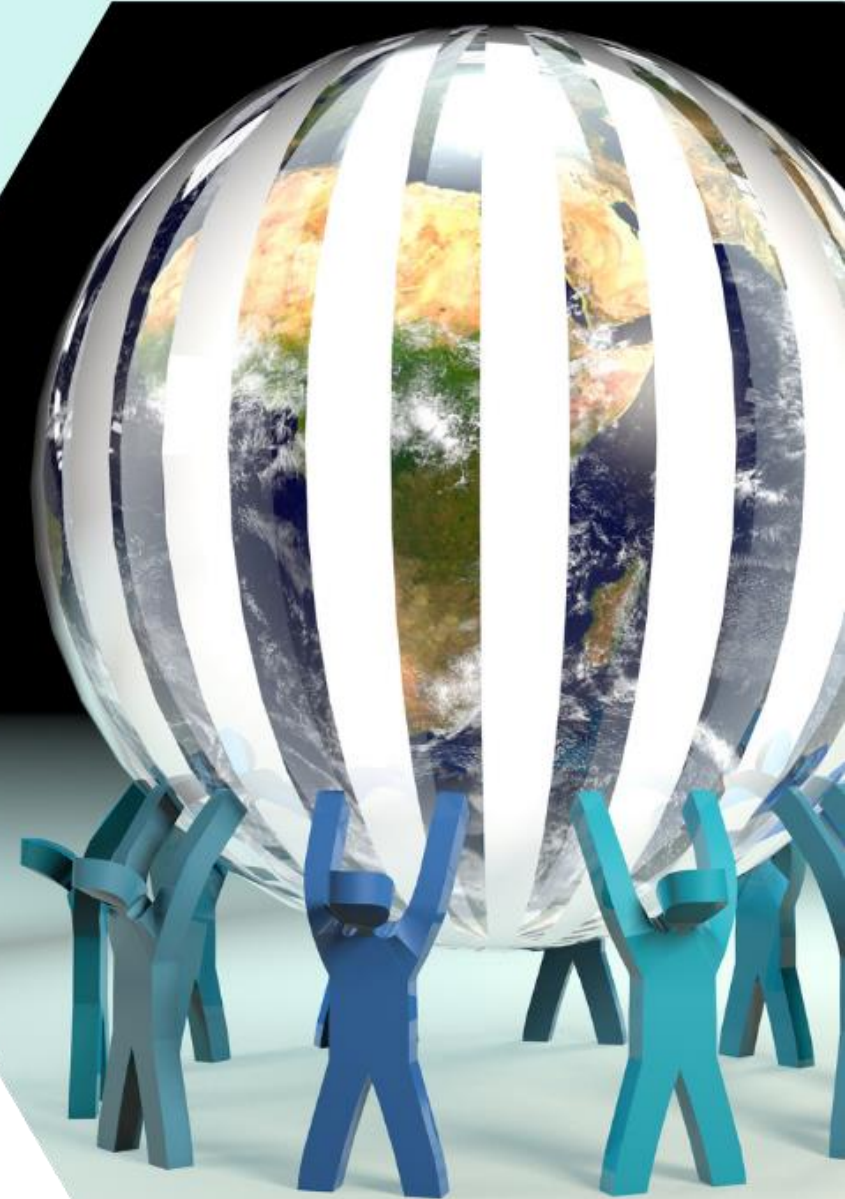




Rehab Medical, LEAD 2

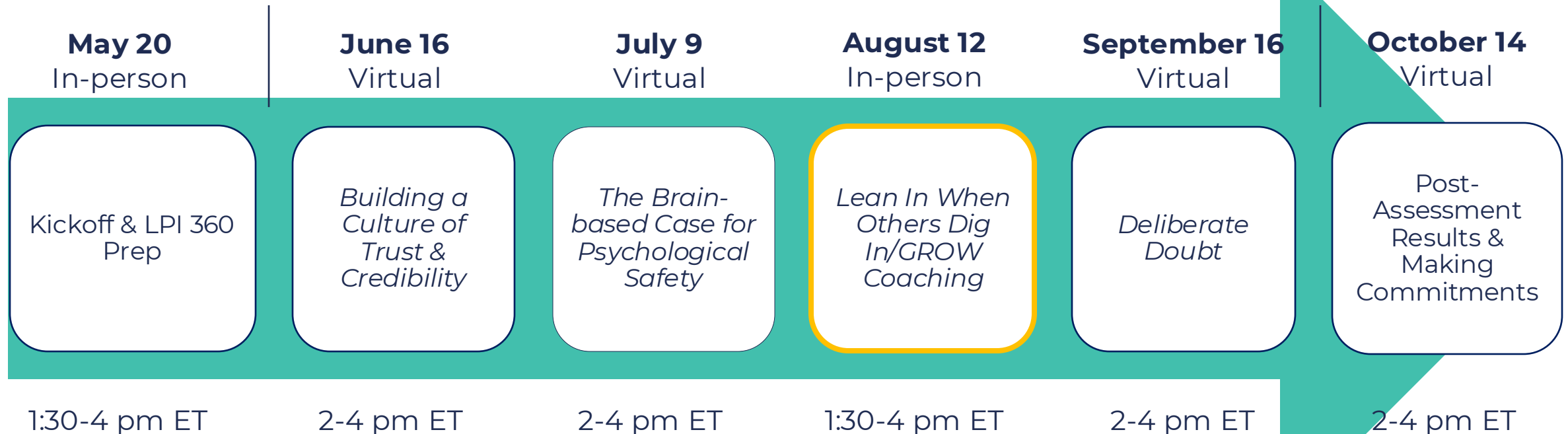
Lean In When Others Dig In:
Communicating Better
With Others When You
Disagree



LEAD Level 2 (For Graduates of LEAD)

LPI 360 Pre-Assessment

LPI 360 Post-Assessment



Ongoing: Accountability Partnerships, Homework and Application Exercises

Connection Discussion



What one word would you want someone to use to describe your leadership?

Think on your own and capture your word in your handouts.

Homework Check-in

- Generate 2-3 commitments from our 6 strategies for how you can improve the psychological safety on your team. Be specific!
 - Which strategies?
 - What specifically will you do to put each strategy into place?
 - What question(s) and/or phrase(s) could you use more to facilitate the strategies you chose becoming part of your everyday lexicon?
- **Be prepared to report back something surprising you learned from doing this.**

Wins & Faceplants

- One thing that worked
- One thing that...didn't.

