

CONSTRUCTIVE CONFRONTATION

SESSION 5

CONFRONTATION AND IMPROVING PERFORMANCE

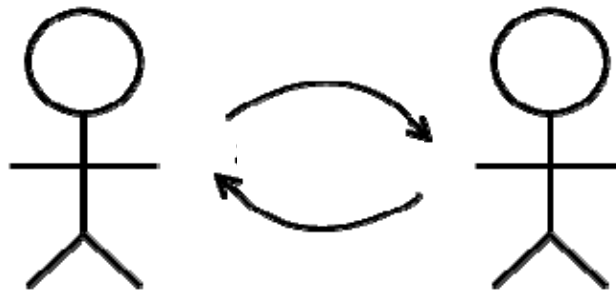
Coaching Kata =

- 1) Target Condition
- 2) Actual Condition
- 3) Obstacles
- 4) Next Experiment
- 5) Next “Go See” Check In

Seeking to Understand and Meet:

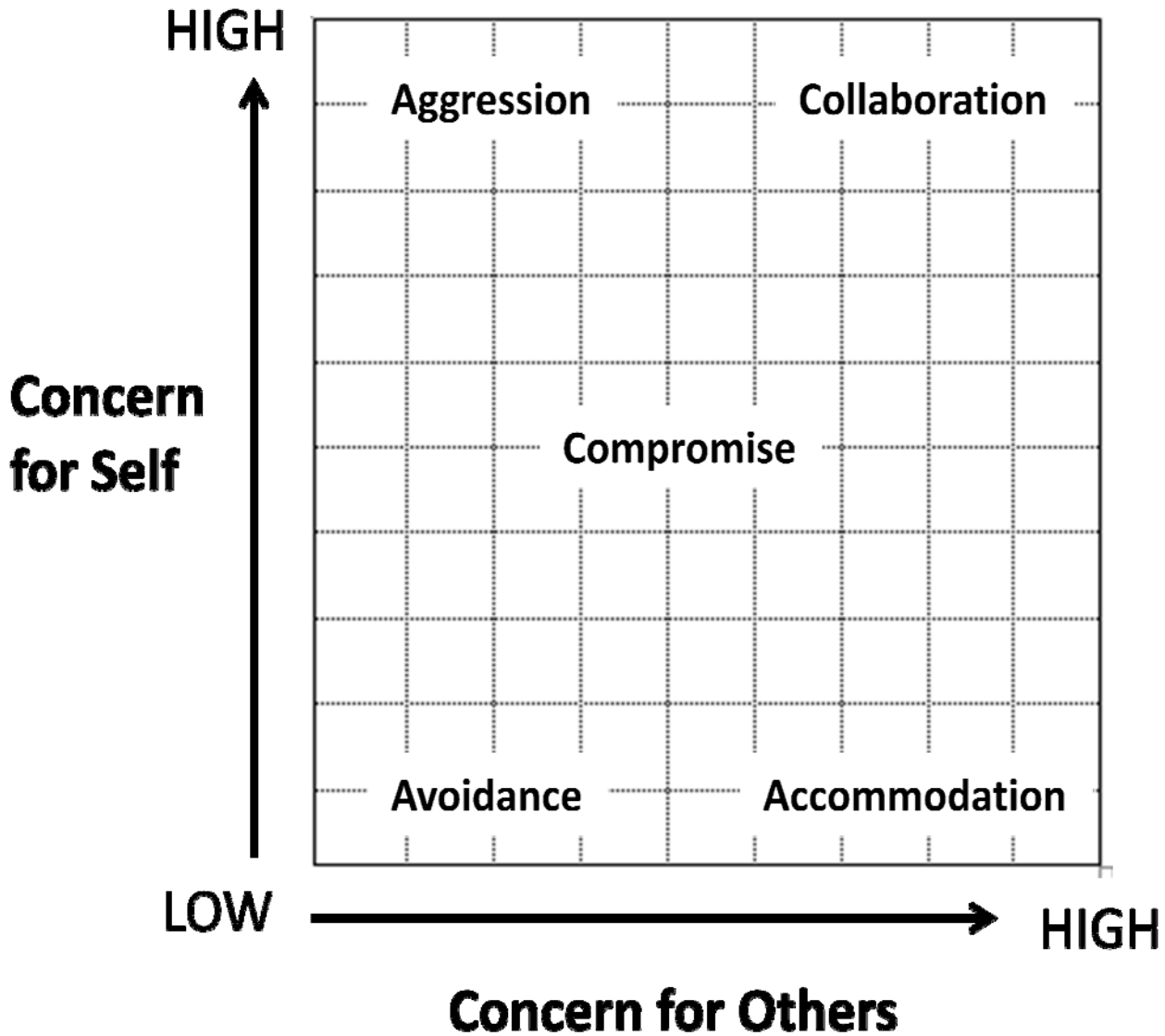
- Performer’s needs for contribution and creativity
- Organization’s desire to

