



## let's keep talking: a training support guide

### TO THE TEAM LEAD,

The purpose of this guide is to help you move the conversations you already have to the next level—transforming the relationships that are central to your success and the success of your team members. The insights shared throughout these pages will continue the growth and development of your team before, during, and after Fierce Conversations training. Always remember, the conversation *is* the relationship.

Warmly,  
**Fierce, Inc.**

#### BEFORE THE TRAINING

- Set realistic goals and expectations the individual should aim to achieve.
- Discuss the difficult conversations they struggle with individually.
- Make the connection between successful conversations and the positive results they produce.
- Highlight the value of enriching workplace relationships.
- Share where you personally see the biggest impact of this training.

#### DURING THE TRAINING

- Offer support and encouragement throughout the training.
- Check in with the learner on his or her progress.
- Make yourself available for one-on-ones throughout the training process.
- Schedule a post-training meeting to discuss final takeaways.

#### AFTER THE TRAINING

- Use the key takeaways in this guide to facilitate the conversation and reinforce behavior learned in the programs, both yours and theirs.
- Review the purpose of these conversations and explore if the reality matches the original expectations.
- Establish a plan of action with the learner. What activity will they focus on over the next 30 days?
- Set monthly meetings with the learner to touch base on progress and be prepared to provide feedback on your observations.



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FOUNDATIONS®

Fierce Foundations® lays the groundwork for transformation across your organization by teaching what to talk about and how to talk about it. This program introduces 3 transformational ideas, the 4 objectives, and the 7 Principles of a Fierce conversation.

#### Foundations allows you to...

- ✓ Identify and enlarge your perceptual “filters.”
- ✓ Address Mokitas: things that everyone knows, but no one talks about.
- ✓ Shift outcomes with a new definition for “conversation.”
- ✓ Get in touch with your most valuable currency (relationship).
- ✓ Create positive and lasting change across your organization.
- ✓ Recharge every conversation—at work and at home.

#### DISCUSSION QUESTIONS

**ASK:** How as your manager can I support you in successfully facilitating this conversation?

- 1** How as your manager can I support you in applying the 7 principles?
- 2** How do you feel about your context during recent conversations? Is this context working for you?
- 3** What Mokitas need to be addressed? Is anything preventing you from addressing them?

#### REINFORCEMENT ACTIVITIES

**ASK:** Which activity below are you going to practice over the next 30 days? How will you hold yourself accountable?

- When having a conversation with a colleague, ask yourself, are you prepared to be nowhere else? If not, what is preventing you from being present?
- When preparing to send an email, think, is this enriching the relationship? If not, can this conversation take place face-to-face? Observe how this changes the quality of your relationships over time.
- Find peers who have completed the Fierce Foundations® training and form a discussion group. Meet regularly to support each other and share success stories of how you have implemented this training in your daily work.
- Reflect on any Mokitas that exist on your team or in your organization that you would like to address. What is preventing you from having these conversations?



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COACH®

Coaching conversations uncover solutions, prompt potent action, and unblock professional paths while allowing the coachee to resolve issues using their own insight. The Mineral Rights Model drills through layers of resistance to dive deeper into core issues and take effective next steps.

#### Coach allows you to...

- ✓ Surface and address individual barriers to success.
- ✓ Learn more by asking clarifying questions.
- ✓ Avoid advice-giving mode and the “all head, no heart” approach.
- ✓ Empower individuals to realize their own solutions and potential.
- ✓ Drill through layers of resistance, build trust, and uncover the next best action.
- ✓ Uncover one’s own development path.

#### DISCUSSION QUESTIONS

**ASK:** How as your manager can I support you in successfully facilitating this conversation?

- 1 Are you having coaching conversations on a weekly basis? If not, how can you make them a routine part of the work week?
- 2 Have you been able to stick to the coaching model and avoid giving advice?
- 3 How has the Fierce Coach® changed the dynamic of your one-on-ones? What impact is it having on producing self-generated insights?

#### REINFORCEMENT ACTIVITIES

**ASK:** Which activity below are you going to practice over the next 30 days? How will you hold yourself accountable?

- When having a coaching conversation, allow space after each question and allow silence to do the heavy lifting. What do you notice?
- Practice clarifying the issue by getting curious and asking questions. Ask, “What’s going on? How long has it been going on? Am I understanding you correctly?” Gather as many details as possible until the coachee has clarified the issue for themselves.
- During a coaching conversation, invite emotions. Ask, “How do you feel about the current situation? What would it feel like if it was resolved?” What difference do you notice when emotions are invited to the conversation?
- After having a coaching conversation, reflect and take notes. What went well? Where is there room for improvement when you’re taking part in these conversations?



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TEAM®

Team conversations break down barriers to communication, increase collaboration, and help leaders make better decisions. The Beach Ball Model is an effective tool to solicit input and assure that everyone is heard before a decision is made.

#### Team allows you to...

- ✓ Solicit input from everyone for better decision making.
- ✓ Host productive meetings that produce solutions.
- ✓ Design strategies and execute efficiently.
- ✓ Create a psychologically safe environment.
- ✓ Assure everyone's voice is heard.
- ✓ Increase innovation and collaboration.

#### DISCUSSION QUESTIONS

**ASK:** How as your manager can I support you in successfully facilitating this conversation?

- 1 Are there any issues you need to bring to the team?
- 2 Is there anyone you would bring to the next team conversation who wasn't there before?
- 3 Are there any issues you haven't been able to solve yet? What still needs to be discussed as a team, and how can the entire team contribute to the solution?