BRIEFLY share with your group (2-3 people).



Today's Objectives



- Understand why people tend to dig in when their perspectives are challenged.
- Practice strategies for creating understanding when perspectives differ.
- Use coaching to help others think through challenges without taking over the problem.

Have You Ever...?



What Do We Do When We Feel Challenged?





iSpot.tv

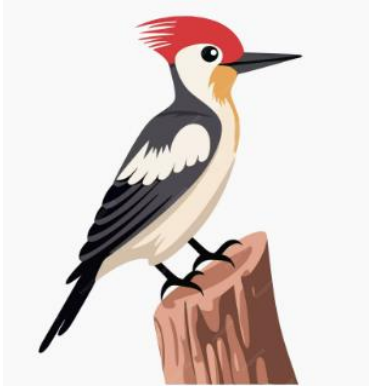
What Did You Notice?

- What behaviors stood out?
- What made them funny...or familiar?

We Do This, Too...



When we feel challenged, we tend to react



I beat them over the head with facts and data that they “can’t refute.”



I enjoy verbal strategy to try to back them into a corner where I can launch my undeniable argument.



I’ll happily shout my opinion from the rooftops; I don’t care who’s listening.



I argue and/or yell until they see my point of view (or pretend to by acquiescing).

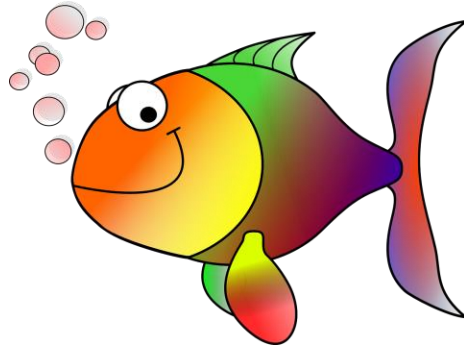


I make fun of their perspective to their face.

More ways we show up...



