



WELCOME



**LASA**

**LEADING AGE SERVICES  
AUSTRALIA**

*The voice of aged care*

# The Art of Turning Difficult Situations into Positive Outcomes

# The Cheshire cat

“one day Alice came to a fork in the road and saw a Cheshire cat in a tree.

‘Which road to take?’ she asked.

‘Where do you want to go?’ was his response.

‘I don’t know,’ Alice answered.

‘Then,’ said the cat, ‘it doesn’t matter.

- Lewis Carroll, Alice in Wonderland



# Agenda

1. The difficult conversation
2. How to approach the difficult conversation
3. Structure the feedback session - BIC model
4. Receiving feedback about yourself
5. Coaching for success
6. Structure the coaching session - GROW model

# Workplace conflict statistics



## 2016 snapshot of the Australian Workplace

*Barna Research for Reventure Ltd - 1001 Australians surveyed*

- Overall, half of Australian workers have experienced one or more serious incidences of conflict or other negative impacts from work. These experiences are highly correlated with job satisfaction.
- 1 in 4 workers have experienced inconsistent application of company policies.
- 1 in 5 workers have experienced major problems in communication with a co-worker or manager at work.



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# THE DIFFICULT CONVERSATION

# What is a difficult conversation?

**A conversation where you have to manage emotions and information in a sensitive way in order to:**

- Address ineffective performance / behaviour
- Investigate a client complaint / employee grievance
- Reassure / support someone
- Manage personality clashes

# Why should I act now?

## If you do not act now you could

- mislead the employee by giving the impression that there is no problem.
- fail to comply with duty of care responsibility.
- deny the employee / individual the chance to improve or put things right.
- damage the productivity and efficiency of your business.
- lower the morale amongst team members.
- entrench or complicate the problem.

# Why do we avoid holding a difficult conversation



# Some reasons we avoid difficult conversations

- We do not know how to start.
- We convince ourselves that talking about the problem will make the problem worse rather than resolving it.
- We do not want to feel bad or the other person to feel bad.
- We may hear things in the conversation about ourselves that we do not want to hear.
- We and the other person may get emotional.
- We are not sure where the conversation will end.
- We fear the consequences.

# APPROACHING THE DIFFICULT CONVERSATION

# 10 STEP APPROACH

<b>Step 1</b>	Approach the conversation with the right attitude
<b>Step 2</b>	Prepare for the conversation by choosing the right location
<b>Step 3</b>	Be clear on the issue
	Articulate the issue in 2-3 sentences
	Factually and accurately describe the behaviour /concern/issue
	State the impact and consequence of this behaviour/decision
<b>Step 4</b>	Know the objective
	What is the desired outcome
<b>Step 5</b>	Keep an open mind and seek the greater truth
	Solicit solutions & listen
	Focus on the central issue
<b>Step 6</b>	Manage emotions
	What personal history is being triggered

Preserve the other person's dignity

Be comfortable with silence

Manage thwarting ploys

**Step 7** Preserve the relationship

Reaffirm worth, valued contribution and your preparedness to help

**Step 8** Agree on the way forward

Agree on time-frames

**Step 9** Reach closure on the issue at hand.

**Step 10** Schedule the follow up meeting

# BIC - Three step model

## **Behaviour**

Describe objectively the behaviour or incident that has triggered the feedback.

## **Impact**

Describe the impact the behaviour had on the resident /process/team. Describe the impact that changing behaviour will have from a positive perspective.

## **Consequence**

Describe the consequence e.g. ‘ The resident did not receive their medication on time and left the resident’s family with a poor perception of our service.

# FAST Effective Feedback

<b>Frequent</b>	Most effective when delivered frequently.
<b>Accurate</b>	Because you are describing exactly what happened and explaining your true feelings—not passing judgement—the receiver is more likely to listen and learn.
<b>Specific</b>	Take time to provide specific information example what went well and improvement required.
<b>Timely</b>	Feedback works best when you deliver it as soon as possible after the behaviour triggering the feedback has occurred.



A difficult conversation can make the difference between success and failure for a valued employee.

