

Module 5 Worksheets

Managing Difficult Conversations and Persuading Stakeholders

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Ladder of Inference Worksheet

Your Ladder

Their Ladder

1. What is your conclusion?

Conclusions

3. What is their conclusion?

5. Interpretation/Lens?

**Interpretation/
Meaning**

6. Interpretation/Lens?

2. Data?

**Selected Data From
Pool of Available
Information**

4. Data?

The Circle Chart

In The Past

In The Future

In Theory

What are possible root causes of the problem? What are the barriers to progress?

Possible Diagnoses II

Brainstorm possible solutions. How might you address the root causes? Eliminate barriers? Create new possibilities?

III Possible Prescriptions

In The Real World

Symptoms I

What alerts you that there is a problem? What is the gap between the current state and future desired state?

IV Action

Specific next steps: What concrete actions will you take? Who will play what role? Timeframe and deadlines?

What Is Wrong?

What Might Be Done?

The Circle Chart

Quadrant 2

Quadrant 3

What are possible root causes of the problem? What are the barriers to progress?

Possible Diagnoses II

Brainstorm possible solutions. How might you address the root causes? Eliminate barriers? Create new possibilities?

III Possible Prescriptions

Quadrant 1

Quadrant 4

Symptoms I

What alerts you that there is a problem? What is the gap between the current state and future desired state?

IV Action

Specific next steps: What concrete actions will you take? Who will play what role? Timeframe and deadlines?

5 Core Emotional Interests Worksheet

Core Emotional Interest	<ul style="list-style-type: none">• What Emotional Interests just triggered me?• What might be triggers for me in the next interaction?	<ul style="list-style-type: none">• What just triggered them?• What might be triggers for them in the future?
<i>Appreciation</i>		
<i>Affiliation</i>		
<i>Autonomy</i>		
<i>Role</i>		
<i>Status</i>		

How to Receive Feedback More Effectively?

→ 8 Strategies

1. Ask what the new behavior would **actually look like**. What does “be more assertive” mean? Where is coming from, where is it going?
2. **Supportive Mirrors vs. Honest Mirrors**
3. Ask “**What’s One Thing?**”
4. Watch for **Switchtracking**
5. Give yourself a **second score**
6. Move from “**Wrong-Spotting**” to “**Difference-Spotting**”. “What’s Wrong With This?” to “What Might Be Right?”
7. Clarify and **SHARE** your **personal feedback profile** – when, where, how
8. Without commitment, “**try it on**”. Note the “J” curve