Having Difficult Conversations in Your Organization and Beyond
– Free Webinar

Thursday, November 14, 2019
9:30 - 11:00 a.m. PT (12:30 - 2:00 p.m. ET)

*** Advance registration required for this webinar ***
https://attendee.gotowebinar.com/register/4582166726757819138

Local government professionals frequently need to have difficult conversations with employees, elected officials, and key stakeholders. Learn how you can guide these challenging circumstances toward productive outcomes.

Webinar Topics:
1. What are difficult conversations with employees, citizens, and others?
2. What techniques and skills can you develop to be more effective in such conversations?
3. How can you be agile and successful in navigating these challenging circumstances?

Presenters:
* Andrea Arnold, City Manager, Decatur, GA
* Pat Martel, ICMA West Coast Regional Director, former City Manager, Daly City, former President ICMA
* Don Maruska, Master Certified Coach, Director, ICMA Coaching Program

Audience: All persons interested in local government careers


Note: please "white list" or "allow sender" for "customercare@gotowebinar.com" to receive confirmation email for the webinar.

We'll be using webinar tools (including real-time questions and live polling) to make this a great opportunity for audience interaction.
Post-Webinar Discussion Questions:
a. Where do we face difficult conversations in our agency and beyond?
b. Which of the techniques and skills would be helpful for us to develop and practice applying?
c. What's a game plan to move forward?

Biographical Sketches of Presenters

Andrea Arnold, City Manager, Decatur, GA

Andrea Arnold is the City Manager for the City of Decatur, Georgia and has served in this role since January 2019. Previously, she served as the Assistant City Manager for the City of Decatur. She has been with the City since November 1997. Prior to Decatur she worked at the Atlanta Regional Commission. She has her undergraduate degree in Urban Studies and Political Science from Furman University in Greenville, South Carolina and MPA from the University of Georgia in Athens. Andrea is a 2001 graduate of Leadership DeKalb and is a graduate of Leadership ICMA’s inaugural class of 2007. She served on the International City/County Management Executive Board with her term starting in September 2009. She attended the Atlanta Regional Commission’s Regional Leadership Institute in 2018. Andrea is married to David Arnold and they have 3 children. In her free time, she is an avid runner and is training for a fall marathon.

Pat Martel, ICMA West Coast Regional Director, former City Manager, Daly City, former President ICMA

Recently appointed as ICMA West Coast Regional Director following thirty-eight years of distinguished service in California local government, Pat Martel held executive leadership positions with the cities of Inglewood, South San Francisco, Daly City, San Francisco and Hayward. Serving as an Assistant City Manager, General Manager of Public Utilities and City Manager, Ms. Martel was responsible for managing public services in communities ranging in size from 67,000 to 850,000 residents.

Most recently, Pat served as City Manager of Daly City from 2005 until retiring in June, 2018. She previously served as Assistant City Manager of Daly City from 1995 to 2001 before moving to the City and County of San Francisco to serve as the General Manager of the Public Utilities Commission. Throughout her career, Ms. Martel was committed to delivering high quality public services efficiently and cost effectively, enhancing community engagement and civic leadership, supporting organizational development and excellence, working collaboratively with elected officials to enhance governance and leadership, providing staff leadership development, advancing women and diversity in local government through inclusive recruitment, selection and professional development practices.

As West Coast Regional Director for the International City/County Management Association, Pat is responsible for coordinating ICMA’s presence in the West Coast Region which includes the states of Alaska, California, Hawaii, Nevada, Oregon and Washington. Providing support to well over 1500 ICMA members in the region, Pat serves as ICMA’s liaison to each of the state associations in making available the resources required by local government management professionals to successfully fulfill their public
service responsibilities. The Regional Director also supports the ICMA Executive Board Vice Presidents representing the west coast.

Throughout her tenure in public service, Pat was actively engaged in professional development as a member of the International City and County Management Association (ICMA). She served on the Governmental Affairs and Policy Committee, Task Force on Women in the Profession, Task Force on Financing ICMA, Task Force on Leadership, and the Task Force on Strengthening Inclusiveness in the Profession. Currently, she is the ICMA co-chair, in partnership with the Center for Public Safety Excellence, of a white paper research project on 21st Century Fire Services.