**Care enough to hold the difficult conversation.**



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# Receiving feedback about yourself

# Receiving feedback about yourself

- How do you react?
- What response is triggered?
- Are these triggers blockers to feedback or an information map?

# Receiving feedback

- Trigger gets pulled
- Automatic and defensive response
- Triggered responses are obstacles
- Triggered responses create thoughts that do not allow for processing of feedback

# 3 Triggers

<b>Truth</b>	<p>we view the feedback as wrong, unfair or unhelpful.</p> <p>This leads us to react defensively or completely reject the information.</p>
<b>Relationship</b>	<p>are tripped by the particular person who is giving the feedback.</p> <p>Not the content or the circumstances of the feedback matter, it is the person delivering it that keeps us from hearing it.</p>
<b>Identity</b>	<p>something about the feedback causes us to question ourselves. We believe that if the feedback is true than we are a failure or we are unable to see the truth in the feedback without also thinking less of ourselves.</p>

# Managing my reaction to feedback

<b>Truth triggers</b>	If feedback is erroneous or off base, you can face it objectively and depersonalise it. Ask questions or provide examples that work truth back into the equation.
<b>Relationship triggers</b>	Feelings about the feedback giver taint perspective, depending on trust levels. By filtering the effect of feelings help you to detach from the relationship and focus on the true issues
<b>Identity triggers</b>	Questioning ourselves after negative feedback is normal, but relying on the value you've offered throughout your life can bring assurance. Screen out emotional components.

# 8 Step approach

<b>Step 1</b>	Stop your first reaction & identify the trigger
<b>Step 2</b>	Remember the benefit of getting feedback
<b>Step 3</b>	Listen for understanding
<b>Step 4</b>	Ask questions to deconstructive feedback
<b>Step 5</b>	Assess if the feedback is true
<b>Step 6</b>	Reply to the person in kindness & recognise that receiving feedback is a positive thing
<b>Step 7</b>	Reframe the situation
<b>Step 8</b>	Drive for result and learning

# Feedback & Coaching: the difference



## COACHING IS ABOUT

assisting employees reach their goals for the future.

## FEEDBACK IS ABOUT

helping employees understand what prevents them from reaching their current goals.

