

fierce®

CONVERSATIONS®

workshop purpose

Fierce Conversations® teaches attendees how to ignite productive dialogue that interrogates reality, provokes learning, resolves tough challenges and enriches relationships. It's the place to begin, the cornerstone of great leadership, healthy cultures, intelligent strategies and whole-hearted execution.

*What gets talked
about in an
organization and
how it gets talked
about determines
what will happen.
Or won't happen.*

description

The simplest definition of a fierce conversation is one in which we come out from behind ourselves, into the conversation, and make it real. While many fear real, it is the unreal conversations that ought to concern us because they are incredibly expensive.

Once you've tasted this illusive thing called *candor*, served up with intelligence, passion and skill, all possibilities will expand and, when sustained, will revolutionize your culture.

we are not neutral

At Fierce, we believe that the conversation is the relationship. Careers and companies succeed or fail, one conversation at a time. Conversations are the work horses of an organization. The central function of any team member is to engineer productive, spirited dialogue that reveals we are capable of original thought and provides clarity and impetus for change and results.

Our focus is on **performance** – individual and organizational.
On uncovering and addressing core issues. On **action**
and impeccable **execution**, which delivers to an organization's **bottom line**.

Our practice creates **alignment**, **collaboration** and **effectiveness** in an
organization and the **healthier financial performance**
that directly **results** from it.

program overview

the three transformational ideas

Make the connection between conversations and your personal and professional success.

- Our work, our relationships, and our lives succeed or fail one conversation at a time.®
- The conversation is the relationship.®
- All conversations are with myself and sometimes they involve other people.®

the seven principles

Explore the Principles of Fierce Conversations® and their relevance to your personal and professional success.

- 1 Master the courage to interrogate reality.®
- 2 Come out from behind yourself, into the conversation, and make it real.®
- 3 Be here, prepared to be nowhere else.®
- 4 Tackle your toughest challenge today.®
- 5 Obey your instincts.®
- 6 Take responsibility for your emotional wake.®
- 7 Let silence do the heavy lifting.®

team conversation

Transform your team into a high-functioning internal think tank. Essential when you need to:

- Make high-stakes decisions, resolve recurring problems, design effective strategies, evaluate opportunities.
- Create an environment in which team members interrogate multiple, competing realities.
- Get the team on board and ready to act.

coaching conversation

A powerful, deep-dive conversation used by coaches globally; this model is also effective at getting to the heart of customers' needs. Apply this tool to:

- Surface and address issues critical to the success and happiness of individuals.
- Increase clarity, improve accountability and provide impetus for action or change.
- Develop emerging leaders.

delegation conversation

Use this innovative approach to ensure that individuals' development paths are clear and that they are on track to accomplish goals. Apply this model to:

- Ensure that individuals know where they have authority to make decisions and act.
- Provide individuals with a clear upward path of professional development.
- Create a culture of accountability, so that people take responsibility for their actions.

confrontation model

Enrich relationships while effectively addressing attitudinal, behavioral or performance issues with a colleague, a team or a challenging customer. Rely on this approach to:

- Confront tough issues with confidence and skill.
- Overcome barriers to meaningful conversations.
- Enrich your most challenging relationships.

While no single conversation is guaranteed to change the trajectory of a career, a company, a relationship or a life, any single conversation can. Nowhere is that truer than in a negotiation.



workshop purpose

Fierce Negotiations® builds on the foundations of Fierce Conversations®: Interrogate Reality, Provoke Learning, Tackle Tough Challenges and Enrich Relationships. Participants explore traditional practices of negotiating (can you feel your shoulders tighten?) and reframe the negotiation process using Fierce techniques.

"Shrewd negotiators in every field understand that a gung ho, win-win negotiator on the other side of the table is a sitting duck."

— JIM CAMP

description

People negotiate, not businesses. Grounded in this reality, Fierce negotiators enrich the relationship, steering the negotiations to a successful outcome.

The Fierce approach is to remain authentic, clear in resolve, and willing to interrogate multiple competing realities—then redirecting the conversation to a place where new solutions are discovered. As in all things Fierce, this is not about being weak, giving in, or giving up.

The Fierce Negotiation Model enables innovative and creative options as opposed to the compromises that are often the result of traditional

"win-win" negotiations. The Fierce Negotiator maximizes yield while protecting and strengthening relationships. The other party isn't just satisfied but pleased with the results.

overall outcomes

- Expand the possibilities by envisioning larger outcomes
- Use real life examples to enhance negotiation skills
- Identify and respond effectively to common tactics
- Transform emotionally charged negotiations into a catalyst for new solutions
- Apply skills to negotiations with internal & external partners
- Understand the role of negotiations in all relationships
- Close negotiations effectively

"HE SAID"



"SHE SAID"



When asked to pick metaphors for negotiations, men picked "winning a ball game" while women picked "going to the dentist".

— LINDA BABCOCK &
SARA LASCHEVER

A desire to take responsibility for results; a bias towards solution, action.
An attitude, a personal, private, non-negotiable choice about how to live your life.

fierce.®

ACCOUNTABILITY®

workshop purpose

Fierce Accountability® is based on the foundations of Fierce Conversations®: Interrogate Reality, Provoke Learning, Tackle Tough Issues and Enrich Relationships. Fierce Accountability teaches leaders how to create a culture where people choose personal accountability as a way of life, delivering agreed-upon results, despite obstacles. Fierce Accountability is an attitude, a personal, private, non-negotiable choice about how to live your life.

CODE RED

Of 132 executive teams

80%

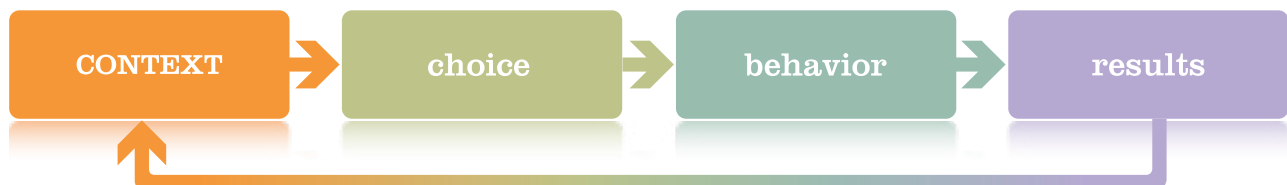
*scored "RED", or poor,
on accountability.*

- THE TABLE GROUP

description

Accountability is the single most powerful, most desired, yet least understood characteristic of a successful environment. "Holding people accountable" generates tension, yet without accountability, time and energy is spent generating excuses about why something did or did not happen. It's human nature to blame other people or circumstances for our problems.

Individuals, teams and organizations pay a high price for this behavior. Strategies adopted in reaction to this behavior result in solutions that are half-hearted, safe, passive and diluted. Worse yet, sometimes the result is no action at all.



At Fierce, we believe that our context (beliefs, attitudes, opinions, "truths") determines how we experience the *content* of our lives. This workshop is designed to help participants recognize the cost of blaming, protecting, defending and playing it safe. In contrast, the advantages of taking responsibility for their lives, relationships, challenges and results become clear. Participants develop a new context about accountability, one in which they welcome responsibility.

overall outcomes

- Increased productivity, satisfaction, and job enjoyment regardless of challenging constraints
- Effective responses to those who have a context of blame, protection or defense
- Skills to build a culture of accountability within a team or organization