

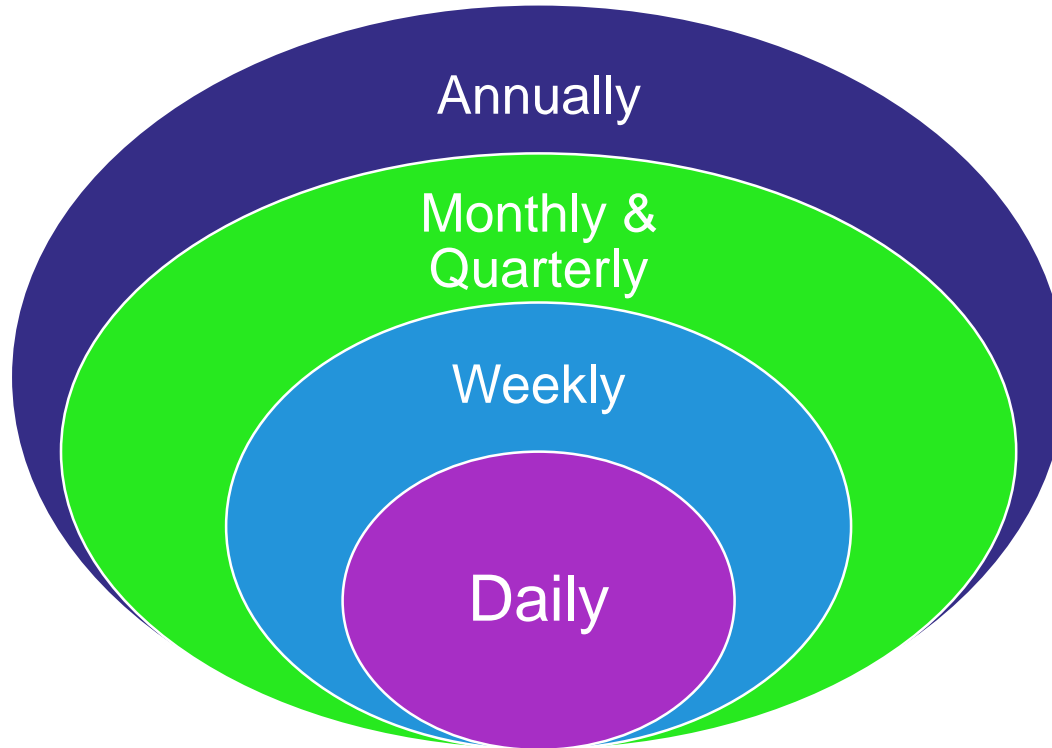
# Having Challenging Conversations

July 2021

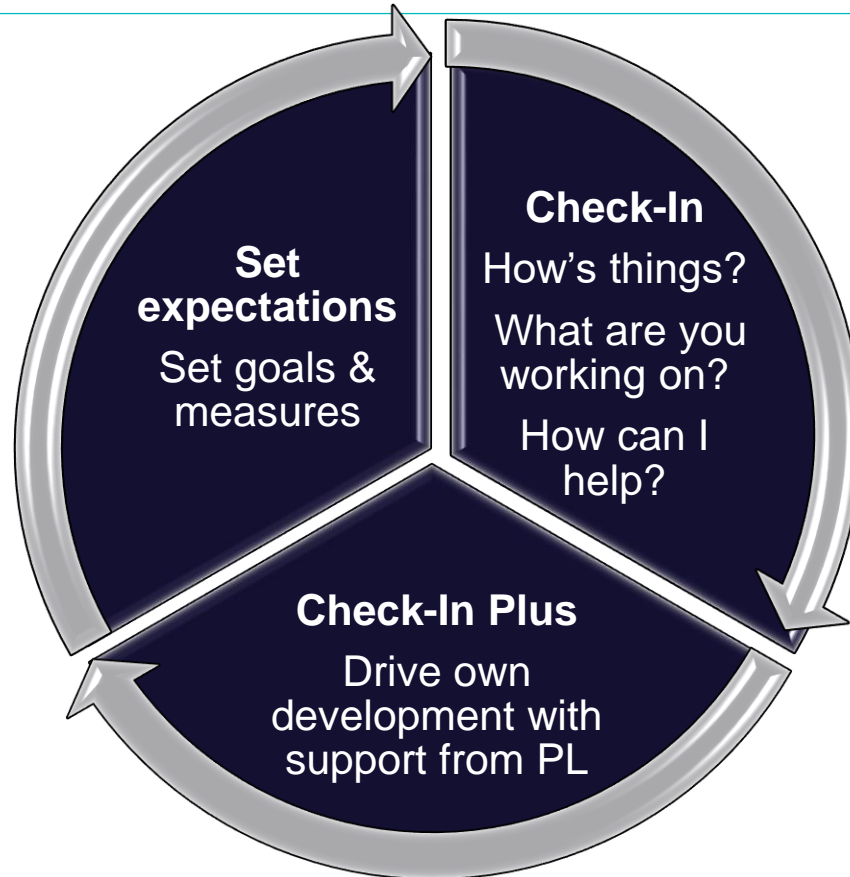


# Adopting rituals & check in conversations

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# Adopting rituals & check in conversations



# Giving behavioural feedback

- ✓ Be specific. Focus on the behaviour, not the person
- ✓ Evidence, facts
- ✓ Impact on others
  
- ✓ Timely
- ✓ Environment
  
- Realign - Discuss ideas on how to resolve and agree way forward (if developmental feedback) OR
  
- Reinforce - Discuss where else they can apply this strength

Situation

Impact

Realign or  
reinforce

# Aligning performance when it is not where it needs to be

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## Check-in

*How are things with you?*

Actively listen, seek to understand and assume positive intent.

## Role

*In thinking about your role, describe to me what you think great looks like.*

If there is a misalignment, that is opportunity to reset

## Individual

*How do you think you are tracking against the requirements of your role?*

If there is a misalignment, share observations of performance in their role.  
Explain gap. Keep to facts.

