



**LEADERSHIP ACADEMY  
Saboteur and Crucial Conversation  
Peer Advisory Group Discussion Guide**

**DISCUSSION OPTIONS:**

**DISC / SABOTEURS CHECK-IN QUESTIONS:**

- **How do you think your DISC profile influences the way you perceive and react to a crucial conversation?**
- **Which saboteurs are most active for you during high-stress crucial conversations, and how do they affect your communication style?**
- **What strategies have you found effective in managing your saboteurs in crucial conversations?**

**OR**

**GOAL CHECK-IN QUESTIONS:**

- **On a scale of 1-10 with 10 being on target and on track, where are you with your communication goal?**
- **How can the team continue to support you?**

## **MAIN DISCUSSION - OPTION 1:**

### **EXERCISE IN HAVING A CRUCIAL CONVERSATION**

- 1. Consider asking a couple of members of your PAG to share a difficult conversation they have to have. Use the steps below to help facilitate the conversation. Encourage group members along the way to ask questions of those who are sharing the conversation they have to have.**

**OR**

- 2. You may consider using breakout rooms and doing a Pair & Share. Once members have had a chance to discuss a crucial conversation in their Pair & Share bring the group back together to share key takeaways on what they want to practice in a conversation they have to have.**

#### **EXERCISE:**

- What is a conversation you have been unable or unwilling to have that if you did might change everything?**
- What saboteurs are keeping you from having this conversation?**
  - Refer to the [Saboteur handout](#).**
    - What emotions and triggers are your saboteurs bringing up?**
    - How are they getting in the way and how can you re-direct your attention away from your saboteurs?**
- Based on the Before and After Fierce Conversation model below, how do you need to show up differently to make it a fierce conversation?**

## Before and After Fierce: What Fierce Transforms



- |                          |                           |
|--------------------------|---------------------------|
| ▪ Focus on Activities    | ▪ Focus on Results        |
| ▪ Focus on Excuses       | ▪ Focus on Accountability |
| ▪ Beat around the Bush   | ▪ Naming and Addressing   |
| ▪ Us vs. Them/Me vs. You | ▪ Co-Creation             |
| ▪ Niceness/Avoidance     | ▪ Effective Confrontation |
| ▪ Sleepwalking           | ▪ Enthusiasm              |
| ▪ Distrust               | ▪ Trust                   |

- **Post crucial conversation, what do you need to put in place to follow-up on the steps agreed to by both parties? Send an email outlining next steps, provide supporting information for a project, etc.**
- **How will you continue to build this relationship going forward? If the relationship cannot be built and the issue cannot be resolved, how can you agree to disagree in order to move forward?**
- **What support do you need from your PAG?**

## **MAIN DISCUSSION - OPTION 2:**

Read the article, [\*Words and Phrases to Avoid in a Difficult Conversation.\*](#)  
As a group, discuss the article using the questions below.

- What words and phrases from the article slip into your vocabulary when having a difficult conversation?
- How do these words and phrases hurt the conversation?
- How do our saboteurs impact the words and phrases we use in the conversation?
- What words or phrases do you want to avoid moving forward when having a difficult conversation?
- How can we avoid using these words and phrases in the future?
- How do you want your Peer Advisory Group to hold you accountable?

## **MAIN DISCUSSION - OPTION 3:**

**GENERAL TAKEAWAYS FROM THE WORKSHOPS ON SABOTEURS AND DIFFICULT CONVERSATIONS**

1. What are the greatest takeaways from these workshops?
2. How are you implementing those takeaways?
3. Did you have the crucial conversation you needed to have? How did the Saboteurs show up?
4. What went well in the conversation?
5. How did you conquer and dismiss any saboteurs that showed up?
6. What do you continue to need help with/work on in having these conversations?
7. If you did not have the needed conversation, what got in your way?

### **CLOSING QUESTION:**

- Share one key takeaway from today's discussion that you want to put into practice that can help you with a crucial conversation.