situation, our negative feelings come out, we tend to attack because feelings are involved and we blame another person.
- Step 3 - The problem grows, old experiences are brought up.
- Step 4 - The conversation is abandoned, talked about and not with
- Step 5 - Enemy images, the original situation is forgotten, now we only have black and white perceptions of each other, the original reason for the conflict is gone - now everything else takes over.
- Step 6 - Open Hostility
- Step 7 - Polarization - 1 must leave the job

- **CASE** - At **the first stage**, the conflict is about the case. There is an issue that is the subject of different views, interpretations or other disagreements.
- **PERSON** - in **the next 3 steps**, the parties to the conflict both feel that, despite all good will, they can no longer close their eyes to the fact that the other party is an idiot who is incompetent/mean, etc. The conflict is now about the person (or group). Maybe officially there is still a lot of talk about the issue - but in reality it now acts more as a pretext to deal with the bad qualities of the other party.
- **WAR** - in **the last 3 steps**, conflict becomes "pure process" in the form of war (literally or figuratively). The parties may still be engaged in blackening the other party's personality or intentions - but this now serves mostly as a pretext for finding ever new methods, tricks, destructive forces, etc.

Prelude to disagreement

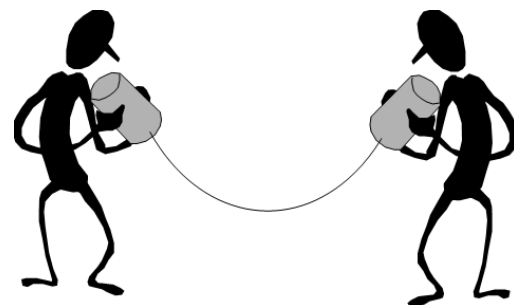
- Talk about disagreements & be open and honest about feelings.
- Nip conflicts in the bud - they're easier to resolve!
- Remember giraffe language and stay on your own side !
- Don't be afraid to ask for help !



My own patterns and choices...

Ways to face conflicts

Reflection



What is your reaction pattern (the immediate one where you react spontaneously) when you are scolded, blamed, attacked, criticized by

- **Equal colleagues?**
- **Overall?**
- **Citizens/students, customers, etc.?**

How would you like to react?

- Are there reactions that you would like to change?
- If - who and what can support me in that process?
- What should my first step be?

What promotes conflict?

- Don't listen
- Want to be right at all costs
- There is only one "best and right way" (my way)
- Placing blame instead of focusing on the problem
- Attack on the person - not the case
- Interpretations and assessments
- Think we know what others think
- Not being open and honest

What promotes consensus ?

- Share information
- Stay focused on the facts
- Build trust
- Actively listen to the words and "the unsaid"
- Don't try to judge, criticize - until you understand!
- Be open to new ideas, ways of doing things
- Seek wind/wind situations

The impact of language on conflict

Escapist language

You-language

Switch

Don't care

Leading questions

Blower

Abstract

Focus on the past

Goes after the person

Relaxing language

I-language

Listening to the end

Interested

Open questions

Expresses his wish

Specifically

Focus on present/future

Going after the problem

Tools for conflict management

Tell me what it's about

- Be clear and specific so that the other person knows what the topic is.

Tell us how it affects you

- Stay on your own good side!

What would you like to happen?

Or ask for the other person's point of view

The I-message - a tool

You say:

Starting point

When I am not told that the meeting is cancelled,

The consequence

For me, this means that I come in vain, and this means that I waste my time.

The feeling

It makes me angry and annoyed, and I feel that I am not respected.

The alternative

If the secretary was told, then I could be told by her and ...

Step 1: Agree to disagree

Have a meeting. Not because someone else has told you to - but voluntarily, because you want to. When you meet and agree to disagree, you've already made a lot of progress.



Step 2: I want to resolve the conflict

Express your commitment to resolving the conflict. Agree on rules for the next meetings, e.g. not to interrupt each other. You slowly start to realise that you both share responsibility.

Step 3: Find the dialogue again

See the case from both sides. It can be difficult to put negative feelings into words and to listen: What the other person is saying seems unfair. It's tempting to interrupt and give up, but don't.

Step 4: Find the main lines

Make clear what the essence of the conflict is. It is not easy, but very effective, for you to formulate each other's positions together. So set an agenda: What problems do we need to solve?



Step 5: Common understanding

Common understanding is the basis for sustainable solutions. Your different positions can make it difficult to agree. What you can expect is a reasonably satisfactory compromise.

Step 6: Find many solutions

Brainstorm solutions, but don't lock into one solution too early. This is the constructive phase, but tempers can still flare between you.

Step 7: Make concrete agreements

You feel completely liberated that you have agreed. Perhaps you are so relieved that you forget that the solution you choose must be realistic for both of you. So make your agreements very clear and very concrete. What actually happens when conflicts arise at work? And why do they sometimes get out of hand?

