



Webinar

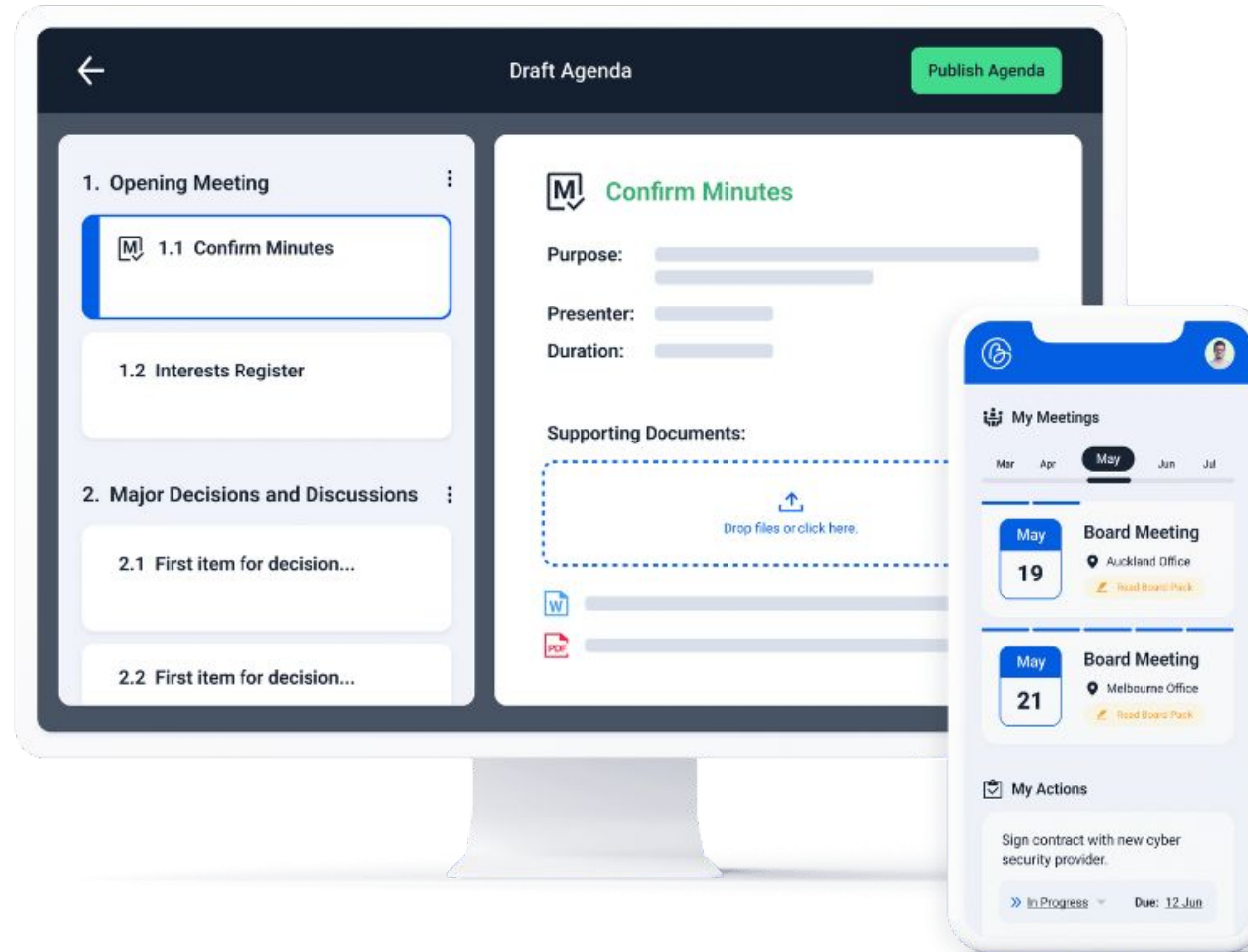
Difficult conversations with difficult directors