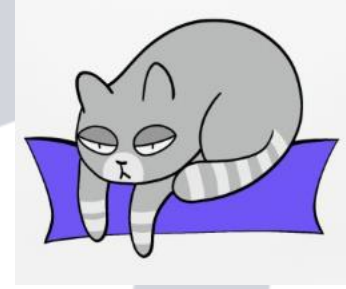
I make fun of their perspective behind their back.



I pretend to listen but tune them out and wait it out.



I hide from all possible debates, disagreements, or arguments.



I know I'm right and can't be bothered to engage with this... *person.*

Quick Reflection

Which one do you tend to become when you're at your worst in these moments?



Pair & Share

- Which one did you choose?
- What does that tend to look like for you?



What Happens Next?

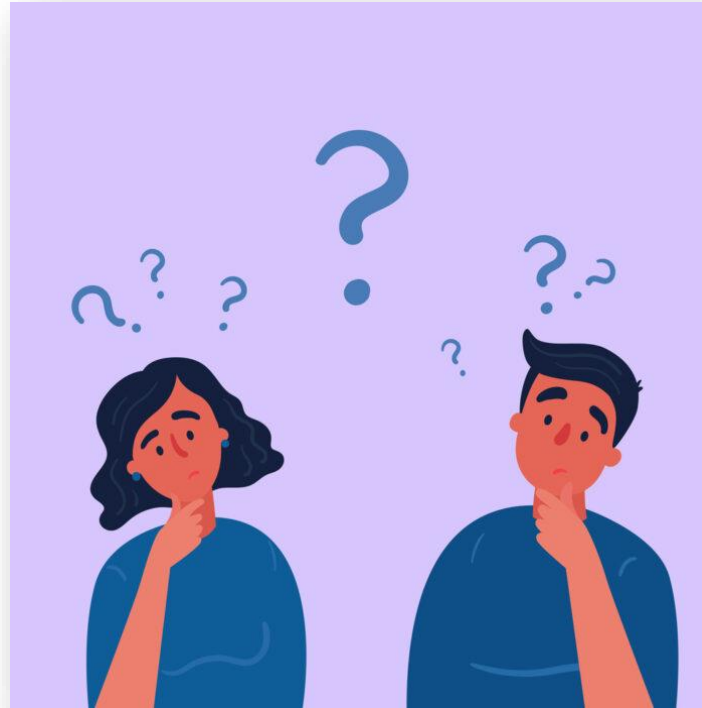


- How do people tend to respond when you show up that way?
 - Does it move things forward or shut things down?
 - Do they lean in...or **dig** in?

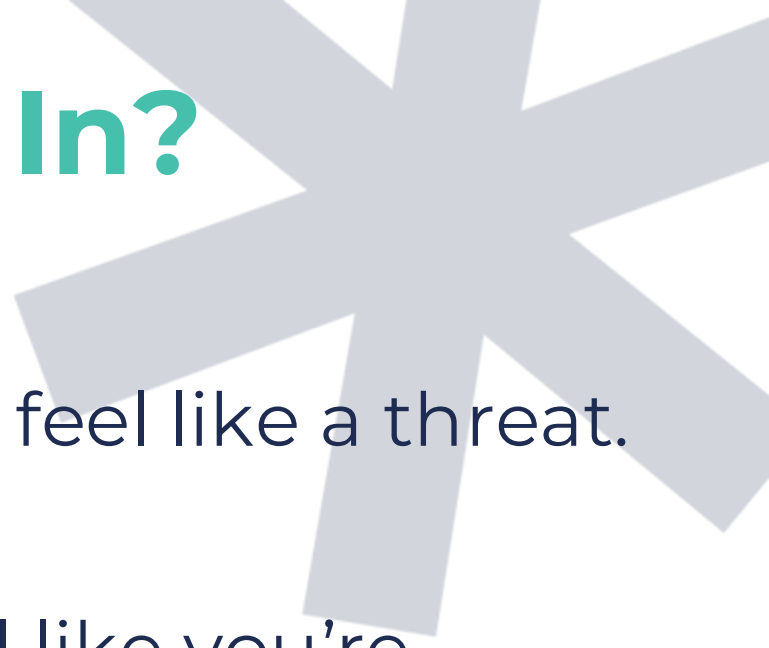
The Pattern

**Our default reactions often create the opposite
of what we want.**

So what's actually happening here?