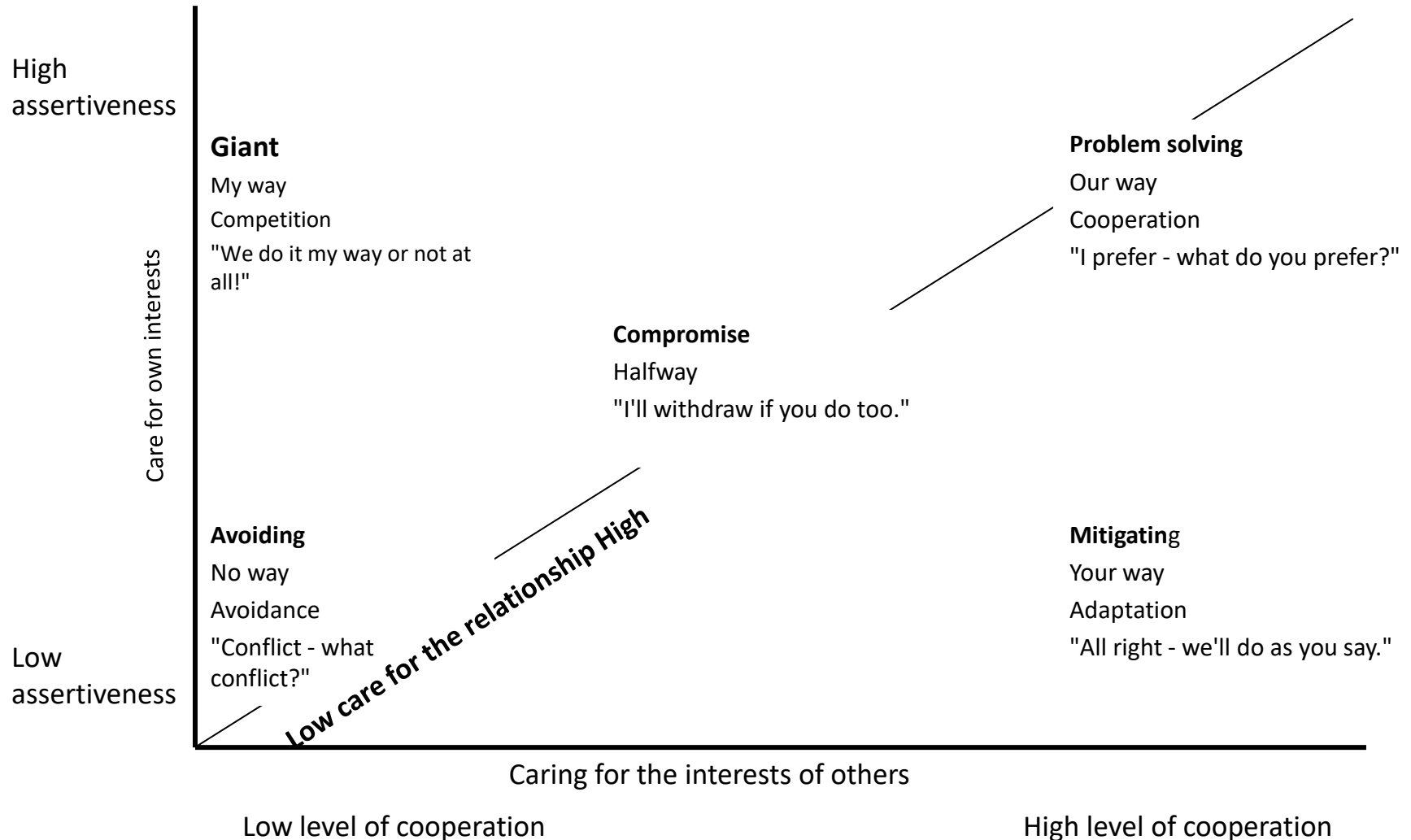
Tools for conflict management

Golden rules

- ✓ Separate person from action
- ✓ We can all understand and accept that there is something we are doing wrong and need to stop
- ✓ Good advice: Avoid anything that might make the other person feel rejected as a person
- ✓ Acknowledging intentions. In doing so, you acknowledge the person for who he is. It strengthens self-esteem

- What
- Where
- How to
- Which
- Now if
- Who
- When
- How much
- Why

Conflict Style



The conflict reaction patterns

1. Blight/attack

- Responding aggressively
- Giving back with the same coin
- Attacker
- Threaten
- Psychological and physical violence
- Sarcasm

2. Dodge/Fly

- Escapes physically
- Putting on a mask
- Bends and smoothes out
- Diverts, ignores and displaces
- Using sarcasm
- Apologies

3. Meeting conflicts openly and inquiringly

- Acknowledges disagreement
- Investigates - dares to ask and be clear



Tools for conflict management

The Household List

1. Be direct
2. Be genuinely committed to resolving the conflict
3. Both parties are given time and space to explain themselves
4. Identify the main problems - the core
5. Clarify "What are our needs and interests?"
6. Brainstorm solutions
7. Choose solutions and make agreements - accommodate both parties

Recognitive communication and conflict management

In a conflict, we easily come to

- ❖ Talk about what we don't want.
- ❖ Talk about what doesn't work.
- ❖ Talk about what we want to avoid.
- ❖ Speaking in a language of lack " we can not....., "
- ❖ See change as something, coming later".

In the appreciative communication we choose to

- ❖ Talk about what we want.
- ❖ Talk about what works well.
- ❖ Talk about the future we want.
- ❖ Speech in resource language: 'We can....'
- ❖ Recognise differences in attitudes and points of view.
- ❖ See change as something that happens in conversation itself.

If the conflict needs to be resolved, then remember...

- Do not interrupt
- Speak from your own needs and feelings
- Never say; "you do", "you mean",
"you said" etc.
- Listen actively and hear what is being said
- Be appreciative in your approach to other people - ask what
the person thinks!



Communication and conflicts

Assertion



WHAT IS ASSERTION?

A personal development tool, without patent solutions, but alone a tool that gives you insight into which methods you can use to understand others and your own reactions, attitudes and personal behaviour.