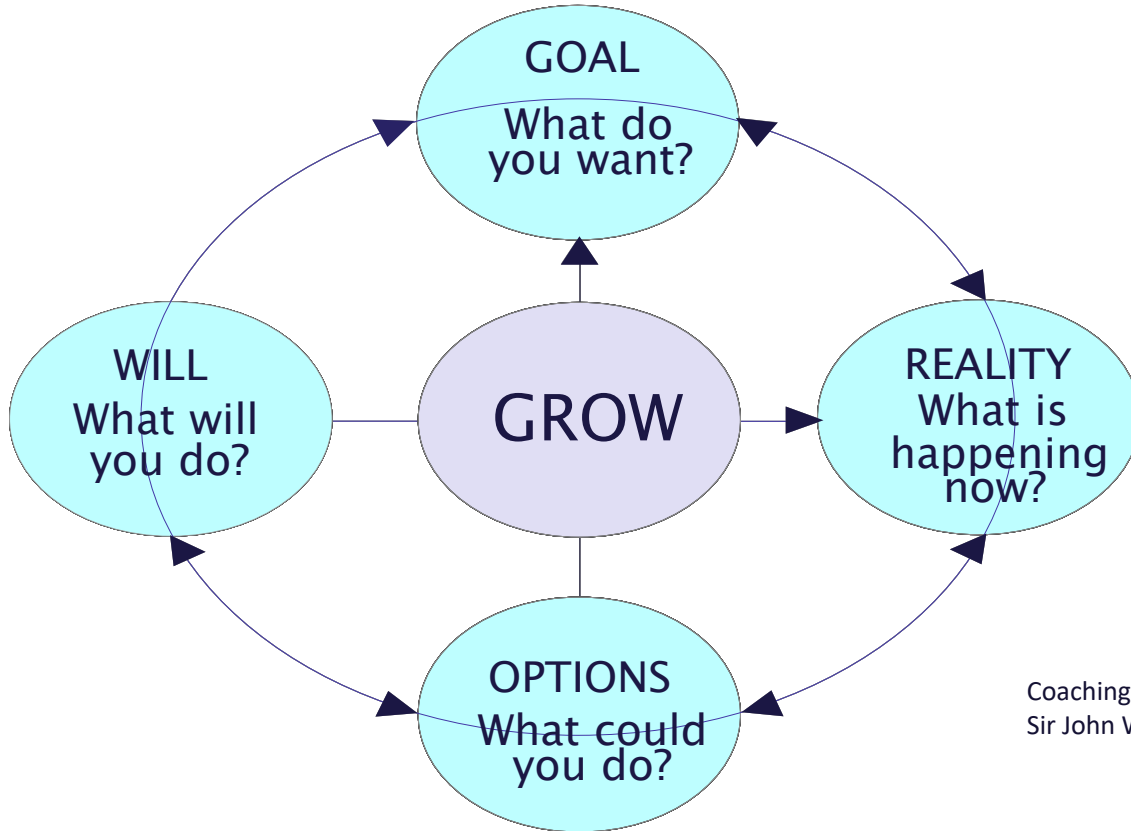
## Commitment

*What could you do to close the gap? What will you do?*

They outline specific actions/timeframes. Refer GROW coaching.

*What support do you need to close the gap?*

# GROW coaching model



Coaching for Performance 3<sup>rd</sup> Edition  
Sir John Whitmore

# GROW coaching model

Goal	Reality	Options	Will
<ul style="list-style-type: none"> <li>• What do you want instead of the problem/issue, specifically?</li> <li>• What specific intermediate steps can you identify, with timings?</li> <li>• What is the ideal future position?</li> <li>• Is the goal realistic?</li> <li>• What goals have you already identified?</li> <li>• What specifically do you need to work on to improve your performance?</li> <li>• How do you know the goal is worth achieving?</li> <li>• What will the goal accomplish?</li> <li>• Is this goal supportive of and directly relevant to your strategy?</li> <li>• What would this do for the team and/or you?</li> <li>• How will you know when you have achieved it?</li> <li>• Does the goal measure actual outputs or results (not activities)?</li> <li>• What control do you have over your goal?</li> </ul>	<ul style="list-style-type: none"> <li>• What is the present situation?</li> <li>• How do you know this is accurate/true?</li> <li>• When, where, how often does this happen?</li> <li>• Who is affected by this issue (directly and indirectly)?</li> <li>• What happens to you and how do you feel?</li> <li>• What happens to others directly involved?</li> <li>• What is their perception of the situation?</li> <li>• What action steps have you taken on so far?</li> <li>• What effect did that have?</li> <li>• What's missing in this situation?</li> <li>• What's stopped you from doing more?</li> <li>• What are you already good at that might help you achieve your goal?</li> <li>• What resources do you already have? Time, enthusiasm, money, skill, support, etc.?</li> <li>• What have you learnt from this situation that has been useful?