*Good feedback is an essential part of effective coaching.*

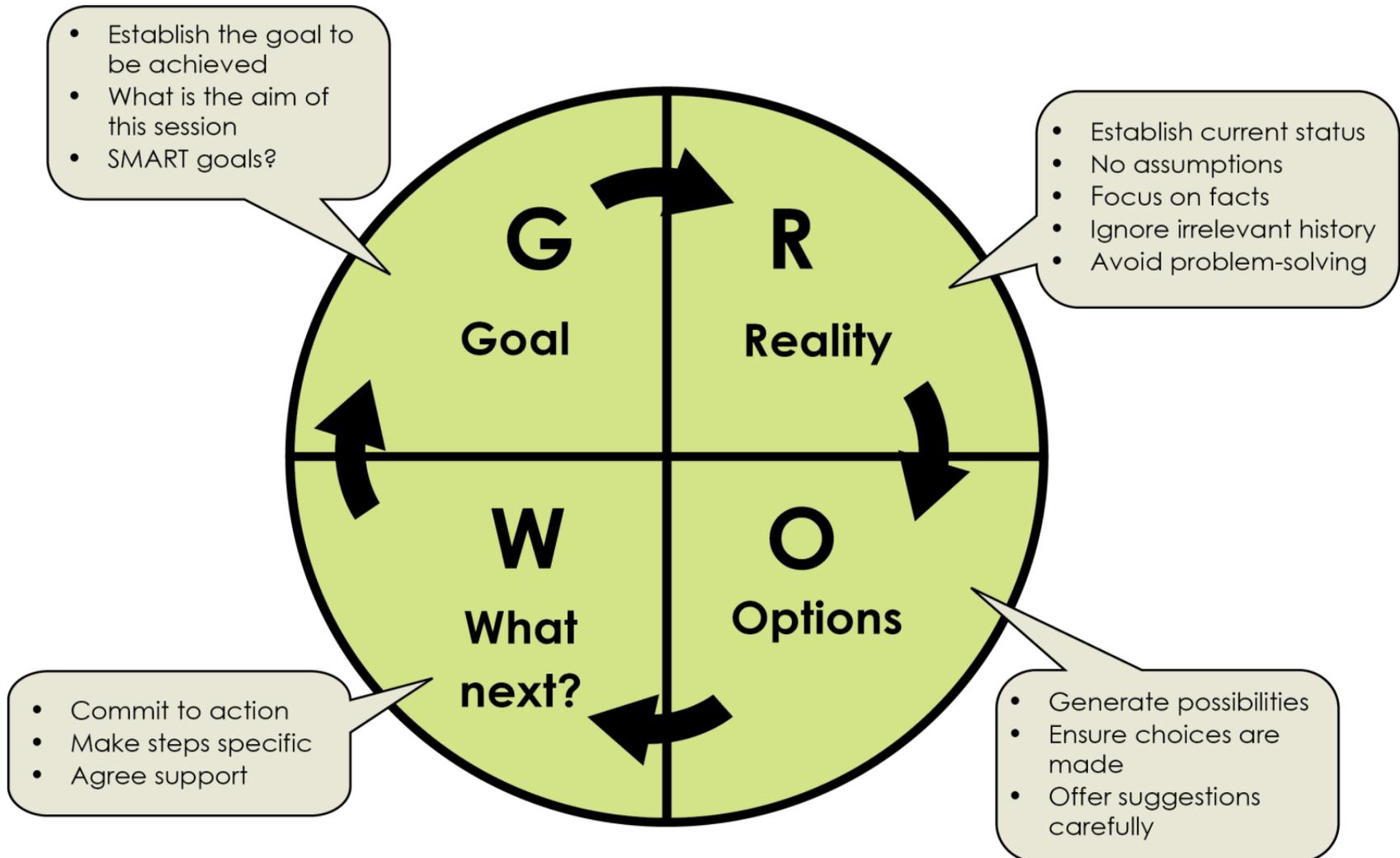
# COACHING FOR SUCCESS



When coaching is added to the feedback process it has shown to impact performance.

*Coaching is a powerful skill for leaders to have in their tool kit*

# Coaching for success



# The GROW model

## Effective framework and a systematic approach to coaching.

Establish the <b>GOAL</b>	What do you wish to achieve?
Establish the <b>REALITY</b>	What is currently happening?
Identify all <b>OPTIONS</b>	What are the options and alternative strategies?
Define <b>WHAT</b> is next?	What will be done, by whom?

# Step 1 : What do you wish to achieve?

- What specifically do you want to achieve?
- By when do you want to achieve this?
- How will you know when you have achieved it?
- What will success look like?

# Step 2 : Reality - what is currently happening?

- What is the current situation?
- What is happening?
- What is going well?
- Why is it not going well?
- What are the gaps?

# Step 3 : Options – what are the options and alternative strategies?

- What are the options?
- What ideas do you have?
- For this to be successful – what have to be in place.. What else?
- How else could it be done?
- What lessons have already been learnt – how can you use that?

# Step 4: What next? – what will be done, by whom?

- What are the key steps of the plan?
- What do you see as being the first step...and then?
- What is the timeframe?
- What skills do you need to develop?
- What new equipment or capitol is required?
- What support might you need?

# CLOSURE



Successful coaches are visionaries.  
They have a picture of success set in  
their minds.

"Gavin McGinnis, Coaching: 10 Coaching Skills to Help Your Team Focus, Take Action, Stay Motivated and Accomplish Goals!"

# Resources



- Stone, D., & Heen, S. (2014). *Thanks for the Feedback: The Science of Receiving Feedback Well*. New York, NY: Penguin Books.
- Hattie, J., & Timperley, H. (2007). The power of feedback. *Review of Educational Research*, 77, 81-112. doi:10.3102/003465430298487



THANK YOU  
FOR  
ATTENDING