

ENGAGE!

Confident Confrontation

Adapted from: Scott, S. (2002). *Fierce conversations*. London, UK: Piatkus

A leader must be able to confront tough issues with courage, compassion, and skill. To confront means to face up to and deal with a problem. The word 'confront' derives from the Latin *confrontare*, literally meaning 'face-to-face'. A confrontation is a "fierce conversation" according to Susan Scott. However, it is not firing at someone from across the room, but rather standing side by side, looking at the same issue together. All confrontation is a search for the truth recognizing that nobody owns all of it. Scott says the purposes of a confrontation are to:

- Interrogate reality
- Provoke learning
- Tackle tough challenges
- Enrich relationships

Framing (60 seconds or less)

1. **E**nter your observation: A specific example of the behaviour observed, or the situation you want to change.
2. **N**ame your feelings: Describe your emotional response – whatever emotion is true for you.
3. **G**auge what is at stake: Clarify what is at stake. In other words, why is this issue important for you, for others, for the organization?
4. **A**cknowledge your contribution: Briefly acknowledge any role you may have played in creating the problem.
5. **G**ive your clear intention: Indicate your wish to resolve the issue.
6. **E**nable a response: Invite the person to respond; "how do you see it?" "What's your position?"

Interaction

7. Inquire into the other person's views using non-evaluative communication.

Resolution

7. **Review**: What have we learned? Where are we now? Has anything been left unsaid that needs to be said? What's needed for resolution?
8. **Agreement**: Make a new agreement and determine how to hold each other accountable for keeping it.

The ENGAGE! Model

Adapted from: Scott, S. (2002). Fierce conversations. London, UK: Piatkus.

