

## AUTHENTIC CONVERSATIONS APPLICATION WORKBOOK

# Deeper, More Authentic Conversations at the Right Time

This year, we have a single aim: to develop ourselves in having deeper, more authentic conversations at the right time. Authentic Conversations are conversations that leave a person feeling heard, supported, and connected at a basic, human level. This landing page is designed to support you in having these conversations with more people, more often.

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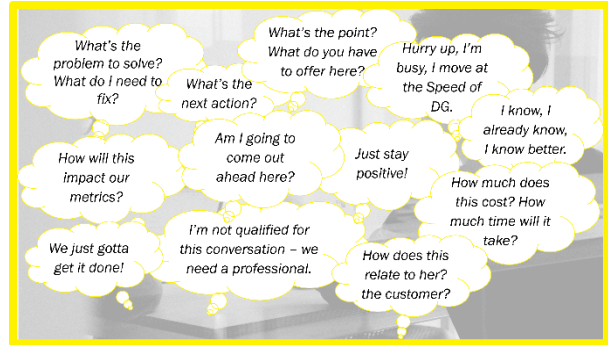
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## How to Use This Workbook

This workbook is designed to support you in bridging the gap between the learning you did in your training and the everyday interactions taking place in your teams. Share it freely! It will be valuable to anyone on your team who manages others. As with all things, practice makes a difference—not just once or twice, but consistently over time. Take a moment now and look at your year... When will you bring this content to your team? What opportunities could you create to revisit the video recording, landing page, and workbook monthly or quarterly together? Where could you bring this content into your already-existing meetings, interactions, and performance reviews?

**Notice Your Default Listening**

*Default Listening is what you are saying in your head while other people are talking. We all have it. It is happening all the time. It's different for different people and different situations. And...we want to make sure we identify it because we create that which we listen for.*



**REFLECTION: What do you listen for?**

Make a list of the people you work with closely. Really take a look...what is typically going on in the background when they talk to you?

NAME	MY DEFAULT LISTENING

**APPLICATION: The Listening Application**

From your list above, pick one person with whom you interact regularly. Identify an opportunity to interact with them this week. In the interaction, set aside your common, default listening of them and instead listen for what they care about underneath what they are saying.

What did you notice?

### Look Beneath the Surface

*If we set our 'default listening' aside, we can attune our listening to the fundamental human cares beneath the surface, giving rise to what we see and hear.*

**TIME TO LISTEN:** The **warning signs, symptoms, and indicators** that ought to trigger you to check your default listening and dive deeper include: *Moods and Emotions, Complaints, Ailments, "Hardening" or a "Good Face," Absences, Forgetfulness, Resistance, Inconsistent or poor performance, Slower uptake than expected, Turnover, Conflict (sarcasm, lashing out, pouting, etc.), Victim mindset, Strange conclusions, Disempowering narratives, etc.*



**REFLECTION:** In the face of the warning signs, what gets in my way of diving deeper?

*For example: I am too busy. This is not work appropriate. I will need to fix it. I've already made up my mind. If they are upset, I need to make them happy. If they are angry, I need to get out of their way. I don't know what to do. Emotions are for therapists rather than leaders and managers.*

SIGN	WHAT PREVENTED ME FROM DIVING DEEPER & WHAT CONCLUSIONS DID I JUMP TO?

**GOING DEEPER:** When we go beneath the surface, we find deeper moods, like: *anxiousness, resentment, resignation, sullenness, worry, fear, frustration, loneliness, or confusion.* And deeper still, we find fundamental human cares, like: *"Am I safe? Can I be myself?" "Do I belong? Do I feel connected?" "Am I respected? Do I matter?" "Does my life have purpose or meaning?" "Can I grow? Is there a future here"*

**REFLECTION:** What do I sense could be below the surface of the warning signs I am seeing and hearing that I could get curious about?

SIGN	WHAT MOODS & CARES MIGHT BE BELOW THE SURFACE?

### Get Their World & Cares

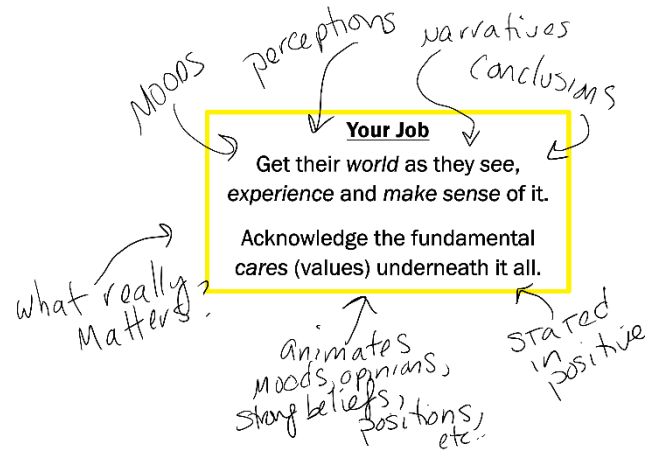
Our role is to get the world as they see, experience, and make sense of it...and to acknowledge their fundamental cares (values) underneath it.

**THEIR WORLD** includes moods, perceptions, narratives, and conclusions.

**THEIR FUNDAMENTAL CARES** include what really matters to them; what animates their moods, opinions, strong beliefs, and positions; and ought to always be stated in the positive.

