



***Improving Communication  
through Crucial Conversations***  
*The Value of Crucial Conversations to Achieve Success and  
Build a Great Personal Brand*

***Presented by: Connie Miller***  
*President/CEO of Icon Credit Union*



**SUCCESS**      **SUCCESS**



**WHAT PEOPLE THINK  
IT LOOKS LIKE**      **WHAT IT REALLY  
LOOKS LIKE**

www.kimkim.com

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## What does it take?

- ✓ Education
- ✓ Title
- ✓ Experience
- ✓ So much more! What else?



**Start with Healthy Communications**

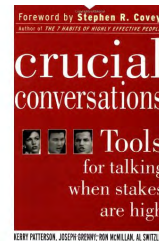


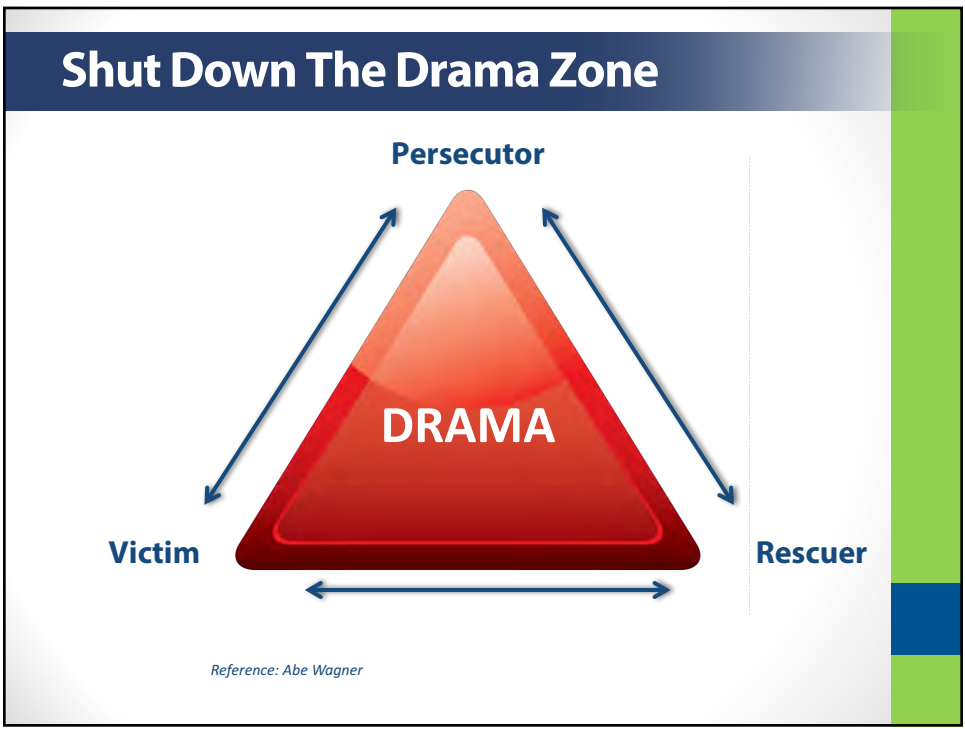
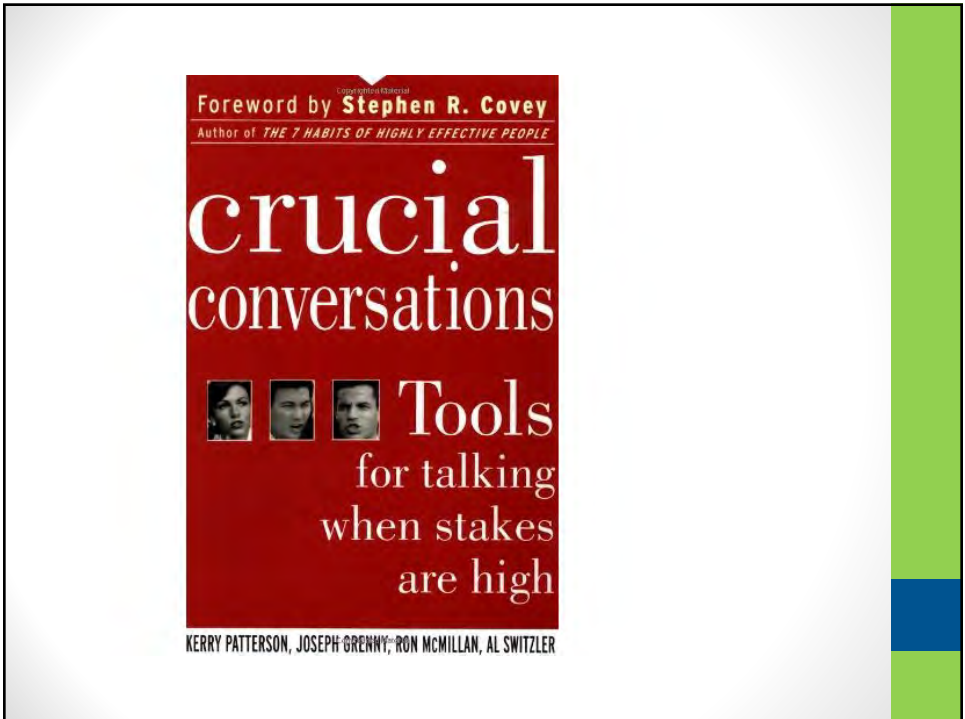
In 2008, a study commissioned by Myers-Briggs and the Thomas-Kilmann Conflict Mode Instrument determined that U.S. employees spent 2.8 hours per week dealing with conflict. This amounts to approximately **\$359 billion** in paid hours (based on average hourly earnings of \$17.95), or the equivalent of **385 million working days**.