Assertion

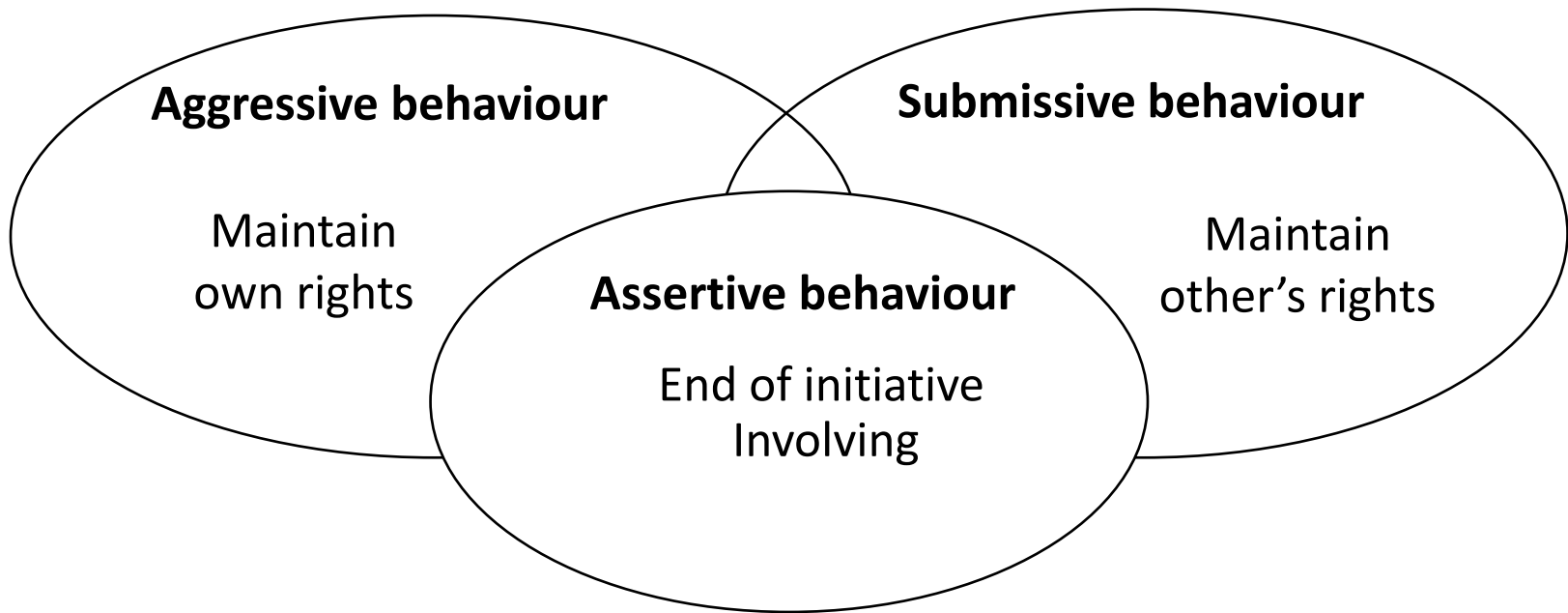
the strength from within

Means to be able to act in accordance with your own interests and uphold these rights, while respecting the interests and rights of others.



ASSERTION

Basic rights and behaviour



AGGRESSIVE BEHAVIOUR

Too much and too fast.

EMOTIONS:

Hostility, hatred, etc.

VERBAL:

- High-frequency
- Tapes
- Inhabitants
- I don't want to.....
- I will NOT discuss that

NON-VERBAL

- Nest
- Points of Snobbish
- Demanding
- Arrogant
- Press
- Uncompromising

Who wants to be with ...

SUBMISSIVE BEHAVIOUR

Too little, too slow.

EMOTIONS:

Tired, scared and nervous

VERBAL:

- Apologies
- Defendant
- Uh... Uh.....
- I'm sorry about that ...
- If you don't mind ...

NON-VERBAL:

- Growth Movements
- Wrong hands
- Bent head
- Flickering eyes
- Uncertain voicing
- Hesitant
- Pending
- Resultless
- Disabled
- Vag

Who wants to be with.....

ASSERTIVE BEHAVIOUR

WIN/WIN behaviour

SITUATIONAL BEHAVIOUR

(correct quantity, method and time)

EMOTIONS:

Determined by the situation.

One recognizes and processes.

VERBAL:

- I mean.
- I feel.
- I think.
- What do you mean?
- Can we find a solution together?
- Strong and calm voice.

NON-VERBAL:

- You seem natural.
- You are firm in your opinions.
- You are relaxed.
- You have good eye contact.

Everyone wants to be with them ...

**Time for 15
minutes
coffee break**

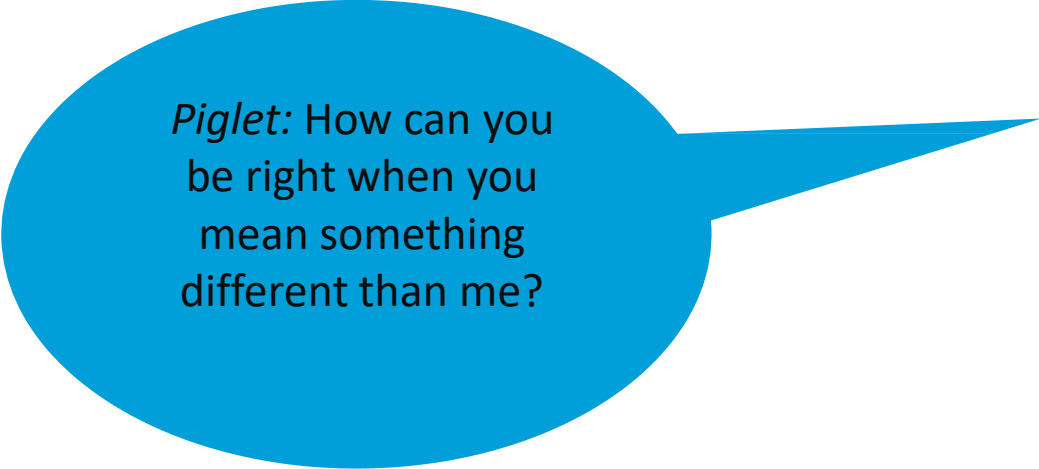


**What is a difficult conversation?
Give me an idea ...**



Critical conversations

An interview is critical when the mentor/manager or mentee/employee feels anxiety or discomfort about conducting it.



Piglet: How can you be right when you mean something different than me?

