Courageous Conversations
How motivated are you to go and have your Courageous Conversation?

Please circle

1 = Not at all  
10 = Very Much

1 2 3 4 5 6 7 8 9 10

If you have still scored less than 6 you may need further support:

Access a coach of your own in Organisation Development by e-mail or 01253 955405

Access the L&D Assertiveness Training through oneHR in L&D

Speak to your manager
Challenging goals with OPERA

One way to challenge people is to set them a stretching goal.

Agreeing a well formed goal with another person requires skill: all too often goals are left vague or under-resourced. The following checklist will ensure you agree effective goals.

Outcomes
What is your objective?

Parameters
How would you know that you had achieved this objective?

Effects
Why is this a worthwhile objective? How does this relate to the overall purpose of the team, department, organisation? What are the consequences of failure?

Resources
What resources do you need to achieve this objective?

External resources – time, money, information, equipment etc.

Internal resources – skills, beliefs, etc.

Accountability
By when will you have achieved this objective?

To whom are you accountable for the achievement of this objective?

Challenging goals are most effective when they can be seen to contribute to an overall purpose that the organisation exists to do and that the person believes in. A key role for the person leading a courageous conversation is to help the person make the link between their work and the overall purpose of the organisation which pays their salary.

Why performance appraisal matters

The economic climate
More than ever before, organisations are looking to deliver better results at lower costs. If everyone in your team and department isn’t contributing fully to the overall goals of your organisation, you will lose out to competitors who can deliver.

The annual performance appraisal is the summation of a series of ‘courageous conversations’ which take place throughout the year to ensure that everyone in your team is performing at the highest level.

People need feedback, guidance and opportunities to learn
Human beings are social animals – they need to interact with others to give their best and feel good about it.

This is particularly true of generation Y – broadly speaking, people in their twenties today. They expect work to be meaningful and they expect frequent feedback on how they are doing – especially positive feedback. They have little respect for authority or traditional hierarchies.

What does a courageous conversation look like?

A courageous conversation has one or more of the following characteristics:

It is authentic. Both people are being honest, and talking about things that really matter to them.

It is challenging. Courageous conversations inspire people to challenge themselves and others, to go beyond the mediocre and average and deliver truly outstanding performance.

It is motivational. Courageous conversations are frequent; in some cases even daily. They may last a few minutes or more than an hour; however long or short they leave people feeling better and more motivated than before.

It is developmental. Not only do people learn from a courageous conversation, but courageous conversations inspire people to engage in further learning and development activities.
<table>
<thead>
<tr>
<th>Differences</th>
<th>Video title</th>
<th>Video theme</th>
</tr>
</thead>
<tbody>
<tr>
<td>Take 2 notes</td>
<td>What's that funny smell?</td>
<td>Poor personal hygiene</td>
</tr>
<tr>
<td>Take 1 notes</td>
<td>Can you smell booze?</td>
<td>Smell of alcohol</td>
</tr>
<tr>
<td></td>
<td>I missed the bus!</td>
<td>Punctuality</td>
</tr>
<tr>
<td></td>
<td>You're missing deadlines</td>
<td>Timekeeping</td>
</tr>
<tr>
<td></td>
<td>I'm not a child</td>
<td>Abrupt attitude</td>
</tr>
</tbody>
</table>

**Giving authentic feedback using E2C2**

**E2C2**

E stands for Evidence – what has actually happened that is specific and observable? High quality feedback is not about assumptions or judgement – it's about observable behaviour and action.

The second E (as in E2) stands for Effect. What effect has this behaviour had on you, on others, on the organisation as a whole? This too must be based on facts, not assumptions.

The C stands for Continue – what do you suggest the person continues to do?

The second C stands for Change – what do you suggest that the person does differently next time?