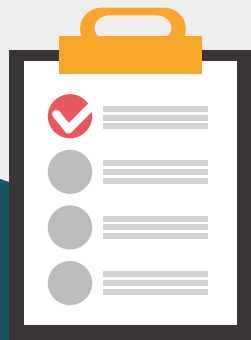


Mastering Difficult Conversations

Having a difficult conversation with a member of staff can be challenging. The consequences of not having difficult conversations can be worse, it can result in poor performance, low morale and disengaged employees. Get it right and you can significantly improve performance, commitment and professionalism.

Before The Conversation



- Gather and check your **facts**
- Be clear on the **outcome** you want
- Plan for any likely **objections**
- Deal with any **personal emotions**
- Visualise a positive **outcome**

During The Conversation



- State the **issue** and give **specific examples**, describe the **impact**
- **Listen** with the aim of understanding their point of view
- Expect an **emotional response**, give them time to process things
- **Explore** the issues together and **agree** a way forward.

After The Conversation



- **Document** and **share** any agreement
- Including **outcomes** with dates and standards of performance / behaviour
- **Training** or **support** that will be given
- **Consequences** if the agreement is breached.



Top tips for dealing with **persistently** **challenging** behaviour

- Always confront inappropriate behaviour
- Focus on the issue not the person
- Clearly state what you want
- Don't be distracted by evasive answers
- Set personal limits as to what behaviour you will/won't tolerate
- Don't be distracted by comparisons with what other people do
- Judge actions, not intentions; focus on making reasonable agreements
- Don't make threats, but do take action; stay calm and professional.



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