Means to prevent a possible conflict

The supportive conversation



Uncertainty

Divorce

Deaths

Abuse

Sickness

Financial problems

Sexual harassment

The tough conversation

Relocation

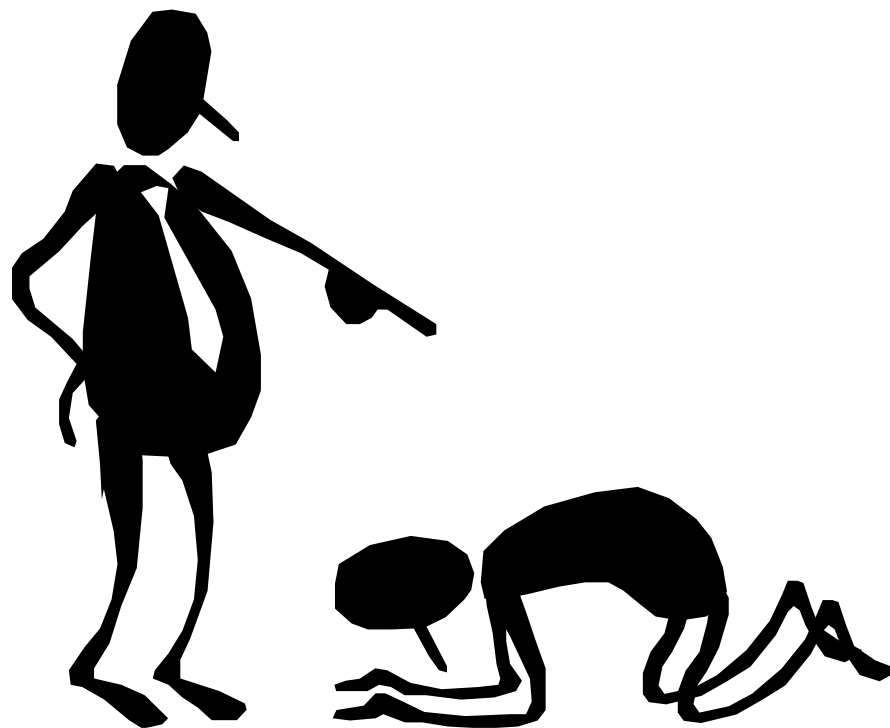
No to promotion

Criticism of work

Reprimand

Warning

Dismissal



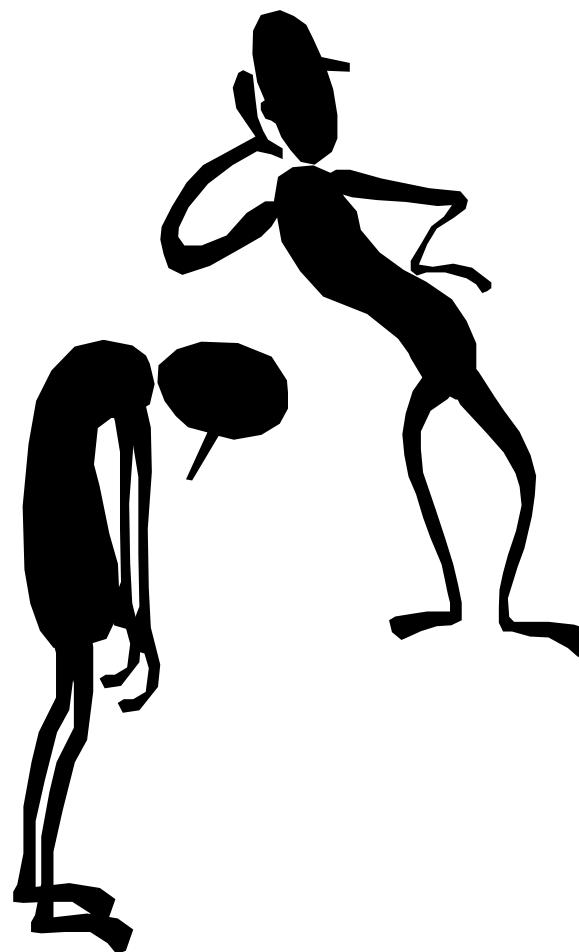
The supportive conversation

Establish the conversation

Get the other person to talk

Help him/her to think through the problem

Let him/her make his/her own decisions



What is the purpose of the difficult conversation?

Getting a dialogue going with the colleague / mentee around a problem.

To lift the mentee further

To avoid the situation developing into something confrontational

Getting a good interaction



The 3 steps of the difficult conversation

The method consists of three steps, each of which contains some important elements

Step 3
Retention

Step 2 Conducting
the interview

Step 1 Self-clarification and
preparation for the interview

The conversation itself consists of ...

- Mentor's clarification of what needs to change
- The dialogue on how to change
- The agreement between the parties

The difficult conversation

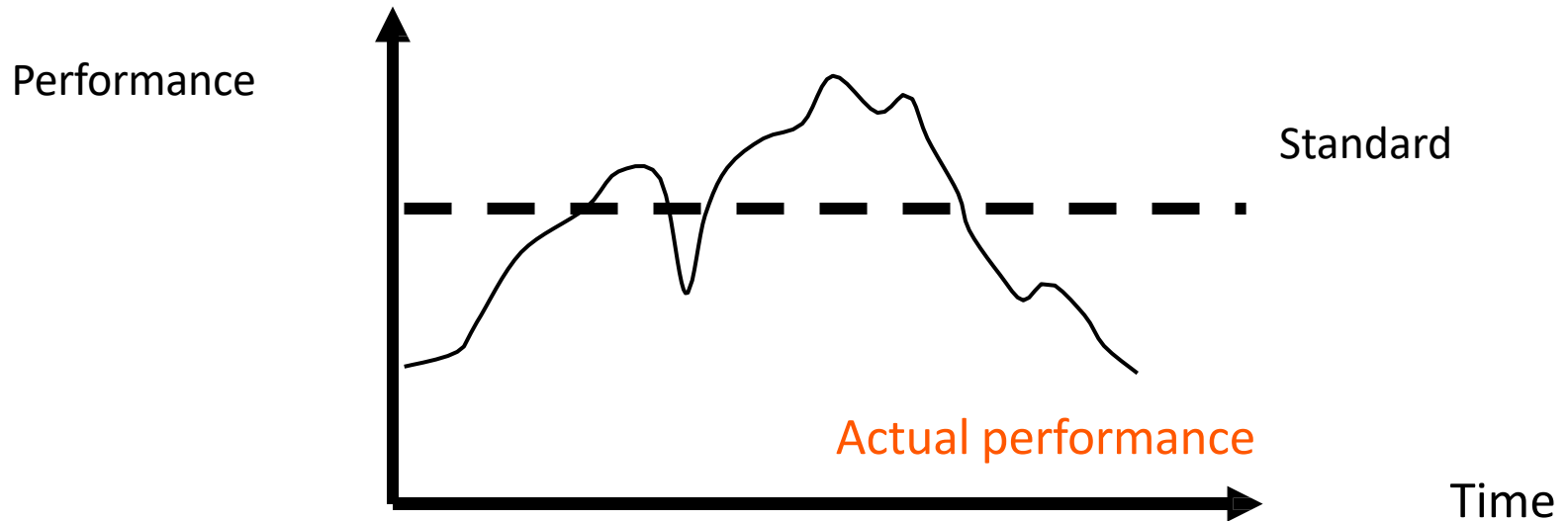
Ad step 1: Preparing for the interview includes

1. Why you want to have the conversation - and why now?
2. Specifically, what is the difference between what you see and what you expect?
3. What concrete situations can you point to that illustrate the problem?
4. What are the consequences of the problem?
5. What do you think is causing the problem?

