



Resetting stakeholder relationships

Bringing your best self to stakeholder tension so you can bring out the best in others.

The best relationships in work and in life are built on a shared understanding of each other's perspective, trust and integrity, great communication and care. Humans are complex and interpersonal relationships are bloody hard work! Managing stakeholder relationships and influencing effectively are critical leadership skills that take time, intention and practice to master.

This workbook invites you to explore ways you can set up and hold a stakeholder relationship reset conversation that leads to greater alignment, connection and collaboration with a focus on cultivating the mindset most likely to shift the dial and maximise your impact.

We start by using tools from The Conscious Leadership Group to unpack the drama that's undermining the relationship and ways you can shift above the line on the issue.

Once you're in the headspace to have an above the line conversation, it's time to reflect on your stakeholder's perspective, your intention for the relationship, how to set up the meeting and what actions you'll take following.

The exercises are designed to give you the clarity and confidence to reset tricky stakeholder relationships and create a new context from which you can operate.



Your stakeholder and the drama

Let's name the stakeholder you're in a drama triangle with and explore the various personas of victim, villain and hero you have in this drama.

I am in a drama triangle with:

My relationship to them is:

My drama is about:

Watch this [video](#) on drama triangles and then think about this drama as if you are way below the line. Connect with the roles and personas you are playing in the drama, referring to these [drama cards](#). This will help you to see your own role in the conflict.

What are your victim personas (e.g., complainer, needy, martyr, misunderstood, overwhelmed):

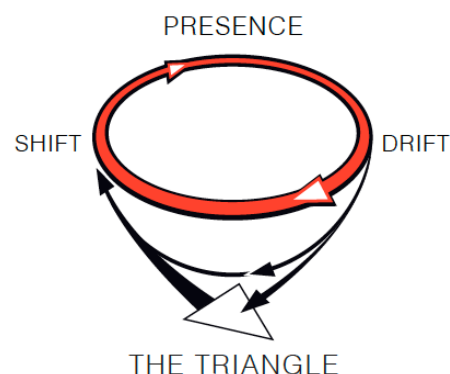
What are your villain personas (e.g., cynic, control freak, sarcastic, gossip, bulldozer):

What are your hero personas (e.g., peacemaker, cheerleader, protector, withdrawer, nice guy):

Shifting from drama to presence

Presence is a state of conscious awareness, fuelled by non-judgemental curiosity instead of blame and righteousness.

Presence is interested in understanding the dynamics at play behind events, and your own role in them. When in presence, the veil of drama is lifted. Presence welcomes all authentic feelings and is possible at any time. You will drift from presence to the drama triangle routinely. The invitation is to see that drift and choose to shift.



Accepting and welcoming your persona

Before we shift into presence we need to deeply accept, welcome and love the persona that's running you in this relationship. If we don't, fear and shame is likely to prevent us from shifting into presence. Chose a persona that you think is running the issue. Take on the posture, voice and attitude of this persona, and give it a name. Then interview them by answering the following questions:

[Persona name], What is the most important thing to you?

[Persona name], What are you most proud of in how you served (person's name) in his/her life?

[Persona name], When did you make your first appearance in (person's name)'s life?

[Persona name], who did you learn your style from?

[Persona name], what are you most afraid of?

[Persona name], in your heart of hearts, what do you MOST want?

[Persona name], What is your gift?

What do you need to think, feel and do to shift?

Choose the role and persona that is most dominant and refer to the matching presence cards ie a victim persona shifts to creator, villain to challenger and hero to coach. Referring to these cards and the questions below, map out what you need to do to shift.

From victim to creator

My victim personas are:

What can you take 100% responsibility for with respect to this drama or issue?

What fears do you need to face? What other feelings need to be fully faced?

What possibilities could you create from this drama or issue?

What is the opposite of your story? What new perspective could you become curious about?

What is this situation here to teach you?

From villain to challenger

My villain personas are:

What authentic, unarguable feedback conversation do you need to have?

What loving pressure could you provide?

Who or what do you need to stop making wrong / bad?

What can you take 100% responsibility for?

What anger can you authentically feel to clarify your desire and take action?

How else can you support victims to become creators?

From hero to coach

My hero personas are:

How can you support others in claiming 100% responsibility?

What stories do you need to drop about others being 'less than' / needing fixing?

What value can you appreciate about another's pain and suffering?

What questions can you ask? How can you listen deeply, without a filter (ie attitude or bias)?

How can you shift into the role of constructive challenger as part of coaching others?

Shifting to presence to reset your stakeholder relationship

How can these shift moves support you to reset your stakeholder relationship?

Planning the meeting

Empathy: Your stakeholders' perspective

Let's start by gaining an in-depth understanding of your stakeholder's perspective. If you're not confident you know their view, then that will be a great place to start the reset meeting.

How would you describe their personality? Reference the Clarity 4D colour energies of red, yellow, green and blue. How do you need to adapt your style to suit theirs?

What are their business and personal priorities?

What are their biggest challenges, concerns and fears? What keeps them up at night?

How can you help them achieve their priorities and address their worries? How well do they understand how you can help?

How do they currently perceive you?

What do they want from their relationship with you?

What's the gap between their perception of you and what they want from you? How might you close it?

How can you gain clarity on your stakeholder's perspective?

Intention: Crafting the conversation

Objectives

What do you want to get out of the meeting? Are there any specific, measurable outcomes? What do they want to get out of the meeting? Does this need to be achieved over several meetings?

Context

What facts and stories are relevant to the conversation?

Key messages / content

What do you want to know / what questions do you want to ask? What do you want to share? What do you want to reach alignment around? What value exchange can you set up?

Actions

What actions do you want to have come from the meeting?

Positioning: Setting up the meeting

How can you position the meeting to support what you want to achieve?

Craft an agenda – items, actions, decisions

Who needs to participate?

Follow through: Taking action following the meeting

Commit to take action.