#### REINFORCEMENT ACTIVITIES

**ASK:** Which activity below are you going to practice over the next 30 days? How will you hold yourself accountable?

- When faced with an issue, use the Beach Ball preparation form before a team meeting to gain clarity and identify what's at stake.
- Host a team conversation to make an important decision, and when you need to make a decision that will affect the entire team. What were some of the biggest takeaways?
- Enter team conversations with the Fierce idea that everyone owns a piece of the truth. Make a written note of the impact this has on your meetings and interactions.
- After having a team conversation, follow up once you've reached a decision and let them know the next steps. Thank them genuinely for contributing and let them know their ideas played a valuable role in the decision-making process.



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CONFRONT<sup>®</sup>

Confrontation conversations allow you to approach tough issues with confidence, enrich even the most challenging relationships, and improve performance. The Confrontation Model helps identify, illustrate, discuss, and resolve an issue—allowing you to go shoulder-to-shoulder instead of head-to-head.

**Confront allows you to...**

- ✓ Address attitudinal, behavioral, or performance issues head-on.
- ✓ Salvage projects on the brink of failure.
- ✓ Avoid common mistakes such as “the sandwich method” or too many pillows.
- ✓ Avoid blame by confronting the issue instead of the person.
- ✓ Clarify issues and determine what’s at stake.
- ✓ Uncover the truth and create possibilities for resolution.

**DISCUSSION QUESTIONS**

**ASK:** How as your manager can I support you in successfully facilitating this conversation?

- 1 Have you had any confrontation conversations recently? Did you confront or were you being confronted? What did you learn?
- 2 If not, is anything holding you back from confronting? What are your hesitations?
- 3 Were you able to avoid some of the common errors in your confrontation? Did you prepare a script?

**REINFORCEMENT ACTIVITIES**

**ASK:** Which activity below are you going to practice over the next 30 days? How will you hold yourself accountable?

- Set your intention and have a confrontation conversation when needed, as problems arise, and commit to finding a resolution. Do you find that you’re holding back from this conversation? What’s causing you to hold back?
- Prepare for the conversation ahead of time using a 60 Second Opening Statement to identify the issue and work toward a solution.
- Ask someone for feedback on your opening statement. Make note of common mistakes or triggering words.
- Reflect on a recent confrontation conversation. Did you avoid the urge to deny, defend, or deflect? Did you invite your partner to respond? Were you able to come to an understanding and resolve the issue? What will you do moving forward?



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DELEGATE®

Delegation conversations provide growth opportunities for both leaders and their teams. The Decision Tree is a tool that increases task and project clarity so that everyone knows where and when to take action.

#### Delegate allows you to...

- ✓ Grow execution and leadership skills on your team.
- ✓ Identify individual strengths and clarify expectations.
- ✓ Build trust through transparency and open communication.
- ✓ Create a framework for professional development.
- ✓ Deepen accountability through clarifying expectations.
- ✓ Distribute workloads more evenly throughout the organization.

#### DISCUSSION QUESTIONS

**ASK:** How as your manager can I support you in successfully facilitating this conversation?

- 1 What would be the best use of your time? What work would you like to make more time for?
- 2 What activity is no longer the best use of you?
- 3 Who would you like to give this responsibility? At what level of the Decision Tree, and when will you make this change?

#### REINFORCEMENT ACTIVITIES

**ASK:** Which activity below are you going to practice over the next 30 days? How will you hold yourself accountable?

- Identify your top three time takers. Which activity takes up the most time? How much? Where would you like to spend more of your time? Less?
- Have a discussion with individual team members to uncover where they want to grow.
- Use the Decision Tree to begin pathing an upward professional development plan for an employee. Where do you see an opportunity for an employee to move from root to trunk, or trunk to branch? Make the decision to move them up the tree and discuss with them ways to carry out the plan.
- Re-visit the Decision Tree to clarify roles. For example, does a particular person need to own a task or do they just need to weigh in? Discuss roles during one-on-ones to answer questions and make sure everyone understands where they're accountable.



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FEEDBACK<sup>®</sup>

Feedback conversations help us see what we may not see and transform feedback sessions into candid, two-way conversations that spark lasting change. Ongoing, in-the-moment feedback provides team members and leaders with continual opportunities for both improvement and positive reinforcement.

**Feedback allows you to...**

- ✓ Create a team where candor is the expectation and trust is strong.
- ✓ Use positive feedback to reinforce what's working well.
- ✓ Receive feedback in a way that ensures you'll continue to receive it.
- ✓ Strengthen relationships within your team and with colleagues.
- ✓ Create a highly-functioning team and organization.
- ✓ Improve performance through consistent, continual feedback.

**DISCUSSION QUESTIONS**

**ASK:** How as your manager can I support you in successfully facilitating this conversation?

- 1 How often are you providing feedback? Are you providing it in the moment, or waiting until later?
- 2 Have you been requesting feedback on a regular basis? If not, what could you learn if you did?
- 3 Is there anything you see happening now that could potentially become a bigger problem later on, for the individual, the company or the team? How do you plan to address it now?

**REINFORCEMENT ACTIVITIES**

**ASK:** Which activity below are you going to practice over the next 30 days? How will you hold yourself accountable?

- Practice giving in-the-moment feedback. What did providing this feedback allow the person to see? How does this impact the individual, the team, the company?
- Request feedback. Ask, "Do you have any feedback for me?" What do you see that you didn't see before? What can you do to turn these insights into new behaviors?
- Follow the 4 Objectives of a Fierce Conversation: Interrogate reality, provoke learning, tackle tough challenges, and enrich relationships. Really ask and really listen. How does this impact the feedback conversation?
- Set goals based on what you learn during feedback conversations. How can it inform what needs to change on your part or theirs? For positive feedback, how can you leverage success and integrate it into other areas?