The difficult conversation

3 phases and three steps

Phase 1: Identify that there is a problem

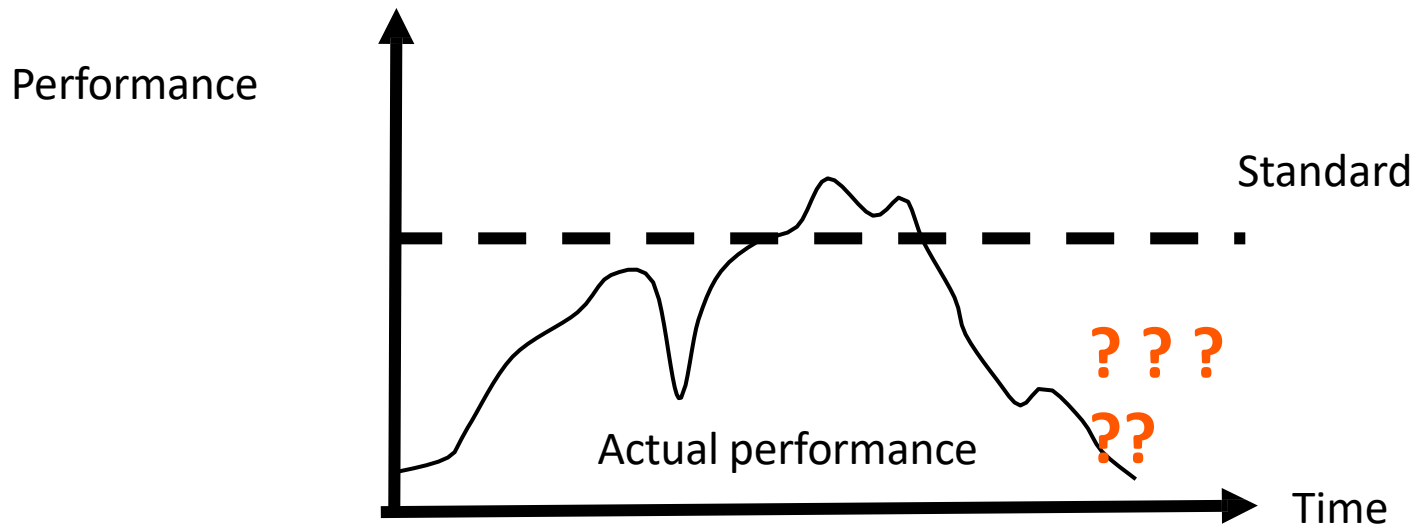


Step 1 - before meeting the mentee

Collect data/observations that show there is a problem

1. Be calm and neutral and get straight to the point
2. Tell the mentee about the problem and the consequences of the problem
3. Get the mentee's acceptance of the problem (an acknowledgement)

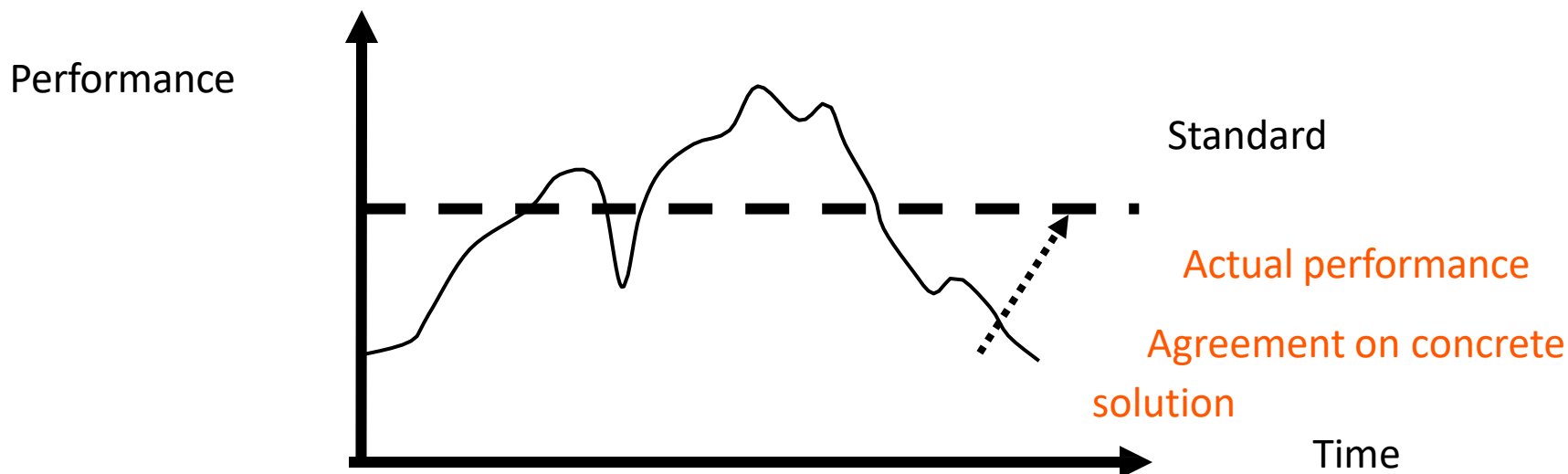
Phase 2: Find the cause of the problem



Step 2 Conducting the interview

1. Ask open questions about what is causing the problem
2. Listen and take notes
3. Show understanding, but remember that the responsibility for changing behaviour lies with the student

Phase 3: Agree how to deal with the problem



Step 3 Retention

1. Agree a **concrete solution to the problem**
2. Decide who does what and when
3. Describe the precise expectations for the future
4. Arrange another meeting to follow up the conversation (at least 3-4 weeks ahead)

The difficult conversation

Examples of what is appropriate to say/ask - be clear

- "What I want to talk to you about is ..."
- "I have wanted to have this talk with you because I have decided that there should be a change of ..."
- "I have to tell you that I can't accept ... And that this has to be fixed ..."
- "What I want to happen is ..."
- "The aim of the talks is therefore to reach an agreement on how this will be done in practice"
- "I want you to take part in how things can be changed" - "How do you think this can be done?"
- "We should not discuss if it should be changed, but only how?"
- "I cannot accept ..."
- "I have to get back to what this is all about ..."