*For every 15 employees,  
you could free up one FTE if you could be more effective with  
conflict.*

## Style Under Stress

- **Silence:** How likely are you to move towards silence (masking, avoiding, or withdrawing)?
- **Violence:** How likely are you to move towards violence (controlling, labeling, or attacking)?





# Persecutor



- Unreasonable with demands
- Intimidator
- Angry
- Emotionally challenged
- Non-listening
- **Drawn to victims**
- Not tolerated by society

#NoDramaZone



# Victim



- Appear helpless
- Codependent on the rescuer
- Afraid to own the situation
- Will suck you dry emotionally
- Can become your persecutor if you don't help them
- Rally a team to promote or defend their weakness
- Accuse everyone else of not paying attention
- **Hate solutions**

#NoDramaZone



## Rescuer



#NoDramaZone



- Creates drama when pulled in by victim, very innocently
- Think they are helping
- Enable the situation, make it worse
- Victim/rescuer relationship can last for years
- Intentionally curious
- Rescuers eventually become a victim themselves (set boundaries, gossip)

## Avoiding the drama zone



- Get victim to own the problem and solve it themselves
- Offer questions instead of advice:
  - **What** can you do or say to show you are not willing to be used anymore?
  - **What** can you do to explain to your boss that you don't think he is being fair to you?
  - **What** will it take for you to let it go?
  - **What** have you done to ask yourself what can you do to positively affect your frustration?
  - **What** can you do to act differently so you are not misunderstood?
  - **What** will you say to her the next time she overreacts to the situation?

# Avoiding the drama zone



- Be there for support, not to fix them
- Help them see how they can be accountable
- Add clarity to what you'll offer – BEFORE helping!
- Listen, but don't discount
- Be delicate and understanding
- Be aware when the conversation turns back to you. Avoid, "You don't understand" to pull you in
- Remove emotion

LEADERS	MANAGERS
Do the right things	Do things right
Focus on WHAT can be accomplished	Focus on HOW things should be done
Innovation	Conformity
Commitment	Control
Outcome oriented	Rules oriented
Transformational	Transactional
Energize the system	Ensure stability of the system
Vision, Inspiration, Courage	Procedure, Strategy, Objective
Create change – take followers from one place to another	Manage change – ensure the ability to handle it



Sarcasm isn't  
at all funny  
when it's the  
truth.  
*Colleen Hoover*

meetville.com

## Theory of the Herd

1. Humans are pack animals
2. Individual action is a myth
3. Connection to a group is a requirement for human survival

Reference: Eric Coryell



## Building Trust & Accountable Teams

*What Happens to Anxiety and Fear of Separation as We Engage in Each Behavior?*

1) Ignore it / Avoid it / Do Nothing

Anxiety: ↓

Fear of Separation: ↑

Reference: Eric Coryell

## Building Trust & Accountable Teams

*What Happens to Anxiety and Fear of Separation as We Engage in Each Behavior?*

1) Ignore it / Avoid it / Do Nothing

Anxiety: ↓

Fear of Separation: ↑

2) Talk Behind Their Back

Anxiety: ↓

Fear of Separation: ↑

Reference: Eric Coryell

## Building Trust & Accountable Teams

*What Happens to Anxiety and Fear of Separation as We Engage in Each Behavior?*

- |   |            |                       |
|---|------------|-----------------------|
| 1) Ignore it / Avoid it / Do Nothing                  | Anxiety: ↓ | Fear of Separation: ↑ |
| 2) Talk Behind Their Back                             | Anxiety: ↓ | Fear of Separation: ↑ |
| 3) Look to the Leader/Boss/Rescuer to Take Care of It | Anxiety: ↓ | Fear of Separation: ↑ |

