

The Method: ATUNE Blueprint

Step 1: Listening & Validation

Key Point: *Understanding MUST Precede Influence*; Postpone persuasion until each person can state their colleague's position to their colleagues satisfaction. Slow things down and be intentional in your "speaking and listening".

SPEAKER: Attune - by "I" (ownership) position vs. "you" (blame)

1. What I **SEE** (facts/data) is...
2. What I'm **THINKING** (interpretations, assumptions, beliefs, meanings) is...
3. How I **FEEL** about the issue is (emotional reactions/feelings states) is...
4. What I **WANT/REQUEST** (state a positive Need) is...

LISTENER: Attune - by Allowing Influence to Occur

- A - Awareness:** Postpone your agenda by Acknowledgement (repeat) and Validation (reflecting feelings, needs, issues of importance) of your colleague's perspective, position, thoughts and emotions on the issue at hand.
- T - Tolerance:** Honor TWO valid realities by respecting its plausibility.
- U - Understanding:** Seek new understanding, not changing the person or their position. Ask questions for context and clarity of their assumptions.
- N - Non-Defensive Listening:** Don't react. Be open to being influenced by taking in information and be impacted by what you understand and makes sense from this position.
- E - Empathy:** Demonstrate importance and interest by taking notes; repeating what you heard and then ask: "Did I hear you"? And "Is there more"?

Step 2: Compromise & Problem Solving

- Core Needs (Why are they?) and Areas of Flexibility (What we agree on)



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Fierce Dialogue™ The Method

A **Fierce Dialogue** is a *principle-centered approach to critical conversations designed to build relationships and drive outcomes*. It is a "structured" approach to communication guided by adherence to "Committed Speaking" and "Committed Listening" (See The Method).

The Standards of Fierce Dialogue

- F** - Focused vs. Vague (Asks, 'What conversation are we in?')
- I** - Integrity-Based vs. Inauthentic (Tell the truth via Transparency & Candor)
- E** - Engaged vs. Resigned (Equal commitment to process & outcome)
- R** - Respectful vs. Dominating (Understand prior to Influence; yield; inquire; open)
- C** - Courageous vs. Self-Protective (Choose to be vulnerable & self-expressed)
- E** - Execution vs. Status Quo (Influence via Action Requests & Collaborative Commits)

Why is it Important?

The only dangerous conversation is a "missing conversation"; one that needs to occur but is avoided. They're dangerous because of the lack of honesty that fills the space between people where an authentic conversation that is transparent and real should exist and doesn't.

The ways we protect ourselves in conversations become the reasons for why they fail and results don't ensue. Stonewalling (passive-aggressive avoidance), Cut-off, Censoring, Double-speak, Incomplete and Missing Conversations, Pretense and Posturing may protect you but will always stop performance results from occurring.

Fierce Dialogue, by contrast, is a commitment to candor regardless of cost where two people agree to come out from behind themselves and enter the conversation itself. When that happens the conditions for true transformation exist and anything is possible.

The purpose of Fierce Dialogue is to HAVE the "missing conversation(s)" so that they do not interfere with the work to be done or the relationship through which that work must be achieved.

How do you do it?

The access to Fierce Dialogue is in applying the skills needed to facilitate a shift in Speaking and Listening from a different place: From influencing to understanding; From controlling to attuning; and From winning to discovering compromise.

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Competencies for Powerful Communication

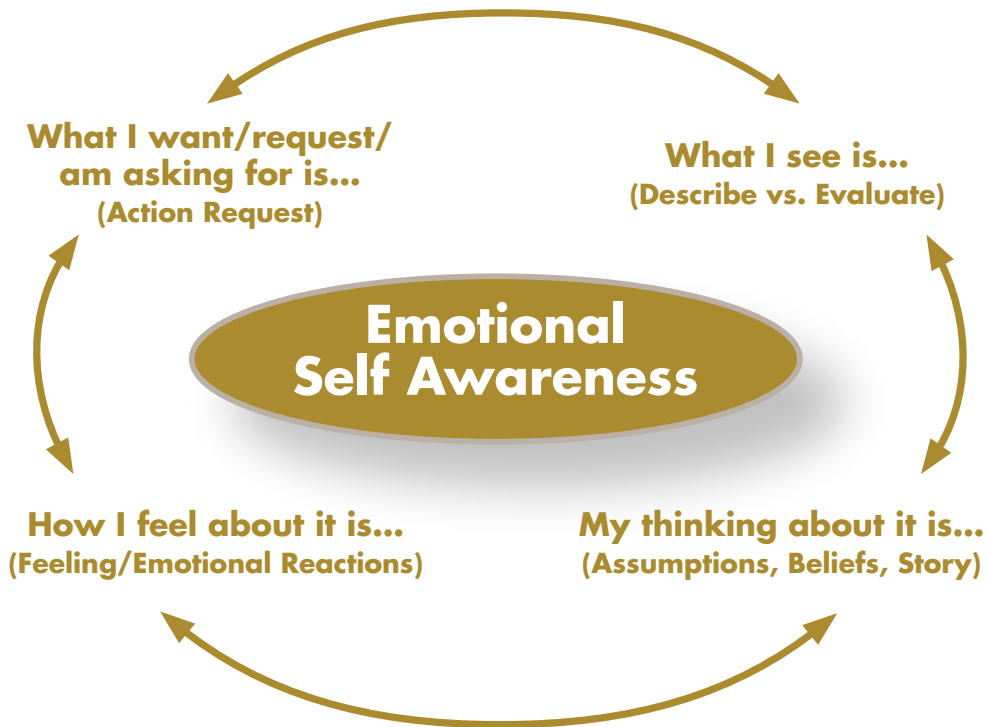
THE FIERCE DIALOGUE 5 STEP MODEL

STEP 1	Who will I “be” in the conversation?
STEP 2	What conversation are we in? • Issue • Interest • Intention
STEP 3	Get real — truth saying • Committed Speaking • Committed Listening
STEP 4	Make it happen • Action Requests (who-what-when)
STEP 5	Accountability agreements • Commitments vs. Intentions

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The Method

I. COMMITTED SPEAKING



II. COMMITTED LISTENING

- A. Active Awareness:** Acknowledge & Validate
- T. Tolerance:** Respect Multiple Realities
- U. Understanding:** Ask Questions & Suspend Judgment
- N. Non-Defensiveness:** Open to Influence & Postpone Persuasion
- E. Empathy:** Genuine Interest & Fully Present