Why Do People Dig In?



When beliefs feel personal, disagreements feel like a threat.

If you're attacking what I believe, it can feel like you're attacking ***who I am***.

When We Feel Threatened

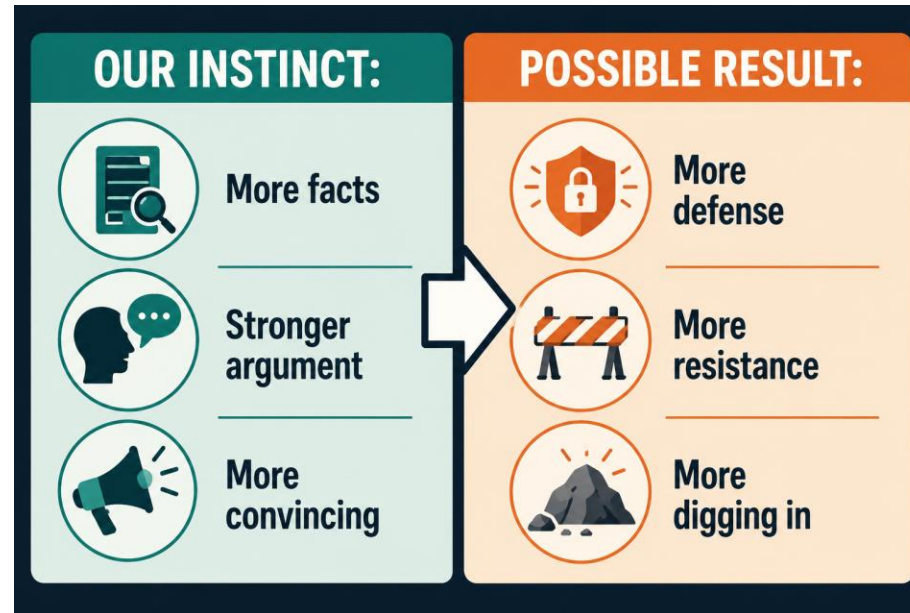


Our thinking shifts from exploring to protecting.

- We defend what we already believe.
- We notice evidence that supports our position.
- We become less receptive to information that challenges it.

Why Pushing Harder Can Backfire

When someone is protecting a position, more pressure can create more resistance.



Think of a time you had strong reasoning, and the other person still didn't budge.

The Pattern

Challenge → Threat → Protect → Dig in



What should we do instead?

When Others Dig In...LEAN IN

Your goal is not to win. Your goal is to understand.

If understanding isn't happening, NO ONE is winning.

Three Moves

1. Ask
2. Reflect
3. Share (Carefully)

Move 1: Ask

- Curious
- Open-ended
- Non-defensive

You're trying to understand what's underneath the position—not just the position itself.

Ask to Understand...NOT to Steer

Questions that steer:

- Don't you think...?
- Have you considered...?
- Why didn't you...?

Questions that uncover:

- What are you seeing that I'm not?
- What feels most important about this to you?
- Walk me through how you're thinking about it.
- What concern is driving your position?

Mini Application: Plan Your Ask

Think of a conversation you've had—or need to have—with someone whose perspective differs from yours.

- What are you tempted to tell them?
- What could you ask instead to understand what's underneath their position?

Move 2: Reflect

Asking opens the door.

Reflecting keeps it open.

Reflect

Shows them that you're listening—reduces defensiveness and builds trust.

Shows them what you heard—creates higher likelihood for alignment and understanding.

Reflect: Show Them What You Heard

Reflect the Meaning

“So, your biggest concern is what this could do to retention.”

Reflect the Tension

“It sounds like you support the direction, but you're worried about the timeline.”

Check Your Understanding

“Am I understanding that correctly?”

Mini Application: Plan Your Reflection

Return to your conversation. What do you think the other person most needs **you** to understand?

How could you reflect that back in language that would sound **natural** coming from you?

Move 3: Share (Carefully)

Add your experience without erasing theirs.

- **Signal the shift:** “Can I share what I'm seeing?”
- **Speak** from your experience/data/perspective rather than declaring theirs wrong.
- **Connect** where possible: “I think we're trying to solve the same problem...”
- **Don't** undo all the understanding you just created by launching into a five-minute rebuttal. 🗨️

Keep in Mind...

