

Redirecting Difficult Behavior: Types of Questions

- **Exploring Questions** – to uncover real needs
- **Advice Questions** – to focus complaints or criticism toward a solution, not blame
- **Clarifying Questions** – to fully understand the issues, concerns, complaints or criticisms
- **Description and Requests** – to set boundaries and expectations by describing unacceptable behavior and requesting what you would prefer

Exploring Questions	<ul style="list-style-type: none"> ▪ Would you help me understand what the problems are from your perspective? ▪ What do you see as the critical issues? ▪ Tell me more about what happened.
Advice Questions	<ul style="list-style-type: none"> ▪ What, in your opinion, would have worked better? ▪ What could I have done differently to have achieved a better outcome? ▪ What do we need to do to rebuild trust with that client?
Clarifying Questions	<ul style="list-style-type: none"> ▪ It sounds like your main concern is that there is just too much work. Is that correct? ▪ From what I've heard you say, the problem has to do with personal issues. Am I right? ▪ I'm assuming from what you say that you've had a great deal of difficulty getting people in the Mayor's office to respond. Is that true?
Description and Requests	<ul style="list-style-type: none"> ▪ Labeling people that you work with as "idiots" does not help your relationships. I would prefer if you discussed specific behaviors and issues. ▪ When you are late with your projects it holds up the work of the unit. If you have to miss a deadline, I would expect you to let me know in advance so that I can identify alternate resources.

How to Give Non-Threatening Feedback

Focus feedback on:

- The issues and the behaviors – not personality or emotion
- Descriptions not judgments
- A specific situation rather than generalizations
- Here and now, not there and then
- Perceptions and feelings rather than advice

Don't:

- Give people more than they can understand and absorb at one time
- Force feedback
- Compromise your or the receiver's integrity or self esteem

Feedback Meeting Format

Use the person and key points you just identified as the basis for applying this format:

- **Preparation**
 - Have examples
 - Review goals and expectations

Example:

- **Opening**
 - Set the stage
 - Small talk

Example:

- **Body**
 - Focus on accomplishments
 - Discuss behavior, not attitudes
 - Explore development activities

Example:

- **Closing**
 - Tie up loose ends
 - Get agreement
 - Identify follow-ups

Example:

- **Follow-Up**
 - Provide support and encouragement
 - Continue to clarify next steps

Example:

Giving Feedback Using the DESC Framework

The DESC Framework allows you to give difficult feedback in a non-threatening, yet assertive manner.

D = Describe:

- The situation or the behavior you are reacting to in objective, simple, and concrete terms
- Behavior, not intentions, motives or attitudes

Use:

- *When you...*
- *When I...*
- *When...*

Think of a real example of feedback you would like to give someone. Describe the situation: _____

E= Express:

- Your feelings about the situation or behavior
- The effects the other person's behavior has on you
- Empathy with how the other person feels
- Your own feelings about a particular behavior or event, not some global situation

Use:

- *I feel...*
- *Then...*
- *I understand that you may feel...*
- *Let me give you an example...*

Based on the example you gave above, give an example of how you would express... _____

Giving Feedback Using the DESC Framework (Cont'd)

S= Specify:

- The behavior you would prefer from the person
- What you want or need from the situation
- What the offending behavior is

Use:

- *I would prefer...*
- *I want...*
- *I need...*

Based on the example you gave above, what specifics would you cite? _____

C = Name the Consequences:

- If the preferred behavior does happen
- If the preferred behavior does not happen
- Both positive and negative
- In a way that is non-threatening and non-coercive
- In a way that let's the recipient know that the choice to alter behavior is his or hers
- Highlight the impact on the business and on others

Use:

- *If you do... then...*
- *If you do not do... then...*
- *I realize that if we...*

Based on the example you gave above, what consequences would you offer? _____

Seeking Developmental Feedback

Why Seek Feedback

- Create an open communication environment
- Know perceptions of others
- Correct what you need to correct
- Improve interpersonal interactions

How to Seek Developmental Feedback

- Convey receptiveness
- Make people comfortable
- Don't put people on the spot – give warning / ask permission
- Make it your “modus operandi”
- Share – don't just be a receiver
- Do the work
- Be an advocate for yourself

Examples:

- *I'd like some suggestions about...*
- *I'm not sure how I'm doing with...*
- *Could I have some of your time to discuss...*
- *I want to improve my...*
- *I would like to know your impressions of...*

Coaching: What Is It?

COACHING IS...	COACHING IS NOT...
A forum for learning and development	An opportunity to correct someone's behaviors or actions
Guiding someone toward her/his goals	Directing someone to do something to meet goals
The mutual sharing of experiences and opinions to create agreed upon outcomes	Being the expert or supervisor with all the answers
About inspiring and supporting another person	About trying to address personal issues
Helping another understand outside perception	An opportunity to damage someone's self esteem
Providing options for development and performance	Doing it "my way"