DialogueWORKS®
"Get People Talking"

COLLABORATING FOR RESULTS® TRAINING

SECTION 1 •
## WHAT IS DIALOGUE AND WHY DO WE CARE?

DialogueWORKS: Collaborating for Results is a two-day full-spectrum interpersonal communications course designed to help participants communicate more effectively in order to enhance personal and professional results.

The course begins by explaining **The Effectiveness Model,** which helps participants understand the effect results, respect, and relationships have on one another.

We define *Dialogue* and introduce the four behaviors which are present in all effective communication.
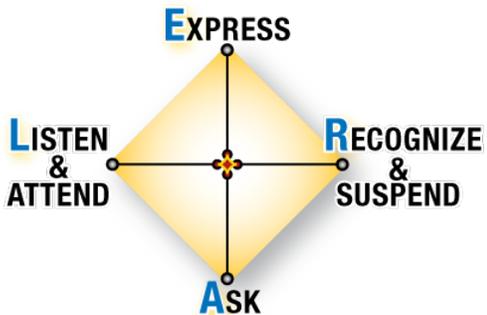
Participants have the opportunity to create a personal awareness of the effectiveness of their conversations and ways in which they engage in behaviors that take conversations "below the line."

Participants engage in a self-assessment to gauge their communications needs and opportunities for improvement. The *Fight or Flight* behaviors that people employ to engage in self-preservation are also explored.

SECTIONS 2/3 •
RECOGNIZING AND SUSPENDING TO DISCOVER

Recognizing and Suspending are the first steps of effective dialogue that we explore. Because the nature of our own thinking contributes to the effectiveness of our conversations, we focus on understanding the *Process of Perception*, or the thinking process. Participants learn how their own views of the world influence the way they think and deal with others.

Participants learn skills to allow themselves to more easily recognize their own thought processes and suspend them in order to hear what others are saying.

As preparation for holding difficult conversations, participants learn to prepare by clarifying the assumptions they hold about the other person's behavior and the situation they need to discuss and by identifying their intent or purpose for holding the conversation. They also learn how to effectively focus the attention of their listener at the beginning of the conversation.

Next, the course addresses *Undiscussables* — those thoughts and interpretations that people think and feel, but don't share. Through discussion, experiential exercise, and role-playing, participants learn how to share their Undiscussables in ways that are both productive and respectful.
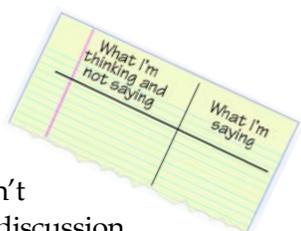
Finally, we introduce a model for holding any delicate conversation and for providing frank and effective feedback. These skills play an important role in fostering respect and understanding in everyday relationships

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and in creating the kind of results we all are seeking.

SECTION 4 •
EXPRESSING TO SHARE

This section focuses on creating respect in the way we speak to others. **Expressing** is the skill of sharing one's opinion or perspective clearly, persuasively, and respectfully; communication that follows these principles fosters collaboration and short-circuits defensiveness.

Participants learn to shift their expression from "me" to "we" as a means of increasing collaboration, cooperation, and contribution.

Participants learn about the impact word choice and tone have on a message. They also learn to bolster their thinking with data—verifiable facts—in order to create a message that is compelling and convincing. Finally, participants learn to balance expressing with asking by first sharing their perspectives and then inviting others to confirm or clarify their statements.

SECTION 5 •
ASKING TO LEARN

In this section we learn how to **Ask** questions that invite additional communication and collaboration in a comfortable, safe, and respectful way. This section teaches skills for asking questions that defuse defensiveness and improve understanding.

Participants will learn to recognize four asking skills: *Questioning*, *Requesting*, *Reflecting*, and *Guessing*. Experiential exercises allow students to practice using these powerful skills appropriately and effectively.

In this section we also address *downward spirals*, a reactionary series of behaviors that dooms communication, relationships, and ultimately organizational capacity. The content in this section teaches specific ways to use questions to break these dysfunctional interactions.
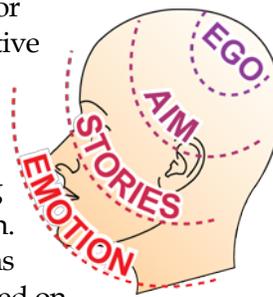
SECTION 6 •
LISTENING AND ATTENDING TO CONNECT

Listening and Attending encourages the simple act of actively listening, but it goes far beyond that. In this section we address the concept of the internal voice, or the so-called *headspeak* that continually editorializes, judges, evaluates, or advises. Participants practice several rounds of role-play that teach them to recognize, understand, and manage their own internal voices.

Participants learn how to listen in a way that is focused, non-judgmental, specific, and empathetic.

We then introduce participants to the **EASE Model**, which provides a framework for defusing negative or "hot" emotion while increasing understanding and connection. This model was developed based on current research into brain function and helps explain why people sometimes react emotionally. Participants learn how to apply the EASE Model as a means of restoring rationality and resolving conflict.

SECTION 7 • SYNTHESIS: STRATEGIC DIALOGUE

The final section of the course adapts the Dialogue Model introduced earlier in the course to a practical problem-solving application by considering the

fields in the model—**Initiate**, **Discover**, **Connect**, and **Build**. Participants practice using the model to create shared problem-solving. As a summary to the course, participants have an opportunity to practice all of the Dialogue skills as they work to solve a business challenge in a mutually beneficial way.

Participants conclude the session by creating personal action plans that will enhance their communication effectiveness.

DialogueWORKS effectively teaches how to spot communication behaviors and tendencies that sabotage attempts to establish dialogue, and, more important, demonstrates precisely what can be done about them! Participants learn to increase their ability to use all the skills of effective conversation to increase personal and professional results. An individual's ability to hold the tough conversations is the key to getting results. ***This course is designed specifically to help people get results.***

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