- This process takes time.
- Expect progress to be incremental.



Let's Practice

- Choose a topic (see list in handouts)
- Take different sides



How to Practice

Person A: LEAN IN

- Your goal: Understand what's underneath their position.
- Ask and Reflect—**no sharing yet.**
- Do not persuade, correct, or defend your position.

Person B: HOLD YOUR PERSPECTIVE

- Be genuine—you don't need to be difficult.
- Answer as you actually would (but don't make it easy by immediately agreeing.)

Then switch roles.

How to Practice

Person A: LEAN IN

- Your goal: Understand what's underneath their position.
- Ask and Reflect—**no sharing yet.**
- Do not persuade, correct, or defend your position.

Person B: HOLD YOUR PERSPECTIVE

- Be genuine—you don't need to be difficult.
- Answer as you actually would (but don't make it easy by immediately agreeing.)

Then switch roles.

Continue your conversation.

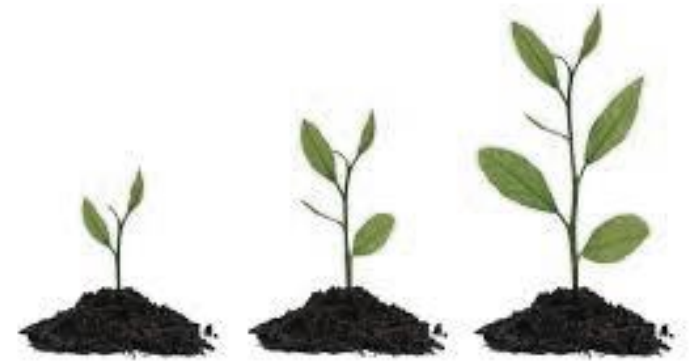
This time, share your own perspective without losing the understanding you've created.

Practice Debrief

- What changed when your job was to understand rather than persuade?
- What helped you feel understood?
- What happened when you introduced your own perspective?

The GROW Coaching Model

- ❑ G—Goal: Where are we trying to go?
- ❑ R—Reality: What's happening now?
- ❑ O—Options: What could you do?
- ❑ W—Way Forward: What will you do?



Lean In...or GROW?

Lean In and GROW aren't competing conversation models. They solve different problems.

Lean In...or GROW?

When someone is dug in: Lean In first.

You cannot coach someone productively while they're focused on defending their position.

Ask → Reflect → Share carefully.

Once you've created enough understanding...

Lean In...or GROW?

When someone needs to think forward: GROW

Goal → Reality → Options → Way Forward.

Where does Psychological Safety fit in?



PSYCHOLOGICAL SAFETY

creates the conditions



LEAN IN

creates understanding



GROW

creates movement

Put GROW to Work



Think of someone you lead who is facing a challenge you are tempted to solve for them.

On your own, consider:

GOAL—What do they need to accomplish?

REALITY—What do they need to understand more clearly about the situation?

OPTIONS—What could you ask that helps them generate possibilities?

WAY FORWARD—What question could move them toward ownership and action?

Now turn to a partner and pressure-test your questions: Where are you still solving rather than coaching?

Action Items

- Have one high-stakes conversation using Lean In and/or one coaching conversation using GROW.
- Read the *Harvard Business Review* article, “Overcoming the Toughest Common Coaching Challenges” (linked to on your Action Items page).
- Come prepared to share what you noticed about your own tendency to understand, coach, persuade, or solve.



LEAD Level 2 (For Graduates of LEAD)

LPI 360 Pre-Assessment

LPI 360 Post-Assessment

May 20
In-person

June 16
Virtual

July 9
Virtual

August 12
In-person

September 16
Virtual

October 14
Virtual

Kickoff & LPI 360
Prep

*Building a
Culture of
Trust &
Credibility*

*The Brain-
based Case for
Psychological
Safety*

*Lean In When
Others Dig
In/GROW
Coaching*

*Deliberate
Doubt*

Post-
Assessment
Results &
Making
Commitments

1:30-4 pm ET

2-4 pm ET

2-4 pm ET

1:30-4 pm ET

2-4 pm ET

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**Ongoing: Accountability Partnerships, Homework and
Application Exercises**

Feedback is a Gift!



Questions?