The difficult conversation

Examples of what to avoid saying/asking

Begin by asking:

- "How do you think it's going?"
- "Perhaps you can guess for yourself why I want to talk to you?"
- "You can't afford ..."
- "It's unbearable when you ..."
- "Don't think it amuses me ..."
- "You don't take into account at all ..."
- "It's not just me who thinks it's annoying when you don't ..."

If the employee reacts very strongly:

- "Well, I didn't mean it that way."
- "If you're going to be that upset, we'd better talk about it another day ..."

What should characterize the difficult conversation?

The mentor should focus on the goal in the conversation, be *goal-oriented*.

This means that as a mentor you will and should be *directly*

- It directly entails that the mentor is *honest*
- It will make the mentor *calm*

Governance

is therefore important – if we

stick to the goal



The tough conversation

1. Preparation

- * time
- * good time / no interruptions
- * mental preparation

2. Message

- * warning / do not pull the pin out

3. Anger (or other emotions)

- * reaction
- * use active listening

4. Accept

- * help to understand

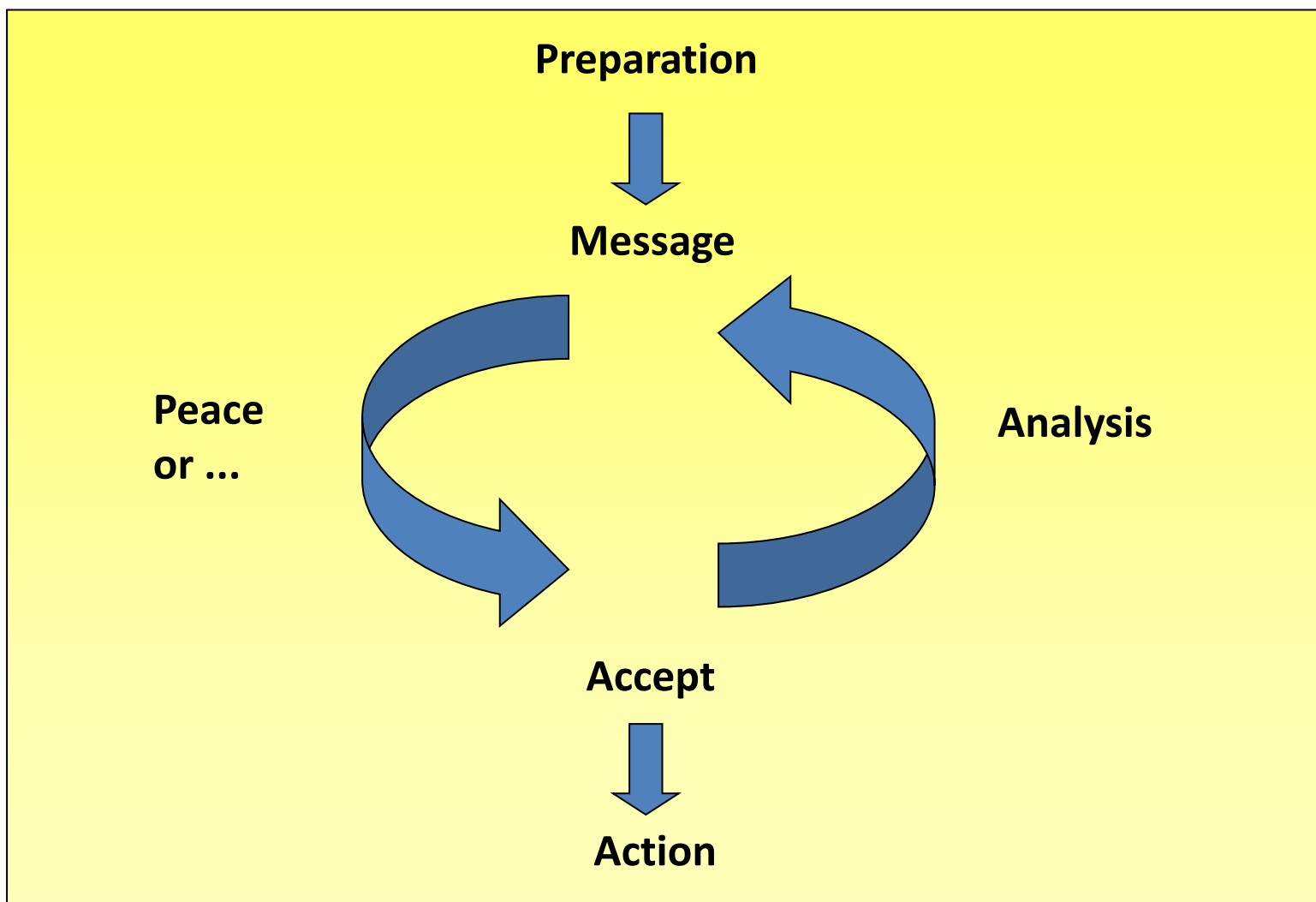
5. Analysis

- * not necessarily agreement

6. Action

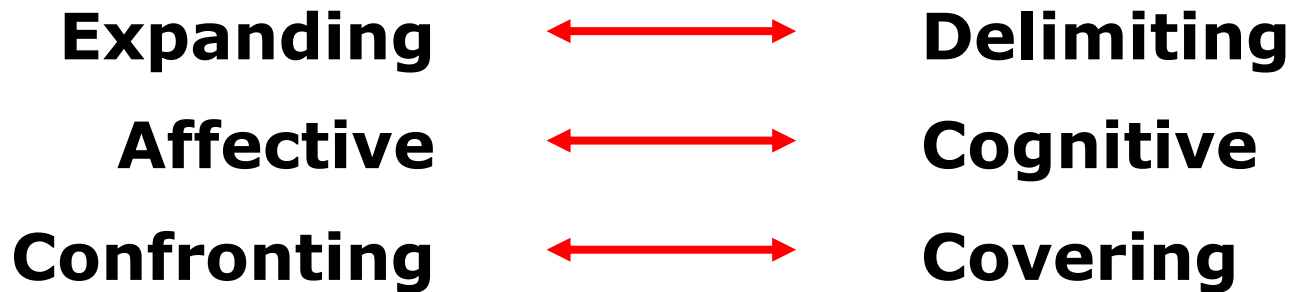
- * what happens now

The tough conversation



Tools for the difficult conversation

Response Models



Expanding

Things are not going well at the moment!

Tell me more about it.

Yes, I have big problems with working together, I don't really know what to do about it.

What have you been thinking about in this regard?

Delimiting

Things are not going well at the moment!

How long has this been going on?

This has been going on for the last month.

What happened a month ago?

Affective (Emotional)

There are some cooperation difficulties in the institution at the moment!

Tell me how you feel about it.

I find it uncomfortable and corrosive!

I can tell you're tired of it. Tell me more about it.

Cognitive (Recognizing) Facts

There are some cooperation difficulties in the department at the moment!

Studies show that cooperation misunderstandings occur 2-3 times per year.

Yes, but I find it unpleasant!

Here in the company we have had 3 cases in the past where the manager and the deputy manager have solved the problems together.

Confronting

There are some cooperation habits
in the institution at the moment.
I'm getting tired of it!

You want to quit?

No! I've tried to make it work, but a
couple of the staff... .

*I don't feel you want to talk about
your own role in the problems!*

Covering

There are some co-workers...
in the institution at the moment. I
don't want to anymore!

Yes, it can't be avoided!

That's true, but I find it
uncomfortable.

*Don't take it too personally, it'll be
fine.*

Practice asking in-depth questions with the Responses

Pair exercise: pair up with the person you know least.

Divide the roles between you: Mentor / Mentee

Mentor: Complete a 10 min. interview with the mentee on the topic:

In your working life:

- **What gives you energy?**
- **What drains your energy?**
- **What would you like to be different?**



Ask questions and help the mentee explore his/her motivators, remembering that **you are in control of the conversation**. And make sure you get answers to the questions.

Mentee:

Be interviewed - answer openly and honestly what you are asked.

Change roles after about 10 minutes.

Finish by going to the exercise on the next page where you talk ABOUT the interview.

Following up on the difficult conversation

When has a conversation gone really well?

What did you do?

Why is the conversation difficult?



A little summary of the way to ask questions



Effective questions

- ✓ Oriented towards the future
- ✓ Leading to action
- ✓ Are goal-oriented rather than problem-oriented
- ✓ Asks "what" rather than "why"
- ✓ Contains positive and useful assumptions about the focus person and their situation.



Positive thinking as a magician valuing conversation

What am I good at?

What skills and qualifications do I have?

What can I do to get more of what I like
and am good at?

How can I explore opportunities, create innovation
and development?



Making use of backtracking - to summarise & clarify

Backtracking - is a skill where you repeat key words using the focus person's own words. The most important words and phrases in **backtracking** are those that show the other person's values.

Backtracking is an important skill when it comes to:

- Summarize
- Draw up a report
- Give the focus person tangible proof that you are listening.



Your intuition

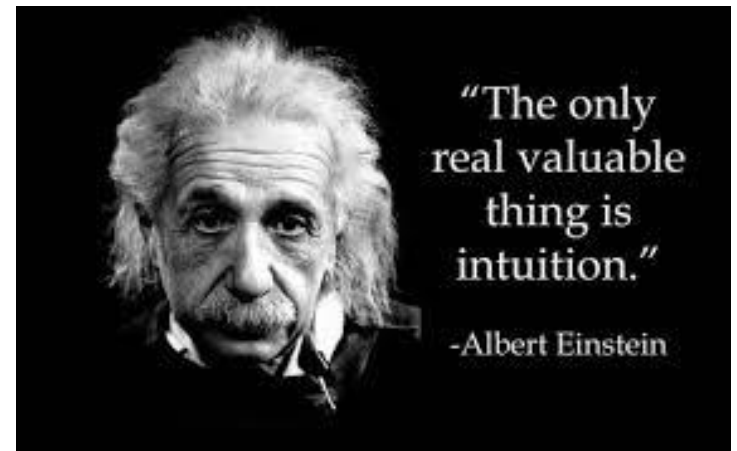
Your listening and questioning skills are important, but you can also get good help by using your intuition.

"Listen to the silence behind the words"

Here are some ways you can express your intuition:

- My intuition tells me ...
- I have a feeling ...
- Can I share my gut feeling, which I have, with ...

How does this work for you?



**"Whether you believe it or not,
you will most likely be right."**

Henry Ford

07-11-2016



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Beliefs

***"What we can see, we believe in
- and that, we believe in, we can see."***

Beliefs are opinions. Opinions arise when we have decided on something. The decision is made regardless of reasonableness.

They are taken from

- Sensory impressions
- Positions
- Experiences

Opinions become facts (even if sometimes they are not facts at all.)

Your thoughts are the foundation for breaking the **habit** and reaching your goals

Your conscious and unconscious thoughts are crucial when you want to do something different than you usually do, because through the power of thought you can control or influence your emotions and physical actions.



Do you walk through the same door every day you come home?

Do you sit in the same seat in the canteen?

Do you hang the toilet roll with the paper outside or inside?

Are you taking a summer holiday together every year?

Shifting Convictions

Another great coaching tool to use as a mentor ...