Intentional Interactions



Conscious Discussions

CONFRONTATION APPROACHES



CONSTRUCTIVE CONFRONTATION

5-Step Model

- | | |
|---------------|--|
| STEP 1 | Set the stage <ul style="list-style-type: none">• Prepare and obtain facts and information• Practice |
| STEP 2 | Get clear on the issue - gap in “Target and Actual” <ul style="list-style-type: none">• Explain the issue• Describe the impact of the issue• Let the other person respond• Strive for agreement on the issue |
| STEP 3 | Take a pulse check <ul style="list-style-type: none">• Check the emotional level• Take a break to gain understanding and perspective• Obtain more facts and information |
| STEP 4 | Resolve the issue - identify “Obstacles/Next Experiment” <ul style="list-style-type: none">• Explore solutions• Agree on a solution• Get and/or give a commitment to change |
| STEP 5 | Follow up – “Go See” check-in <ul style="list-style-type: none">• Set a target date for change and a follow-up point for review• Recognize accomplishments• Confront shortfalls |

STEP 1 Set the Stage

Prepare

- Outline the issue and information about the person
- Gather facts
- Select time and location

Practice your delivery

- Prepare your opening remarks
- Practice in advance

Take your own pulse

- 24 hour rule – Check your emotions and needs
- Can you prevent becoming defensive?

Be aware of the other person's pulse

- What's their emotional level?
- Can they avoid losing their cool?

Get coaching and support

Be responsive not reactive

Will they be open and receptive?

STEP 2

Get Clear on the Issue - Gap in “Target and Actual”

Explain the issue

- Deliver your opening statement
- Focus on the issue, not the person

- 30 seconds or less
- “I” statements
- Share observations, feeling and needs

Describe the impacts

- Department, Relationships, Operational, Customers
- Specific and descriptive (i.e. costs, time, re-work, etc)

- Focus on observable/measurable
- Be descriptive, not judgmental
- Own your part of the situation

Let the other person respond

- Use active listening
- Avoid interrupting
- Take notes if it helps
- Strive to clarify the issue

- “You” statements
- “Always, never, should”
- Solutions

Strive for agreement on issue – gap in target and actual

- Probe for details
- Clarify the facts
- Mirror and repeat back
- Strive to clarify the issue

STEP 3

Take a Pulse Check

Check the emotional level

- If either of you is too upset to continue, schedule another time to further explore the conflict.

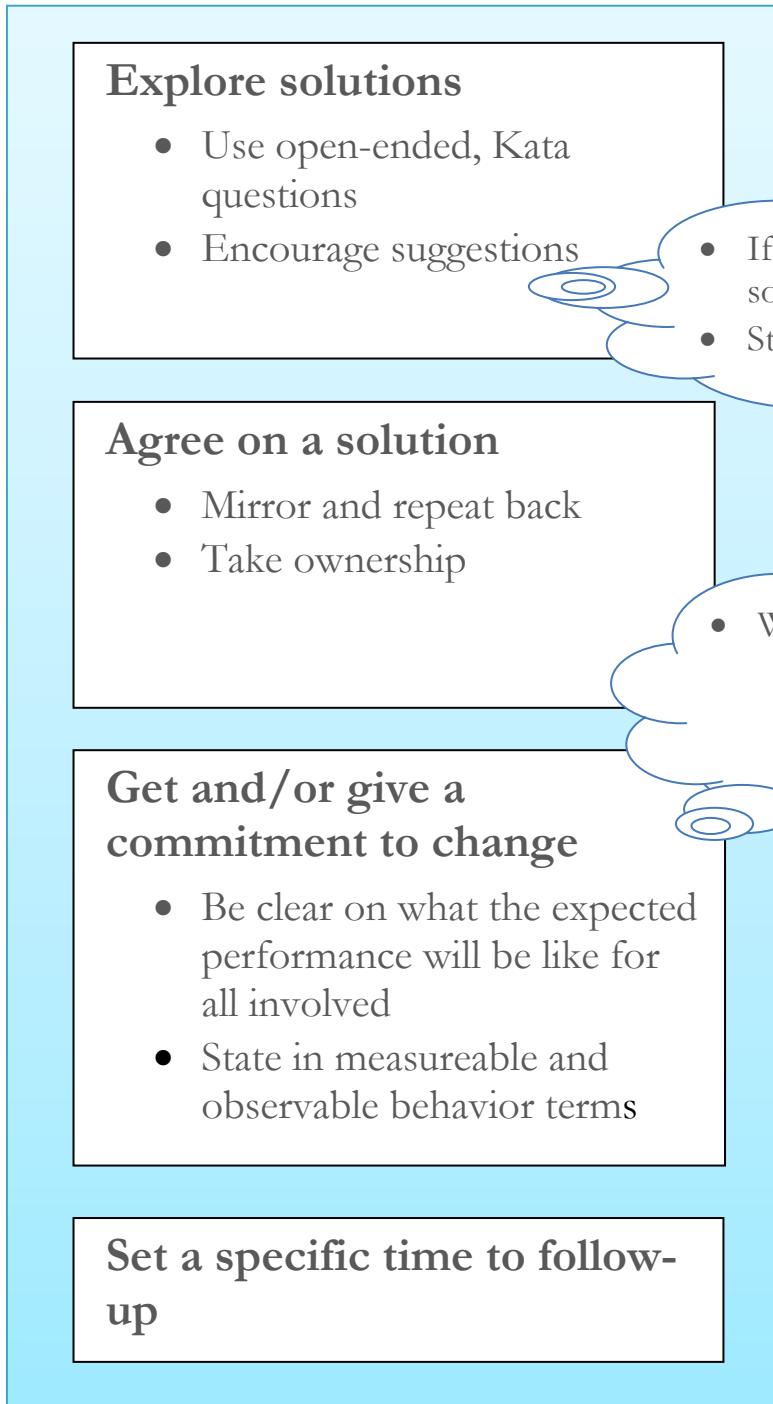
Take a break to gain understanding and perspective

