

Confrontation Model (A Step by Step Approach)

Confrontation Model

PREPARATION

(Steps 1-7 are your opening statement and **should be no longer than 60 seconds.**)

1. Name the issue
"I want to talk with you about the effect _____ is having on _____."
2. Select a specific example that illustrates the behavior or situation you want to change.
"For example, _____."
3. Describe your emotion around the issue.
"I feel _____."
4. Clarify why this is important -- What is at stake to gain or lose for you, for others, for the team, or for the organization.
"From my perspective the stakes are high. _____ is at stake. And most importantly, _____ is at stake."
5. Identify your contribution(s) to this problem.
*"I recognize my fingerprints. I have/may have _____.
For this, I apologize."*
6. Indicate your wish to resolve this issue.
"I want to resolve this with you (restate the issue)"
7. Invite your partner to respond.
"I sincerely want to understand your perspective. Talk to me."

INTERACTION

8. Inquire into your partner's views. Use paraphrasing and perception check. ("Let me make sure I understand.") Dig for full understanding: don't be satisfied on the surface. Make sure your partner knows that you fully understand and acknowledge his position and interests.

RESOLUTION

9. What was learned? Where are we now? What is needed for resolution? What was left unsaid that needs saying? What is our new understanding? How can we move forward from here, given this new understanding?
10. Make a new agreement and have a method to hold each other accountable for it.

From: Scott, S. (2002) *Fierce Conversations*. Viking Penguin, New York, NY