



Effective Conversations

Good Practice | Little Book of Nudges

Conversations.

We're having them all the time and every day...
but are they always effective?

Leading a team is about
Effective Conversations
and **Great Relationships**

If we can improve the quality of our
conversations, we can improve the outcomes
of the relationships we create.

Effective Conversations are about landing a message in some way:

- Checking In with someone
- Clarifying Something
- Setting Direction
- Asking Questions
- Discussing Issues

They're about the person you're talking to receiving a message, not just you delivering it.

We call this **The Bridge**



If you're driving a 10-tonne truck across the bridge that can only tolerate 1 tonne, you've got only 2 options:

01
Lighten the Load

02
Strengthen the Bridge



2

 02

In any relationship, the weight and size of the messages you can discuss safely will depend on the strength of the bridge you've built with that person, so when it comes to landing any message with someone else, there are two questions you need to ask:

- How heavy is this message?
- How strong is the bridge I've built with this person?

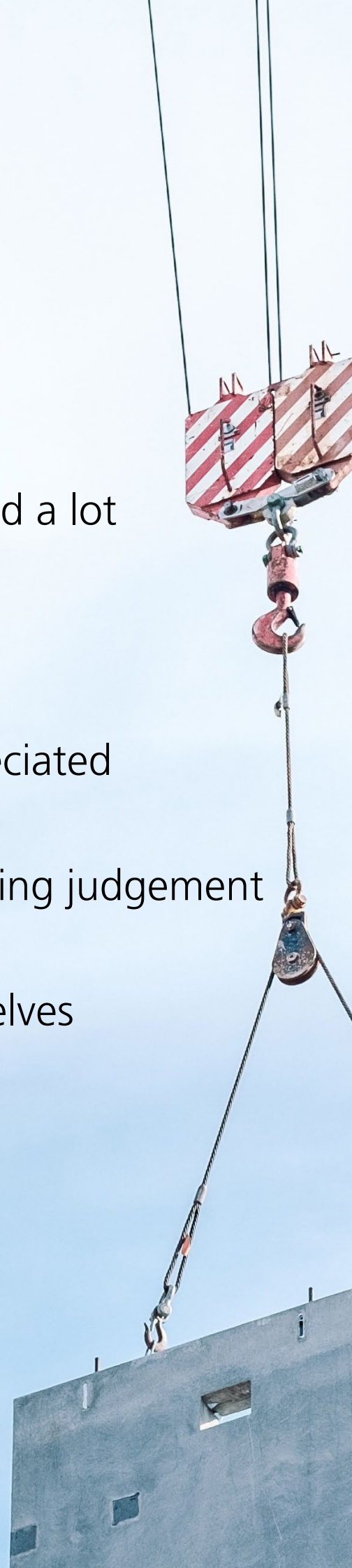


A few simple things determine the relationship between you and the people you're working with:

- Your **Knowledge** of them
- The **Time** you've spent together that helped you get to know each other
- A level of **Mutual Respect**, developed over time and from your **Shared Experiences**
- Your level of **Connection** and **Understanding** and how relaxed you feel with each other

Things that **Strengthen** a Bridge:

- Asking open questions
- Listening (really listening) - often and a lot
- Taking steps to get to know them
- Making them feel valued and appreciated
- Working to understand before passing judgement
- Giving them time to express themselves



Things that **Weaken** a Bridge:

- Rushing a conversation or not giving it enough time
- Broadcasting without asking questions
- Being distracted or not listening properly
- Asking questions but not listening to the answers
- Interrupting
- Passing judgement without all the facts
- Disagreeing without making an effort to understand where the other person's coming from

Ask these questions when preparing for the conversations you need to have:

- Can I land this whole message, or do I need to break it into smaller pieces?
- What can I land right now and what should come later?
- Do I need to spend time building a better bridge with this person before talking about any of this?

A FEW USEFUL ACTIONS

01. ASK YOURSELF THESE QUESTIONS FOR EACH PERSON IN YOUR TEAM:

- HOW WELL DO I KNOW THEM?
- WHAT'S THEIR FAMILY / HOME SITUATION?
- WHAT'S IMPORTANT TO THEM?
- WHAT ARE THEIR PASSIONS AND INTERESTS OUTSIDE OF WORK?
- WHAT MAKES THEM TICK?



A FEW USEFUL ACTIONS

02. PRACTICE GIVING FEEDBACK IN YOUR 1:1S AND NOTICE THE BRIDGE IN ACTION - LOOK OUT FOR HOW EACH OF YOU IS BEHAVING AND REACTING AND JUDGE THE IMPACT OF YOUR CONVERSATIONS ON OTHER PEOPLE...



A FEW USEFUL ACTIONS

03. LOOK OUT FOR PEOPLE WHO SEEM TO MANAGE CONVERSATIONS WITH THEIR TEAMS WITH EASE AND ASK THEM HOW THEY APPROACH THEM



Take Time to build bridges with the people
you're working with in UHB

Manage the 'weight' of the subjects you need
to discuss - think about **When, Why** and **How**
for the conversations you need to have

Never assume that authority, job banding
or responsibility level on its own will build
anything for you



Practice, practice, practice... and get advice from
the people you see doing it well

Oh, and remember...there are no shortcuts.