- Reflection often helps clarify mutual viewpoints
- Allows exploration of a variety of perspectives

Obtain more facts and information if needed

STEP 4

Resolve the Issue - Identify “Obstacles/Next Experiment”



• If possible, avoid imposing your solution

• Strive for collaboration

• What will people do/say:

- “I agree to ___ by ___”
- “Would you be willing to ___ by ___”

STEP 5 Follow Up - “Go See” Check-in

Recognize accomplishments

- Be specific on observed behavior improvements

- “I saw you do.....”
- “I heard you say.....”
- “The positive impacts are.....”

Confront shortfalls

- Be specific in your feedback (measurable/observable)
- Get agreement on the desired performance expectations
- Maintain self-esteem

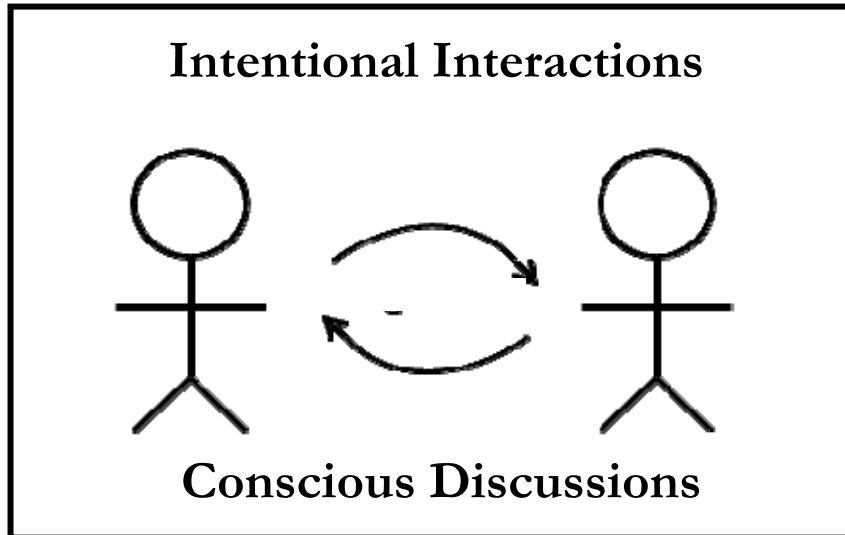
- *Give positive reinforcement for desired performance*
- *Address unacceptable performance*

CONFRONTATION EXERCISE

Observation sheet

- STEP 1** Set the stage
- STEP 2** Get clear on the issue - gap in “Target and Actual”
- Opening statement
 - Brief, clear and to the point
 - Avoided “you” statements
 - Avoided solution at this point
 - Describe the impact of the issue
 - Was specific and detailed
 - Opportunity for the other person to respond
 - Used active listening skills
 - Avoided interrupting
 - Strived to clarify the issues
 - Listened for and acknowledged feelings and needs
 - Strived for agreement on the issue
 - Took ownership
 - Probed for details
 - Clarified the facts
 - Got agreement on the issue
 - Non-verbal communication
 - Open/curious
- STEP 3** Take a pulse check
- Was a pulse check taken?
- STEP 4** Resolve the issue - identify “Obstacles/Next Experiment”
- Explore solutions
 - Used open ended Kata questions
 - Encouraged suggestions from the other person
 - Avoided the tendency to impose own solution
 - Strived for ”collaboration”
 - Agree on a solution
 - Get and/or give a commitment to change
- STEP 5** Follow up - “Go See” check-in
- Set a target date for change and a follow-up through

“POWER WITH” LEADERSHIP



Fierce but gentle...