Reference: Eric Coryell

## Building Trust in Teams

*What Happens to Anxiety and Fear of Separation as We Engage in Each Behavior?*

- |   |            |                       |
|---|------------|-----------------------|
| 1) Ignore it / Avoid it / Do Nothing                  | Anxiety: ↓ | Fear of Separation: ↑ |
| 2) Talk Behind Their Back                             | Anxiety: ↓ | Fear of Separation: ↑ |
| 3) Look to the Leader/Boss/Rescuer to Take Care of It | Anxiety: ↓ | Fear of Separation: ↑ |

Reference: Eric Coryell

90-95% - Kills **TRUST**

## Building Trust & Accountable Teams

### What Happens to Anxiety and Fear of Separation as We Engage in Each Behavior?

1) Ignore it / Avoid it / Do Nothing	Anxiety: ↓	Fear of Separation: ↑
2) Talk Behind Their Back	Anxiety: ↓	Fear of Separation: ↑
3) Look to the Leader/Boss/Rescuer to Take Care of It	Anxiety: ↓	Fear of Separation: ↑
4) One-On-One Confrontation	Anxiety: ↑	Fear of Separation: ↓
5) Group Confrontation	Anxiety: ↑	Fear of Separation: ↓

Build Trust = Do #4 or #5

Reference: Eric Coryell

## Building Accountable Teams

### Tools for Effective Group Confrontation:

- Don't let team members hide behind questions. Turn questions into a statement. "If you did know, what statement would you make?"
- Don't allow team to hide behind "we". Ask who the "we" is.
- Don't use blanket emails to mask the intended audience.
- Complete Five Dysfunctions of a Team exercises.



Reference: Eric Coryell

## Don't Sabotage Your Personal Brand

Do you represent yourself on social media as genuine and accepting of others?

Do you stand tall when others falsely accuse you?

Do you transition out of groups and employers on good terms?

Do you fulfill your commitment when you volunteer?



## Take Advantage of Difficult Moments as Opportunities

Is dysfunction your opportunity to shine?

Can you survive a difficult boss, meeting, or schedule?

What about a difficult citizen interaction?



## What to do when others don't live up to your expectations...

- Find a way to be easily impressed
- Enter the world of wonder and curiosity
- Invest in a gratitude journal
- Appreciate the lessons learned



### Hierarchy of Importance of Input

Member Interactions per Month



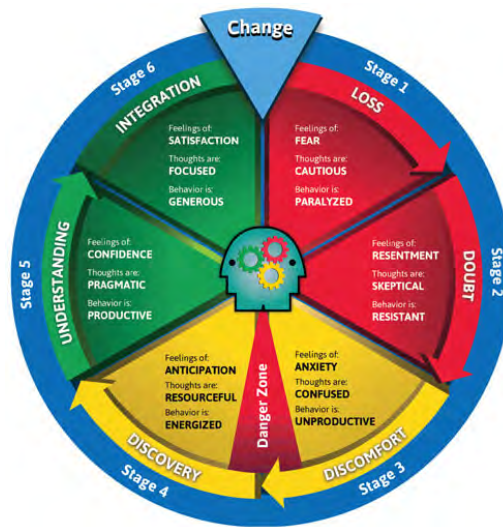
Leadership must value input from all levels. But, they may not need your vote.

## Avoid Perception Problems When You Socialize with Coworkers Outside of Business Hours.


Adopt a personal inclusive philosophy (not a policy).  
 Build teamwork and relationships “at work.”  
 Be cautiously aware of “curiosity” in separated employee engagements.



## Understand the Cycle of Change



<https://change-cycle.com/change-cycle/>



## Stage 1: Loss

### Coping Mechanisms

- *Fear*
- *Cautious Thoughts*
- *Paralyzed Behavior*

### Action Required

- *Think, "What's the worst that can happen?"*
- *Ask, "Can I live with it?"*





Photo credit: [imagininghappenings.wordpress.com](http://imagininghappenings.wordpress.com)



## Stage 2: Doubt

### Coping Mechanisms

- *Resentment*
- *Defensive behavior to maintain control*
- *Angry, blame others*
- *Fight to prove my way or hold onto the old way being better*

### Action Required

- *Deal with reality, rather than self-serving information*




Photo credit: [invistaperforms.org](http://invistaperforms.org)

*Bury the “need to” and birth the “I will.”  
Successful people get it done!*

I **need to** research some vendors who might be interested to learn about my business.

