

Persuasion in Practice: Changing Behaviors Without Conflict

Andy Roark

When we think about changing the behaviors of others, most of us picture closed-door meetings, intense conversations, and maybe a whiteboard with football-play-style arrows and diagrams (or maybe that last part is just me). We imagine meaningful dialogue and honors-thesis-level justification for our requests. The stakes are high. The moves must be precise.

In truth, these interactions are often unnecessary. Of course there are instances when engagements like this are required to get everyone on the same page, but more often we end up in these meetings because we failed to engage in a direct (and less overt) manner earlier on.

TOOL KIT

- **COMMONALITY**

- **PERSONAL DEVELOPMENT FRAMEWORK**

- **NATURAL MOTIVATIONS**

- **SHARED VALUES**

- **POSITIVE FEEDBACK**

- **NEGATIVE FEEDBACK**

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THREE TYPES OF FEEDBACK:

- **Praising**
 - “The way you handled that upset client was excellent. You were calm and professional. You were problem-focused while making that person feel heard. It was just excellent. Thank you.”
- **Critical**
 - “When you raised your voice to that upset client, you sounded unprofessional and risked making the situation worse. That is not how we handle stressful situations here.”
- **Developmental**
 - “I want you to grow and be the most effective leader/ technician you can possibly be. To get there, you’re going to need to work on keeping you’re a-level professionalism regardless of how difficult a client is being. Can we discuss ways to do that in the future?”

THREE TENSES FOR FEEDBACK:

- **Past Tense**
 - “You left a mess yesterday.”
 - The past is over and cannot be undone.
- **Present Tense**
 - “You’re making a mess right now”
 - The present is already happening.
- **Future Tense**
 - “Tomorrow morning’s shift shouldn’t have to deal with a mess.”
 - The future is the only time that can be changed.

SELF-CHECK: What tense is your feedback? What tense will be most productive for the future?

Andy's 5 Questions [The SIFRO System®]

1 Can you **Smile/Sit** next to this person when discussing the problem/change?

2 Are you assuming good **Intent**?

3 Has this person been set up to **Fail**?

4 What is your **Role** in this?
What can you take **Responsibility** for?

5 What **Outcome** do I want?

Strategy Questions Preparing for Coaching Conversations

1 What do we agree on/have in common?

2 What are our clinic core values and how do they apply here?

3 What motivates this person?

4 What are their core values? Can I give them a reputation?

5 What is their communication style?

6 Do I have both/all sides of the story?
“What happened?”

When and Where to Engage

1 How much time will this take to do well?

2 Is this a morning person?

3 Can we reduce chances of confounding factors (hunger, exhaustion, clinic stress, etc)?

What Are Your Check Points?

1 How will improvements be measured/ noted?

2 How much time will you allow before the next conversation?

3 At what point will you terminate this relationship?

4 What are their core values?
Can I give them a reputation?

Additional notes
