

**MANAGE**  
*the* **MESSY**



**HEAD HEART HANDS**

CLARITY

KINDNESS

HOPE



**Establish safety.**  
Set the tone and purpose of the conversation.



**State your facts.**  
(seen & heard)



**Tell your story.**  
(your interpretation and tentative conclusions)



**Ask about the other person's perspective.**



**Make commitments and work together**  
towards a resolution.

• I wanted to meet with you to talk about...

• I've noticed/ I feel...  
• Lately I've seen/heard/observed...  
• I was expecting... and I've observed...  
• When/For example...  
• The last three times we talked about this...

• My perception is that...  
• I'm beginning to conclude...  
• I believe that...  
• I'm beginning to wonder if...  
• Does this make sense?  
• What are your thoughts?  
• What am I missing?  
• Help me understand...

• How can we resolve this going forward?  
• I need you to...  
• I will... You will...

• Sincerity and willingness to be authentic precedes the rest.  
• Motives of healthy dialogue: relationship, results, learning.

Name the issue by being specific. Identify the gap between expectations and observations.  
• Use I language.  
• No fishing expeditions.  
• Start with the least controversial example. Watch for trigger words and labels (ie, always, never, the fact is, unprofessional).

Explain what you are beginning to conclude.  
• Don't dramatize, outline the impact.  
• State your story as a story, don't veil it as fact.

• Stay open with your comments and your body. Stay present as an active listener.  
• Remember Tools for Talking:  
• Disagree Respectfully  
• Pause and Ponder  
• Recognize, Regulate, Reflect

What values, goals, interests are shared?  
• Define your common purpose.  
• Be part of the solution. Who does what by when?  
• How will you follow up?