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### ‘how to’:

Address a potentially conflicting situation (any sensitive matter) / substandard performance issue brought to the attention of the employee

There is always the potential for the person to get defensive as they may view this discussion as “smashing their ego” (worse case scenario),  
Though you seek to say this in the best possible manner, **they** may view it as ‘criticism’ even if you view it as ‘assistance/development/wanting to help’

Step 1: “I just want to table some information”

“These are the absences.....”


“This is what is being done / not being done.....”

“this is the impression.....”

Step 2:


“Do you acknowledge / accept that this is not the required standard?”

(“are you aware you are doing something wrong?”)

YES 	NO <b>Stop</b> ; the real issue is not the substandard performance; it’s that <b>they don’t accept</b> that it is substandard – WHY don’t they accept this – that is the issue
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Step 3:

“How do we ensure that this does not happen again?” (what do you require from me?)

They give a reasonable answer 	Give an unreasonable answer or no answer at all. <b>Stop</b> ; they need to provide something reasonable – WHY is it that they cannot provide an assurance that this substandard performance will not continue?
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Step 4:

“What do you want me to do if this does / does not occur again?” (‘ball in their court’)

It is not about the specific words, but about the thinking underlying this approach....AWARENESS.....ACKNOWLEDGEMENT.....ADDRESSING the CAUSE.....ACCEPTING some CONSEQUENCE

