



CTR FACTOR

COURAGEOUS CONVERSATIONS PROGRAM

Courageous conversations can be very challenging to conduct because they often involve opinion conflict, power asymmetry, negative emotions and significant impact for the stakeholders involved. In the absence of clear structure, explicit rules of engagement, bias for action and skilled facilitation, these conversations can exacerbate existing tensions, instead of improving the organizational environment and culture. CTR Factor's 10 step proprietary process for facilitating courageous conversations has proven to be successful at stimulating change in large and small organizations that are public corporations, private businesses, non-profits, academic institutions, governmental entities and law enforcement agencies because of the thoughtfulness and rigor built into the process and the advanced skill level of our C-level executive facilitators.

10 STEP COURAGEOUS CONVERSATION PROCESS

STEP 1 CHALLENGES

Courageous conversations are challenging because they have 4 unique and specific characteristics that interact with each other to amplify their collective effect:

- Opinion conflict
- Negative emotions
- Power asymmetry
- Significant impact

STEP 2 STRATEGIES

The best way to deal with the challenge of courageous conversations is to ensure that 4 key components are part of the facilitation strategy:

- Structured discussion
- Psychological safety
- Behavioral guidelines
- Open communication

STEP 3 CHARACTERISTICS

As a result of the above strategies, courageous conversations are more likely to have the following 4 characteristics essential for their success:

- Authentic
- Appreciative
- Apprehending
- Actionable

STEP 4 ENVIRONMENT

To initiate a courageous conversation regarding race, it is important that participants have a common understanding of the definition of 4 constructs:

- Diversity
- Inclusion
- Equity
- Reality

STEP 5 TOPICS

To focus the courageous conversation on workplace issues and prevent scope creep, it is important to clearly define a perimeter for the discussion along 4 dimensions:

- Recruitment
- Development
- Engagement
- Advancement

STEP 6 FACTS

Courageous conversations should include an accurate and transparent view of real data regarding the above talent management areas in terms of 4 specific metrics:

- Minority placement
- Development programs
- Pay equity
- Promotion pipeline

STEP 7 GUIDELINES

To ensure a productive discussion, courageous conversations need to include explicit buy-in from participants up front on 4 behavioral guard-rails:

- Courtesy
- Respect
- Attention
- Empathy

STEP 8 OPINIONS

At this point, participants are ready to express their opinions regarding the specified topics in a balanced manner, including the positives and the negatives about the past and the future:

- Progress
- Hopes
- Challenges
- Concerns

STEP 9 ALIGNMENT

In order to get everyone on the same page after soliciting disparate opinions, courageous conversations need to elicit input in 4 ways to establish alignment:

- Disagree
- Agree
- Agree/disagree
- Unsure

STEP 10 ACTIONS

This final step of identifying actions owned in 4 areas is essential for courageous conversations to result in sustainable and impactful change within the organization:

- Individuals
- Company
- Groups
- Community

ADDITIONAL INFORMATION

- Up to 5 participants per table
- Sessions by function, level, tenure
- Up to 10 tables per session
- Session duration 2 – 4 hours
- Multiple sessions
- Table discussions and debriefs
- Executive story-telling
- Post session follow ups
- Scale based discounts