

A.S.P.I.R.E.

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(Feedback model for Managers needing to Navigate Difficult Conversations with staff)

A

Assess the situation. Manager does an initial private assessment based on his/her observations. What are the headline issues from the manager's perspective? What does the manager empathetically imagine are the issues from the employee's perspective

S

Share what you see. Both parties share their perspectives!. Explore the *impact* of behaviour, the impact it is having on the business, the team, the environment, clients, customers and the employee. Share what you see sensitively, the manager to assess the emotional vulnerability or invulnerability of the employee. Share truth graciously, the grace will be returned to you in like manner. Staff member has opportunity to respond to the manager. Seek to find a shared perspective, an agreement on the issues, if you can't, strengthen your hand with appropriate corroborating evidence, inc testimonial if necessary.

P

Probe the context. There is always a context! Explore what it is, explore the things which are influencing certain behaviours. Explore what's working and what's not working etc, inc any limiting beliefs the employee may have, and any values conflicts that may be influencing the situation.

I

Intentions & Ideas and options for change. Having gained agreement on the issues, both the impact of behaviours and the influences behind the behaviour, now help the employee to clarify their intentions, ie what they want, what goals and targets of change can be agreed on, and what ideas and options are available to begin to see change occur?

R

Resources needed for success. Based on the preferred idea/option for change what is needed to help the employee make the necessary changes, to take necessary action and to embed these actions into an ongoing lifestyle of changed behaviour. (time, training, support, incentives, consequences).

E

Engage with action. When are you going to action what you have agreed to? (time scales). What do you as the manager also have to engage with, and take action on in order to support your employee? What might hinder the employee from taking action? What can be done to overcome the inevitable hindrances and obstacles which will arise?

Encourage

Encourage your employee for going through this process and assure them you will work as hard as they will in securing their success.

Coaching skills and questions would be used throughout this process.