I **will** reach out to the following three friends for some ideas of good vendors next week.

I **need to** find a good mechanic who I trust and make an appointment.

I **will** call a few mechanics tomorrow and look on BBB site for ratings and schedule an appointment.

I **need to** figure out what I want to do.

I **will** make a list of pros and cons by tomorrow evening.

**Mistakes are Golden Training Curriculum!**

“We are products of our past, but we don't have to be prisoners of it.”

— *Rick Warren, The Purpose Driven Life: What on Earth Am I Here for?*

“Wise men learn from their mistakes, but wiser men learn from the mistakes of others.” *Anonymous*



# Why does it matter?



Each year, DepositAccounts.com evaluates the health of every federally insured credit union in the United States – more than 5,460 total. Each institution is graded on a number of factors, including capitalization, deposit growth, and loan to reserve ratios, in order to determine a comprehensive health score.



Rank	Name	Location
1	Sterling Federal Credit Union	Sterling, CO
2	Cloverbell Credit Union	Wausau, WI
3	Consolidated Community Credit Union	Portland, OR
4	Pioneer Mutual Federal Credit Union	Sugar Land, TX
5	Foothill Credit Union	Arcadia, CA
6	Utah First Federal Credit Union	Salt Lake City, UT
7	Icon Credit Union	Boise, ID
8	BHCU (Delaware County Credit Union)	Ridley Park, PA
9	Utah Power Credit Union	Salt Lake City, UT
10	Building Trades Credit Union	Maple Grove, MN

# Move your Organization Forward

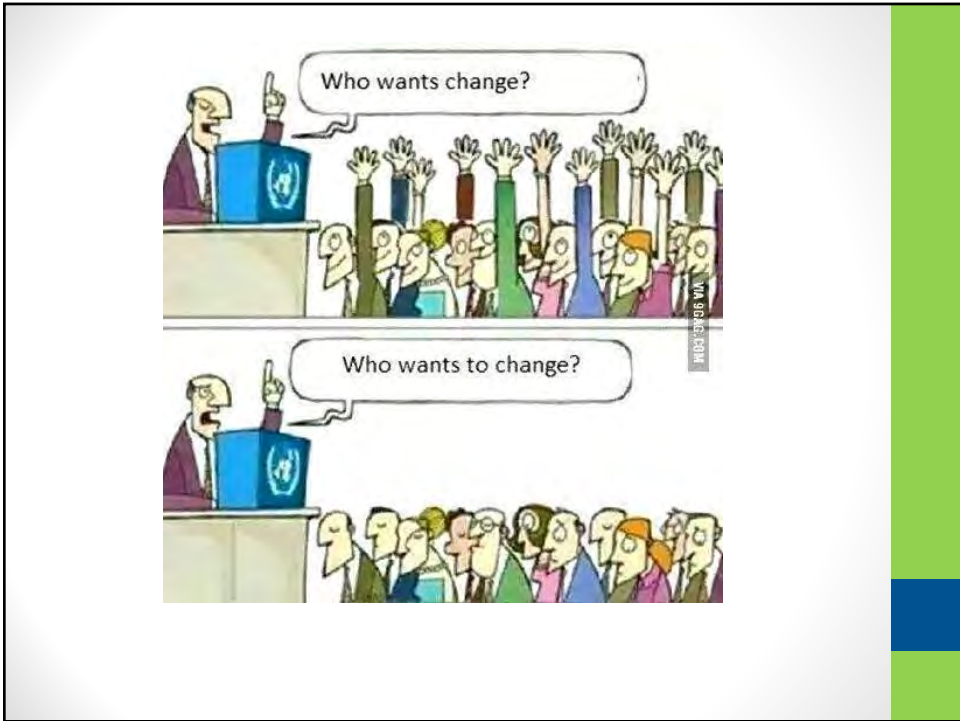
Where do you want to work?

Drama & Stress



VS.

No Drama & Energy



# Questions?



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Visit [www.crucialconversations.com](http://www.crucialconversations.com) for additional tips, reminders, resources, and videos.

References: Eric Coryell, Abe Wagner