How it's done

Special Guest - Fiona McKenzie









Making the fundamentals of governance free and easy to implement



**Fiona
McKenzie**

Managing Director
Resolving Matters



**Lynda
Carroll**

CEO
Align Group



**Simon
Telfer**

Managing Director
Appoint Better Boards

**Slides, webinar video, and
resources will be sent to you.
Relax, listen and ask
questions**



Types of Difficult Behaviour



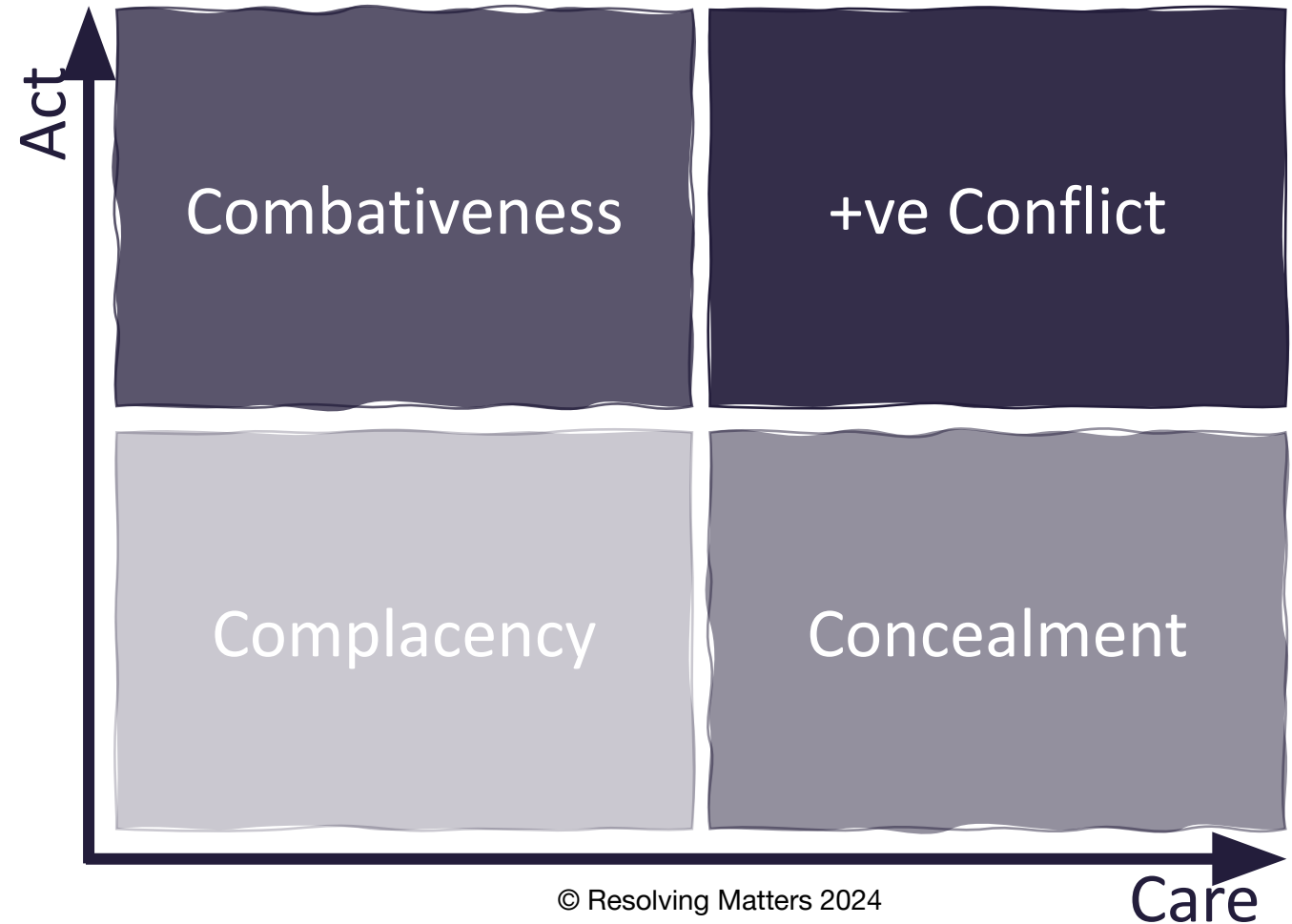
- We are not talking about illegal or unethical behaviour.
- Instead, we are discussing behaviours like:
 - Not listening
 - Being aggressive
 - Not contributing to meetings
 - Not meeting director commitments
 - Causing disunity





Don't Avoid the Conflict

- Unresolved conflicts only escalate - don't avoid them!
- Conflict isn't inherently bad.
- Complacency, Combativeness and Concealment are not good alternatives.
- +ve Conflict means directors care about the outcomes and are willing to act.



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Before the conversation ...



- Consider Positions and Interests
- Gauge likely type of conflict:
 - Task conflict
 - Relationship conflict
 - Value conflict
- Assess possible solutions
- Reflect on your contributions to conflict





During the conversation ...

- Grow the shared understanding
- Explain your conclusions
- Listen to their perspective
- Use questions to test and explore
- Settle on a way forward with clear, tangible next steps
- Agree a plan for checking in again and/or debriefing



Template



<p>Your Contribution to the Situation (Are your motives clean? Have you jumped to conclusions?)</p>	<p>What is the conversation about? (What is the background? Do both parties see it the same way?)</p>	<p>Their Contribution to the Situation (What have they done? What do you know about their motives?)</p>
<p>Your Position (What do you want from the conversation?)</p>		<p>Their Position (What might they want from the conversation?)</p>
<p>Your Interests (What are the needs, aspirations or fears that motivate you? Why is the conversation important to you?)</p>	<p>Common Ground (Are there any aligned interests or positions?)</p>	<p>Their Interests (What needs, aspirations or fears might be motivating them? Why is the conversation important to them?)</p>
<p>Possible Solution and Your Ideal Solution (What are the options for how the conflict could be settled? What is your preferred solution?)</p>	<p>Possible Solution and Their Ideal Solution (What options might they be contemplating for settling the conflict? What is their likely preferred option?)</p>	





Fiona McKenzie

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QR code to
Fiona's newsletter



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Thank you