Ms. Martel was elected a member of the ICMA Executive Board as West Coast Regional Vice President, 2010-2013. She was selected by the Executive Board to serve as the 102nd President of ICMA in 2015. Pat has also served the profession as a member of the California City Management Foundation Board, the City Managers Department of the League of California Cities, Women Leading Government Board, the Local Government Hispanic Network Board, and was most recently selected to serve on the Board of the Institute for Local Government. Ms. Martel was inducted as a Fellow of the National Academy of Public Administration in 2015 where she has served on the Fellows Nominating Committee.

Martel is the recipient of numerous awards and recognition for her contributions to local government, public service and the city management profession including: California City Management Foundation “City Manager of the Year” (2017), Elected a Fellow of the National Academy of Public Administration for sustained exemplary contributions to the improvement of Public Administration (2015), Women Leading Government Career Excellence Award (2013), San Francisco State University Award for Significant and Outstanding Public Service (2013), Daly City/Colma Chamber of Commerce Cypress Business Award for Leadership (2013), KQED Public Broadcasting Corporation and Kaiser Permanente Hispanic Heritage Month Local Hero for outstanding contributions and commitment to community service (2004), San Francisco Business Times Top 100 Women Business Leaders (2003) and 100 Most Influential Business Leaders in the Bay Area (2002).

A graduate of the University of Southern California, Martel holds a B.S. degree in Public Affairs and Journalism, as well as a Masters degree in Public Administration.

Don Maruska, Master Certified Coach, Director, ICMA Coaching Program

Don Maruska was the first in his family’s history to attend college and earned a B.A., magna cum laude, in government from Harvard University. Thereafter, Don worked as a legislative assistant in the U.S. House of Representatives and the U.S. Senate. He also led a team that developed the management procedures to successfully implement the federal government’s transition from public housing to subsidies for private sector rental housing.

Don advanced his training with completion of MBA and JD degrees at Stanford University, receiving a special certificate in Public Management, and gained membership to the State Bar of California.
In 1986 Don became CEO of a health care startup company that nonprofit hospitals created to enhance healthcare delivery. Translating the benefits of new technology into improved health, the firm earned the 1988 National Innovators Award.

Subsequently, Don trained to become a Master Certified Coach, the highest credential in the coaching profession. He is author of “How Great Decisions Get Made—10 Easy Steps for Reaching Agreement on Even the Toughest Issues” (American Management Association, 2004) and “Take Charge of Your Talent: Three Keys to Thriving in Your Career, Organization, and Life” (Berrett-Koehler, 2013), which organizations in both the public and private sectors have used to improve their outcomes. In addition to creating and directing the ICMA Coaching Program, Don leads workshops and coaches leaders and teams throughout the U.S.

More Coaching Resources--See http://icma.org/coaching for valuable resources to boost your career. Sign up for the complimentary email list at http://icma.org/coachinglist to keep informed of the details for future ICMA Coaching Program sessions and other resources.

ICMA Coaching Program Outreach Partners:
Canadian Association of Municipal Administrators (CAMA), Engaging Local Government Leaders (ELGL), International Network of Asian Public Administrators (I-NAPA), International Public Management Association for Human Resources (IPMA-HR), League of Women in Government (LWG), Local Government Hispanic Network (LGHN), Local Government Management Association of British Columbia (LGMA), National Association of County Administrators (NACA), National Forum for Black Public Administrators (NFBPA), and Women Leading Government (WLG)
ICMA | coaching program
2019
Welcome

Handling Difficult Conversations in Your Organization and Beyond

Thursday, November 14
9:30-11:00 a.m. PT / 12:30-2:00 p.m. ET
30 State Association Coaching Partners
10 Outreach Partners

CAMA / ACAM
Administrative Excellence | L'art de diriger

CONNECT.COMMUNICATE.EDUCATE

ELGL
LOCAL GOVERNMENT LEADERS

IPMA-HR
INTERNATIONAL PUBLIC MANAGEMENT ASSOCIATION for HUMAN RESOURCES

League of Women in Government

LGMA
LOCAL GOVERNMENT MANAGEMENT ASSOCIATION OF BRITISH COLUMBIA

NACAC
NATIONAL ASSOCIATION OF COUNTY ADMINISTRATORS

INAPA
INTERNATIONAL NETWORK OF ASIAN PUBLIC ADMINISTRATORS

NFPA
National Forum for Black Public Administrators
Achieving Excellence since 1983

WLG
Women Leading Government
Overview of Session

Webinar topics:
1. What are difficult conversations with employees, citizens, and others?
2. What techniques and skills can you develop to be more effective in such conversations?
3. How can you be agile and successful in navigating these challenging circumstances?