**REFLECTION:** Think about those on your team (peers, reports, supervisors)... Who on your team might feel more “transacted with” versus “interacted with?” Who could benefit from a listening for their world and their cares?

Take some notes on the opportunities you see.



#### TIPS for successfully listening for their WORLD and CARES:

##### Listen for their WORLD:

**Just get them. Don't Fix.**

- What is it like from their eyes?
- What moods have they fallen into?
- What messages do those moods provide?
- What are the interpretations or conclusions they see through?

##### Listen for their FUNDAMENTAL CARES:

**What matters?**

- What about [X] matters to them?
- What are their deeper concerns?
- What values feel like they are in conflict?
- What else is important to them?
- What brings them the most joy?

### APPLICATION: The World & Cares Application

Select two people from the list above and create an opportunity to *listen* for their ‘world and cares.’ What happened when you listened from THEIR WORLD and THEIR CARES?

### Support the Shift from Resistance to Acceptance

For many of us, moods seem unpredictable and destructive--like a tornado--and are challenging to engage with in a productive way. However, if we hone our capacity to recognize the different moods of resistance that show up, we may be able to help others move toward moods of acceptance. If you notice a positive/productive mood in others, it is also insight into another's world...and an opening to have an authentic conversation.

	FACTS	POSSIBILITY	UNCERTAINTY	LOSS	RESPONSIBILITY
RESIST	Resentment / Anger	Resignation	Anxious	Sullen	Helpless
WORLD	Something happened that shouldn't have.	I have given up on a future possibility that had meaning for me.	I don't know what is going to happen and I predict that is not good for me.	I have lost something important to me and I can't let it go.	I have no ability, voice or power to change this circumstance.
QUESTIONS	What is important that was not honored?	What have you given up on? What is meaningful to you?	What can you count on right now? What is true now?	What did you value [love, appreciate etc..] about X?	In this situation, what are you committed to seeing happen?
CARE	Justice	Meaning	Stability	Value (of what was lost)	Efficacy
ACCEPT	Peace	Ambition	Curiosity	Sadness	Powerful

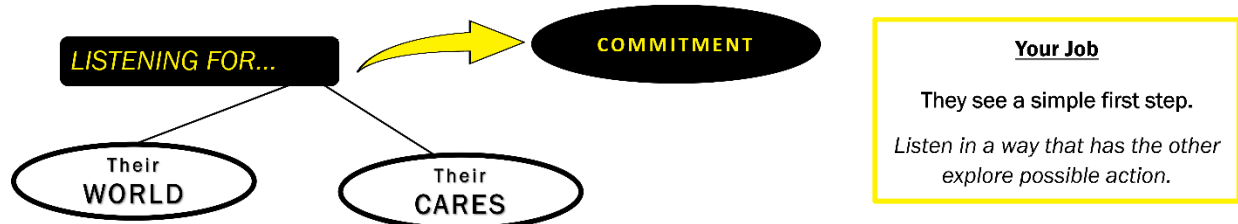
**MOODS & EMOTIONS:** Hard to hide and easy to spot; Highly connected to wellbeing and performance; Open or close opportunities for us; Are an untapped well of information; Drive us toward or away from desired behaviors and actions; SHARED, not personal (and thus can have an outsized effect on a store vibe, a team culture, etc.); Not as mysterious as they might seem...and are okay (maybe even fun) to engage with!

**REFLECTION & APPLICATION:** What moods do you notice around you? What questions might you ask? Make a list of the people you work with closely and what mood(s) you've noticed in them lately (positive or negative)? What question might you ask to initiate a deeper, more authentic conversation with them? Have at least two of the conversations you identified. Notice what happens.

NAME + MOOD	WHAT QUESTION MIGHT YOU ASK TO DEEPEN THE CONVERSATION?

### Listen for New Commitments

When one feels fully gotten (comprehended) and is connected to their fundamental cares, they begin to see what is next. They become able to see, explore, and take action from their fundamental cares rather than from their fears.



### COMMITTED ACTION COMES FROM FUNDAMENTAL CARES

Questions you can ask to move others into purposeful action:

- What is important going forward?
- What are ways to address what you care about?
- What is worth exploring? What haven't you tried?
- What questions or tensions do you need to resolve?
- Who might be collaborators / allies? What is a simple first step?

### REFLECTION & APPLICATION: The New Commitment Application

In the previous application, you reflected on what moods you noticed in your colleagues, and you opened the door to a deeper, more authentic conversation by listening for and asking about their world and their cares. Now, identify one or two colleague relationships where it would make a difference to *listen them INTO* 'new commitment and meaningful action.'

Have a conversation with them. Practice listening for THEIR WORLD and THEIR CARES and then asking some of the questions above.

What did you notice?

### Continue Learning!

As you practice the applications above, you will likely find yourself hungry to learn more. Here are some key resources to continue deepening your conversations:

- Conversation starters: [grangernetwork.com/dollar-general/](https://grangernetwork.com/dollar-general/)
- Weekly tips on LinkedIn: [www.linkedin.com/in/kari-granger/](https://www.linkedin.com/in/kari-granger/)
- Blogs & articles: [grangernetwork.com/insights/](https://grangernetwork.com/insights/)
- The Leadership Impact Podcast: [grangernetwork.com/podcasts/](https://grangernetwork.com/podcasts/)