</li> </ul>	<ul style="list-style-type: none"> <li>• What are all the different ways in which you could approach this goal?</li> <li>• What could you do to change the situation and achieve your goal?</li> <li>• What approaches have you seen in similar circumstances?</li> <li>• What would you do differently if you could start again with a clean sheet, better support?</li> <li>• Whom might be able to help?</li> <li>• What if you had (more time, less time, power, a larger budget, energy, confidence, magic wand)?</li> <li>• What is the right thing to do?</li> <li>• What's the most courageous step?</li> <li>• If the constraints were removed what would you do?</li> <li>• What would a trusted colleague or good mate suggest?</li> <li>• What other alternatives could you consider?</li> <li>• Would you like to add a suggestion from me?</li> <li>• Which approaches/options are of interest to you?</li> <li>• What approach will you act on?</li> </ul>	<ul style="list-style-type: none"> <li>• What are your next steps?</li> <li>• Will these address your goal?</li> <li>• Precisely when are you going to start and finish?</li> <li>• How will you measure this goal?</li> <li>• What will it cost you if you don't take action?</li> <li>• What will you gain if you do take action?</li> <li>• What might hinder you?</li> <li>• Who needs to know your goals?</li> <li>• What support do you need (knowledge, skills, coaching, resources) and from whom?</li> <li>• How will you get that support?</li> <li>• What can I do to support you?</li> <li>• What is the plan to monitor progress?</li> <li>• How can I hold you accountable to take this action?</li> <li>• Rate on a scale 1 – 10 your motivation to take this agreed action.</li> <li>• What prevents you from being at a 10? What do you need to do to get your commitment up to a 10?</li> <li>• Is there anything else you want to talk about now?</li> </ul>

# Reflection

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Keep



Stop



Start