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• Andrea Arnold, City Manager, Decatur, GA
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Polling Question #1

How many people are listening on your line?
HANDLING DIFFICULT CONVERSATIONS – NEUROSCIENCE INSIGHTS

Don Maruska, Master Certified Coach, Director, ICMA Coaching Program
Why some conversations are difficult

Source: Antonio Damasio
Fight ...
Flight ...
Freeze…
What can we do?

Source: Antonio Damasio
Having Difficult Conversations in Your Organization and Beyond

Patricia E. Martel
ICMA West Coast
Regional Director
Why are Difficult Conversations So Important to Leadership Success?

- Difficult conversations are all part of life: at work, at home and in the community.

- From asking for a promotion, to dealing with a frustrating employee or colleague, to confronting elected officials or residents, you will no doubt face countless difficult discussions throughout your careers.

- Instead of avoiding these conversations, learning how to tackle them head-on can be one of the best ways to advance your career and sharpen your leadership skills.

- Difficult conversations, although hard for both parties, enable people to make choices and decisions, to learn and grow, productivity as well as collaboration are enhanced, stress is reduced resulting in increased morale, thus producing better group decisions.

- Managing difficult conversations helps to build and maintain healthy personal and work relationships.
At Some Point Everyone Will Face a Difficult Conversation

- Whether you initiate the conversation, or someone else asks you to have the conversation, the words “We have to talk” always raises our anxiety.

- Fear often causes us to resist confronting conflictual issues head-on.

- Conflict is a natural part of a team environment and how you handle it determines whether it is healthy or destructive.
Seventy percent of employees avoid difficult conversations in the workplace, which can lower morale and cause a toxic work environment.

*The Cost of the Conversation Gap on Workplace Health*, a study by career-coaching start-up Bravely
How to Prepare for the Conversation

- Open and honest communication is essential.

- Determine the Purpose for having the conversation. What do you hope to accomplish? What would be an ideal outcome? Watch out for hidden purposes that result in being critical or condescending in the conversation. Begin a conversation with a supportive purpose.

- Avoid making assumptions. Be clear about the objective purpose of the conversation and be willing to listen more than talking.

- Identify your needs and fears. Are there any common concerns? Could there be?

- Determine how you may have contributed to the problem. How has the other person?

- Reflect on how your attitude about the conversation may be influencing your perception of it. If you expect a poor outcome, it probably will occur. Try to adjust your attitude for maximum effectiveness.
Authenticity requires self-awareness.

Self-awareness requires reflection.
Strategies for Engaging in Difficult Conversations

**Know Your Purpose.** Your intentions for the conversation should focus on enhanced communication and understanding, not simply getting something off your chest, which will result in a one-sided dialogue. Identify shared reasons for having the conversation.

**Listen Actively.** Keep an eye out for what is being communicated both verbally and non-verbally. Listen more than talk. When responding take the whole picture into account.

**Stay on Message.** Make sure to stay true to the key messages that are needed to be communicated and avoid letting yourself be derailed by the other person’s emotions or reactions.
Strategies continued

**Ask Questions.** Gain a better understanding of the other person’s point of view by asking questions. Open questions are best for drawing out insightful responses. Why questions can result in defensiveness and should be avoided.

**Show Empathy.** Emotional intelligence is essential to all effective communication, particularly during difficult conversations. Put yourself in the other person’s shoes and be empathetic to their feelings. Limit talking about yourself or your experiences and focus on the impact of the situation for them.

**Be Open Minded.** Effective communication requires an open mind. Harboring negative feelings is less likely to lead to a positive outcome.

**Recognize the Other Person’s Rights.** Understand that they have a right to be angry, upset, frustrated or emotional about the conversation, especially if unpleasant feedback has been received. Sometimes the most valuable outcome from a difficult conversation is for both sides to be have an opportunity to express themselves and be heard.
- **Press Pause.** These conversations can be challenging and sometimes painful. Know your limits, and have a plan to press pause on the conversation if it becomes too challenging or uncomfortable for you or the other person. If you or the other person are getting angry or feeling hurt, you can suggest that you take a minute to re-group and decide whether you want to continue the conversation or take a break from it.