Examples of changing limiting beliefs to unlimiting beliefs

Limiting Belief	Unlimiting Belief
I never have what I want	I am happy and grateful for what I have and can work toward what I want
There's no way that I can afford that	One day I may be able to afford it
I am silly	I'm doing my best, I am great !
Life is hard	I'm getting through life as best I can, and am confident it is leading to ease
People don't respect me	I respect me and I'm sure that others do
This is taking too long	With patience and faith I'll reach my goal
Why me? It's not fair, I give up	Wow I'm amazing for getting where I am, and I know that Life will get better for me

Graphic provided by Celine Lai.

Shifting Convictions

Examine and record what beliefs, if any, are creating resistance, blocks or obstacles for the mentee, and to remove or change these and implement new belief(s)



Shifting Convictions

When the mentor assists the mentee to let go of some inhibiting and limiting beliefs and replaces them with motivating and supportive beliefs - you are already far with the mentoring and close to the mentee's goals

IMPORTANT - that the mentee immediately after the change starts to act on his new beliefs



Shifting Convictions

Registration

Prioritisation

Awareness

Choice

Integration

**YOU DON'T
HAVE TO BE
GREAT TO START..
BUT YOU HAVE
TO START
TO BE GREAT..**

Shifting Convictions

Registration

- What thoughts are working against your desired goal?
- What limits you?
- What you can't do because of the conviction
- Where do these thoughts come from?
- What do you get out of keeping those thoughts?
- What do you gain by letting them go?



**YOU DON'T
HAVE TO BE
GREAT TO START..
BUT YOU HAVE
TO START
TO BE GREAT..**

Shifting Convictions

Prioritisation

For multiple beliefs - choose one Here the coach/mentor can summarise beliefs that the focus person has mentioned - and ask the mentee to choose one.

**YOU DON'T
HAVE TO BE
GREAT TO START..
BUT YOU HAVE
TO START
TO BE GREAT..**

Shifting Convictions

Awareness

- What has conviction cost you?
- What have you not achieved because of the conviction?
- Who has been affected?
- Now that you're aware of the impact it's had on you, what's on your mind?
- What needs did these beliefs meet? / What was the positive intention?



Shifting Convictions

Choice

- What will you do with that limiting belief?
- What beliefs will you put/have instead?
- What will it give you? / what do you get out of it?
- What does it do supportively?



**YOU DON'T
HAVE TO BE
GREAT TO START..
BUT YOU HAVE
TO START
TO BE GREAT..**

Shifting Convictions

Choice – continued

- Now that you have this new conviction, what does it trigger in you?
- What do you believe now in terms of your goal?
- What positive thoughts and feelings do you have when you have this new conviction?
- What needs does the new conviction meet?
- How does it feel now to meet your needs compared to the previous conviction?



**YOU DON'T
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Shifting Convictions

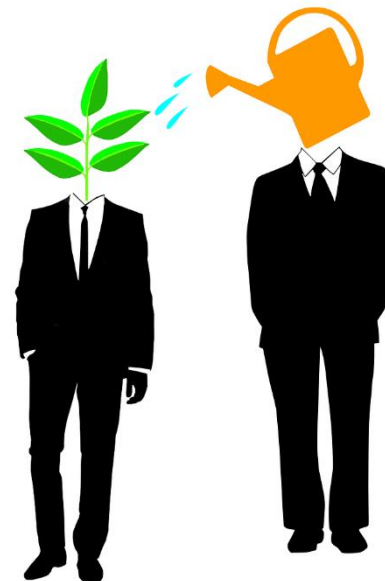
Integration

- What do you do to maintain this new conviction?
- How do you know that belief is important?
- How do you already know that the belief is correct?
- How can you fertilize it?
- What can you do to further reinforce the conviction?
- How do you notice that it is the right conviction?



Now it is time for the second training phase ...

... 4-6 weeks of individual self-study in your companies ...



**...we meet again on the
xx.xx.xxxx for reflection and
exchange of experiences.**

homework

Home assignment

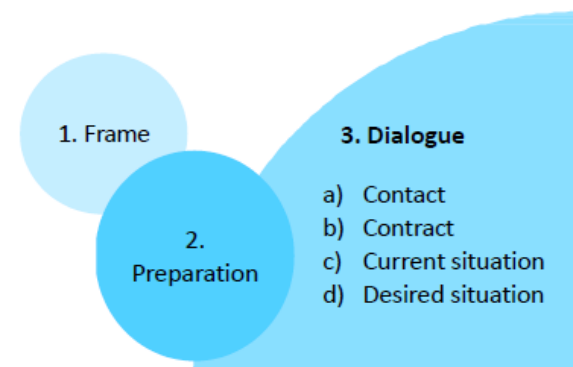
You now need to go home and **make 2 appointments of** who you will be mentoring and therefore conducting interviews with.

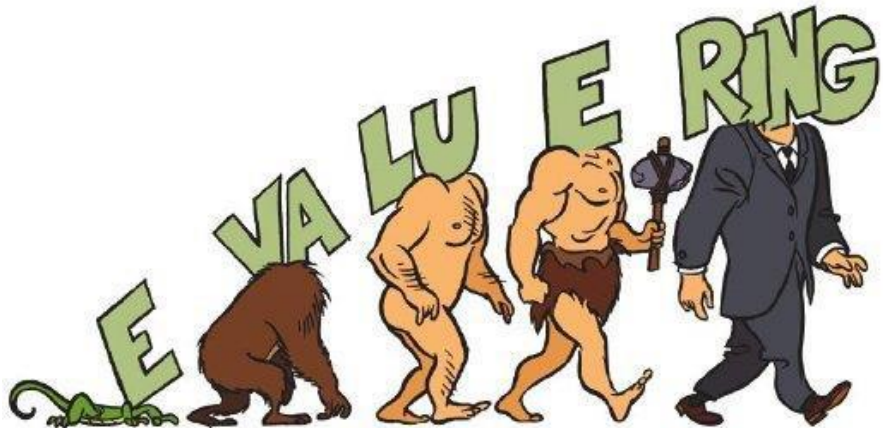
You must at least have **completed the** 1st and 2nd interview with both mentees before the next time.

In addition, you will need to have 2 further interviews agreed.

This is the start-up conversation you need to have

- and here you can use the DECC model 3 first phases – then you are well on your way.





Please complete the evaluation form provided.





**Goodbye, thank you for your time
and see you soon!**

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