

HRD Learning & Performance Conversation Guide for LEAD 2 Participant–Manager 1:1 Discussion

Purpose of This Conversation

To reflect on key insights from the session, explore how they apply to current work, and identify how the manager can support ongoing practice and reinforcement.

Session #4: Lean In When Others Dig In: Communicating Better With Others When You Disagree

As you reflect, consider not just how others respond during disagreement—but how your own approach may help them lean in or dig in.

Key Takeaways from the Session

- Recognize how challenge can trigger threat, defensiveness, and digging in
- Shift the goal from winning the argument to understanding the other person's perspective
- Use three moves during disagreement: Ask, Reflect, and Share (Carefully)
- Use the GROW coaching model to help others think through challenges, identify options, and commit to next steps

Participant Reflection Prompts

- When you feel challenged or strongly disagree, what is your default reaction? How does it tend to affect the other person?
- Where could shifting your goal from persuading to understanding make a difference right now?
- Which of the three moves - Ask, Reflect, or Share (Carefully) - feels most natural? Which will require the most practice?
- Think about a high-stakes conversation you need to have. What could you do differently to help the other person feel understood?
- Where could you use the GROW model instead of providing an answer or solving the problem yourself?
- What is one specific skill or behavior from this session you want to practice before the next workshop?

Manager Reflection & Support Prompts

- Where have you seen your employee navigate disagreement effectively? What do they do that helps others stay engaged?
- When they are challenged or frustrated, what patterns do you notice that may help others lean in - or cause them to dig in?
- Which of the three moves could have the greatest impact on their effectiveness in difficult conversations?

- Where do you see opportunities for them to practice coaching with questions rather than moving quickly to advice or solutions?
- What upcoming conversation or leadership situation could provide a meaningful opportunity to practice these skills?
- How can you support their practice, and what would progress look like over the next few weeks?

Conversation Guidelines

Timing: Hold this conversation after the session and before the next one

Goal: Reflection, application, and support—not performance evaluation

Mindset: Approach the discussion as partners in learning, focused on growth and progress