- **Think of it as a Process.** A single conversation can have a big impact. But it can also take time. If one conversation doesn’t go as planned, think about what you learned from it that you can use for the next one. Each conversation should build on the last.
Polling Question #2

Which of these strategies would you like to employ?
[click all of interest]

a. Know your purpose
b. Listen actively
c. Stay on message
d. Ask questions
e. Show empathy
HANDLING DIFFICULT CONVERSATIONS

Andrea Arnold, City Manager, Decatur, GA
Brief Background

About Decatur

• 12 Minutes East of Downtown Atlanta
• Population 25,000 in 4.4 sq. miles
• County Seat
• Home to Agnes Scott College and close to Emory University and the CDC.
• Full Range of Municipal Services
• AA+ Bond Rating
• All combined budgets = $63mm
• 230 FTE
Handling Difficult Conversations

Focus on:

- Management-Level Employees
- Elected Officials
- Residents
Polling Question #3

Where would you like to enhance your handling of difficult conversations? [click all that apply]

a. with employees in your organization  
b. with elected officials  
c. with the public  
d. other

Please send some details about conversations of special interest to you via the “Question” function. We’ll address them anonymously.
YOU are the role model for:

• WHAT issues get addressed/what is important
• TONE of the conversations
• EFFECTIVENESS and outcome
Example: A discussion that will be upsetting to an employee. (i.e., not getting a promotion)

What is hard about this?

• You care about the employee’s feelings
• You fear anger/resentment; worry about how this will impact work performance
• You have uncertainty about the future—can we move through this?
How to Approach Conversation

- In Person
- Don’t rely on HR
- Be sensitive
- Stick to message; stay focused. (no rambling)
- Explain how this is best for organization
- Allow space/quiet for processing
- Schedule time later to discuss next steps for employee
- Conversation is the first step
- You will be judged by what happens after the conversation
- Consider your organization’s values (honesty, integrity, respect, trust, ethics)
Elected Officials

What is hard about this?

- You want harmony with elected officials
- Admit it—concern with your job security
- Awkward—feels like role reversal
Elected Officials

Example: Elected official is addressing negative comments about the City on social media

How to Approach Conversation

• Do I need to involve Mayor/Chair?
• Meet in person
• Clearly identify your concern. Why does this matter
• Offer a solution
• Be prepared for pushback
• Listen for alternative solution
• Reach an agreement and be clear on expectations
• Schedule follow up
• Requires mutual respect, shared vision, and sound relationship
Residents

What is hard about this?
• May be volatile
• Social Media threat
• You’re the messenger
• Can’t make them happy
Residents

Example: Intersection improvement will take ROW in resident’s front yard.

How to Approach Conversation

• First step-agree to meet
• Listen and listen some more
• Understand the emotions
• Explain the process/integrity of the process
• Emphasize impact on greater community; City’s vision and strategic plan
• It is ok to agree
• Don’t make promises
• Be open-minded
• Show that you care
Lessons

• Importance of humanizing the conversation
• Try to understand how the conversation will be received
• Preparation, focus, clarity
• Big Picture/Perspective
• Follow up
• First step
• Seek advice from others
Polling Question #4

Which of these lessons would you like to apply in your handling of difficult conversations? [click as many as apply]

a. Humanize the conversation
b. Try to understand how the conversation will be received
c. Prepare, focus, and be clear
d. Keep Big Picture/Perspective
e. Follow up
HANDLING DIFFICULT CONVERSATIONS – COACHING TIPS

Don Maruska, Master Certified Coach, Director, ICMA Coaching Program
Key points

• Productive processes overcome challenging personalities and politics.

• Practical steps will enable you to bring forth the best in yourself and others.
1. Plan your conversations and practice

a. Encourage a hopeful mindset
b. Use a constructive conversation structure that avoids triggering the “lizard brain” – you can address anything with someone else…if you do it in the right way

- **Intention**: what, why, and value to other person
- **Observation**: factual, no judgments, “I” statement
- **Request**: simple, direct statement, open to response
- **Confirmation**: restatement and conclusion

Practice with a friend or coworker to confirm that you aren’t likely to trigger a negative response.
Engage personally to sustain ... and especially to repair relationships

a. In-person conversation
b. Conversation over phone
c. Email – Has email ever solved a relationship issue? Remember “information” to you may be “fighting words” to someone else.
d. Text message
Coaching tip: Don’t let the sun set before you deal with a difficult conversation
2. Be a mirror, not a sponge

*Remember you have only a moment before the “lizard brains” kick in*

- Avoid letting your lizard brain get hooked
- Listen to understand before you respond
- Use generous, reflective listening
- Be a mirror, not a sponge
3. Redirect aggressive energy

a. Breakout of “fight, flight or freeze.”

b. Use an “Aikido move” to engage and redirect.
4. Give people choices

People don’t want to be corralled or railroaded into a direction.

a. Offer choices that help fulfill the hopes you share.

b. Let them choose.

