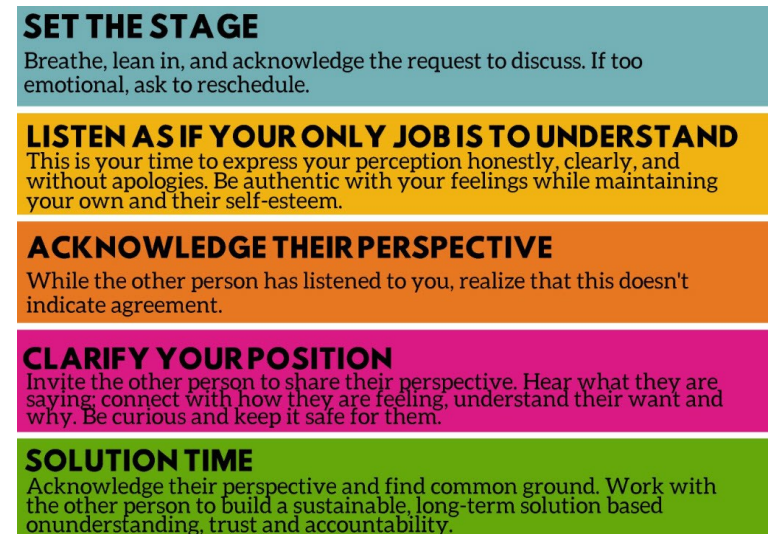


## Initiator of Conversation



## Recipient of Conversation



# PARES Worksheet

Use this worksheet to gather your thoughts prior to conducting a Courageous Conversation.



## Create Psychological Safety

- ☐ Make it safe for interpersonal risk-taking.
- ☐ Make it free of embarrassment, rejection, or punishment for others to speak up.
- ☐ Display interpersonal trust and mutual respect.
- ☐ Allow others to feel comfortable being themselves.

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## Maintain or Lift Self-Esteem

- ☐ Others should feel understood, valued, and respected regardless of point of view.
- ☐ Avoid “tearing down” others and making them feel bad.
- ☐ Ground yourself and be fully present to ensure you’re in the right state of mind to conduct the conversation.

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## Prepare: Set the Stage

- ☐ Think through the conversation.
- ☐ Be brave and show courage.
- ☐ Communicate the impact.
- ☐ Clarify the why and share what makes this important (what you care about).

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## Ask: Listen as if You’re Only Job is to Understand

- ☐ Invite into the conversation.
- ☐ Be curious and open to learning.
- ☐ Demonstrate active listening.
- ☐ Keep it safe.

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## Recognize: Acknowledge Their Perspective

- ☐ Express empathy.
- ☐ Explore and celebrate differences.
- ☐ Explore and celebrate commonality.
- ☐ Show respect and maintain self-esteem.

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## Express: Clarify Your Position

- ☐ Focus on facts vs. emotions.
- ☐ Tell your story.
- ☐ Be truthful, honest and transparent.
- ☐ Be vulnerable.

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## Solve: Solution Time

- ☐ Validate common ground and work from a place of agreement.
- ☐ Focus on collaboration.
- ☐ Discuss options, explore alternatives, offer suggestions.
- ☐ Identify next steps, take action, keep commitments and be accountable

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Using the difficult conversation that you're planning to conduct in the future, reflect on what you will say/do to Prepare: Set the Stage. Use the space below to document your thoughts and then, practice demonstrating this skill with a partner.

ASK

RECOGNIZE

EXPRESS

SOLVE

Create Psychological Safety

Maintain/Lift Self Esteem

PREPARE

SET THE STAGE

Key Behaviors

- Think through the conversation
- Be brave and show courage
- Communicate the impact
- Clarify the why and share what makes this important (what you care about)

Considerations

- What is the result we really want?

What it Might Sound Like

*Can we take a minute to talk about something important?*

*I want to understand what was going on for you when you did \_\_\_\_ because it really upset me and I don't want it to affect our relationship.*

*I'm uncomfortable with something you said before and I wanted to ensure I wasn't taking it the wrong way.*

EXCELLENCE

STEWARDSHIP

INTEGRITY

INCLUSION

COMPASSION

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Maintain/Lift Self Esteem

PREPARE

ASK  
LISTEN AS IF YOUR  
ONLY JOB IS TO  
UNDERSTAND

RECOGNIZE

EXPRESS

SOLVE

Create Psychological Safety

**Key Behaviors**

- Invite into the conversation
- Be curious and open to learning
- Demonstrate active listening
- Keep it safe

**Considerations**

- Also listen for what is not being said (hidden needs and beliefs)

**What it Might Sound Like**

*I'd really like to hear your perspective though. Can you tell me what your thoughts are on \_\_\_\_?*

*Tell me more about that...*

*What else am I missing?*

EXCELLENCE

STEWARDSHIP

INTEGRITY

INCLUSION

COMPASSION

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Maintain/Lift Self Esteem

**PREPARE**

**ASK**

**RECOGNIZE  
ACKNOWLEDGE  
THEIR PERSPECTIVE**

**EXPRESS**

**SOLVE**

Create Psychological Safety

**Key Behaviors**

- Express empathy
- Explore and celebrate differences
- Explore and celebrate commonality
- Show respect and maintain their self-esteem

**Considerations**

- How do I “care professionally” in this situation?
- How do I check assumptions and beliefs that no longer serve me?

**What it Might Sound Like**

*I can see why this would be upsetting to you...*

*I would feel the same way if that happened to me...*

*What I hear you saying is...*

*Even though I may see things differently, I appreciate you sharing that with me...*

EXCELLENCE STEWARDSHIP INTEGRITY INCLUSION COMPASSION

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Maintain/Lift Self Esteem

PREPARE

ASK

RECOGNIZE

EXPRESS  
CLARIFY YOUR  
POSITION

SOLVE

Create Psychological Safety

Key Behaviors

- Focus on facts vs. emotions
- Tell your story
- Be truthful, honest and transparent
- Be vulnerable

Considerations

- How do I respond, not react?
- The angst of being vulnerable

What it Might Sound Like

*What I observed is...*

*Because of \_\_\_\_\_, I thought \_\_\_\_\_.*

*Because of \_\_\_\_\_, I felt \_\_\_\_\_.*

EXCELLENCE

STEWARDSHIP


INTEGRITY

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Using the difficult conversation that you're planning to conduct in the future, reflect on what you will say/ do to Solve: Solution Time. Use the space below to document your thoughts and then, practice demonstrating this skill with a partner.



Maintain/Lift Self Esteem

**PREPARE**

**ASK**

**RECOGNIZE**

**EXPRESS**

**SOLVE  
SOLUTION TIME**

Create Psychological Safety

## Key Behaviors

- Validate common ground and work from a place of agreement
- Focus on collaboration
- Discuss options, explore alternatives, offer suggestions
- Identify next steps, take action, keep commitments and be accountable

## Considerations

- How do we use our strengths and existing momentum?
- Think possibilities

## What it Might Sound Like

*I think we can both agree on \_\_\_\_.*

*What ideas do you have?*

*Let's decide next steps...*

EXCELLENCE

STEWARDSHIP

INTEGRITY

INCLUSION

COMPASSION

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## What can you improve upon when accepting feedback?

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