Coaching tip: If they need to eat their “vegetables,” let them choose between “peas, carrots, and broccoli.”
5. If lost to “lizard brains” – reset for another time
6. Use processes for hopeful, productive thinking

Healthy processes overcome personalities and politics.

a. Be an actor not a victim of the circumstances.
b. If you’re the leader of a tough conversation, use procedures that bring forth hopeful, constructive thinking from others.
c. If you are in a tight spot, be a guerilla agent of hope in a fearful world hungering for constructive relationships and solutions.
Resources

1. Plan your conversations and practice: see video for Key #2 at [https://icma.org/talent-development](https://icma.org/talent-development) and “Making Effective Requests” handout in Agenda packet
2. Be a mirror, not a sponge: see “generous listening” pp. 43-46 in the book “Take Charge of Your Talent.”
3. Redirect aggressive energy: see blog “Redirect Aggression into Positive Action”
4. Give people choices
5. Reset for another time
6. Use process for hopeful, productive thinking: see video “How Great Decisions Get Made” and the “Quick Start Guide” handout in Agenda packet
Polling Question #5

With which of these coaching tips would you like to experiment? [click all that apply]

a. Plan your conversations and practice
b. Be a mirror, not a sponge
c. Redirect aggressive energy
d. Give people choices
e. Use processes for hopeful, productive thinking
Post-webinar discussion questions

a. Where do we face difficult conversations in our agency and beyond?

b. Which of the techniques and skills would be helpful for us to develop and practice applying?

c. What's a game plan to move forward?
Find helpful resources online

https://icma.org/coaching

See Career Compass #70—"How to Handle a Difficult Conversation with a Direct Report"

Sign up for the ICMA Coaching Newsletter: http://icma.org/CoachingList
Polling Question #6

How was this webinar of value to you or your agency?
[click all that apply]

a. Understanding what drives difficult conversations
b. Gaining insights from real-life examples
c. Learning coaching tips to handle conversations
d. Identifying resources to help us
e. Other [please describe in “Question” function]
Contacts for today’s session

Presenters:

- **Andrea Arnold**, City Manager, Decatur, GA  
  Andrea.Arnold@decaturga.com  
- **Pat Martel**, ICMA West Coast Regional Director, former City Manager, Daly City, former President ICMA  
  pmartel@ICMA.org  
- **Don Maruska**, Master Certified Coach, Director, ICMA Coaching Program  
  ICMACoaching@donmaruska.com

*Please be sure to complete the post-webinar survey. We value your input.*
Thank you for learning and growing in service to your communities.
Making Effective Requests

Making effective requests of others is the key to getting what we need.

Unfortunately, many people hold back from making requests, especially huge requests, because it feels awkward to them. They worry that they may be imposing on other people. Others fear that people will reject their requests. Whatever the cause, we miss key opportunities to make things better.

Here are some key steps to make effective requests.

1. **Intention**—Before making your request, state clearly what you hope to accomplish and why it is of value. Create a bridge between what you want and something of interest to the other person. This lets people know what you seek to accomplish.

2. **Observation**—Be matter of fact and nonjudgmental. Most requests face rejection because we get into an ego clash—who's right and who's wrong. Make the observation your own with “I” statements. For example, “I notice . . . .” Include just the facts, no editorial comments or judgments.

3. **Request**—Make a simple, direct statement of what you really want and ask if the person is willing to provide it. The key is brevity and directness. Otherwise, people feel crowded, pressured, or confused. Deliver the request and wait for the other person to respond. Give them permission to accept, reject, or modify the request to work for both of you.

4. **Confirmation**—Restate and confirm what you have agreed upon. Don’t let differing understandings undermine positive relationships and results.

This process works because it is very personal and direct. People clearly know our intent, know what we’ve observed, and know exactly what we are requesting.

You’ll enjoy success if you have no expectations about specific outcomes, or even if someone accepts a particular request. That’s their choice. This perspective will free you to request what you really want.
Making Effective Requests – Worksheet

My request: _____________________________________________________________

Person(s): _______________________________________________________________

1. Intention:

2. Observation:

3. Request:

4. Confirmation:
## Quick Use Guide – 10 Easy Steps for Reaching Agreement

<table>
<thead>
<tr>
<th>Step</th>
<th>Brief Description</th>
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<tbody>
<tr>
<td>Step #1: Enlist Everyone</td>
<td>Whom can we involve who knows something about this issue or will need to participate in a decision about it or in its implementation? Each person is important to get real results.</td>
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<tr>
<td>Step #2: Discover Shared Hopes</td>
<td>Before we get started or anyone jumps to specific solutions, let’s spend a few minutes to hear what each person hopes will result from the effort and why that’s important.</td>
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<tr>
<td>Step #3: Uncover the Real Issues</td>
<td>I’m not sure that the issue is really clear. It might be exactly as you’ve said, but let’s explore it a little further. How about if we each take a few moments to express our thoughts and concerns about the topic? Before the next person speaks, let’s have that person paraphrase what the previous speaker said so that we know that we’ve really heard it clearly.</td>
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<tr>
<td>Step #4: Identify All Options</td>
<td>It’s good brainstorming to get lots of options out on the table before we discuss any one in detail. We can go around the group and have each person offer an option that might help fulfill what we hope to accomplish. Let’s not repeat anything or start agreeing or disagreeing.</td>
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<tr>
<td>Step #5: Gather the Right Information</td>
<td>Rather than gather information about each option on its own, we can organize our efforts by our hopes and look at all of the options from the perspective of what we really want to accomplish. That way, we will work together and efficiently collect the information we need.</td>
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<tr>
<td>Step #6: Get Everything on the Table</td>
<td>We can save a lot of time and debate if we take each option and go around the group and have everyone state something that might be negative about the option and afterward the potential positives. I’m sure that we can each find something to say both pro and con about each option without repeating one another. It won’t take us but a few minutes to hear everyone’s perspectives, and we’ll avoid divisive debates. We’re also likely to think of even better options.</td>
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<tr>
<td>Step #7: Mark Choices That Support Shared Hopes</td>
<td>Let’s find out what each person candidly thinks about the choices. Each person can list what looks best to fulfill our hopes and any acceptable alternatives. This straw ballot will give us a snapshot of possible solutions.</td>
</tr>
<tr>
<td>Step #8: Map Solutions</td>
<td>We can tabulate the results on a flip chart or piece of paper to sort out all of the options. Then, we can look at possible ways to improve upon the most attractive alternatives and find a solution that everyone will support.</td>
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<tr>
<td>Step #9: Look Ahead</td>
<td>Before we rush off to implement our solution, we need a back up plan and early opportunities to see how our solution performs and compares with acceptable alternatives.</td>
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<td>Step #10: Stay Charged Up</td>
<td>People did a great job of listening to one another and searching for solutions that will serve the best interests of the group. Let’s bring everyone together and hear from people about how the results support the hopes we share. It’s time to celebrate what we’ve accomplished and encourage people to continue working together effectively.</td>
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*from pp. 31-32 of “How Great Decisions Get Made” (AMACOM Books)*

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Polling Results from “Having Difficult Conversations” – webinar

November 14, 2019

1124 sites registered; 425 locations in live audience

735 estimated participants in live audience

<table>
<thead>
<tr>
<th>(CLOSED) How many people are listening on your line?</th>
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<tbody>
<tr>
<td>84% 1 -- just myself</td>
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<tr>
<td>12% 2-5</td>
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<tr>
<td>4% 6-10</td>
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<td>1% 11-20</td>
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<td>0% 21 or more -- please send number using Question on webinar</td>
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<th>(CLOSED) Which of these strategies would you like to employ? [click all of interest]</th>
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<td>76% Know your purpose</td>
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<td>61% Stay on message</td>
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<tr>
<td>72% Ask questions</td>
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<td>67% Show empathy</td>
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<td>46% with elected officials</td>
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<td>49% with the public</td>
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<td>14% other</td>
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<td>61% Try to understand how the conversation will be received</td>
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<td>79% Prepare, focus, and be clear</td>
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<td>67% Keep Big Picture/Perspective</td>
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</tr>
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<td>43% Identifying resources to help us</td>
</tr>
<tr>
<td>3% Other [please describe in 'Question' function]</td>
</tr>
</tbody>
</table>