

Principle: if you want to know the causes of someone's behaviour, you do so by

- (1) *checking to see if the person is prepared to discuss the matter*
- (2) *specifying the behaviour (on camera!)*
- (3) *formulating an I-message and your own feelings*
- (4) *pausing and allowing the other person to reply*
- (5) *posing open questions and avoiding 'why' questions*

CLARIFICATION/DETAILS:

(1) Checking to see if the person is prepared to discuss the matter

- Outline the CORPI of the discussion (see the principle: *"You start a discussion by..."*).

(2) Specifying the behaviour (on camera!)

- A camera does not pass judgement or interpret: a camera simply records an image (observable behaviour) and sound (what is said).
- Give several examples (three) to show that this is not a one-off occurrence.
- Don't forget: you're criticising the person's behaviour, not the person as a whole!

(3) Formulating an I-message and your own feelings

- Tip: typical phrases: *"I felt angry," ... "I was upset," ... "I'm extremely concerned ..."* An emotion is one word!

(4) Pausing and allowing the other person to reply

- If the other person does not reply spontaneously to your pause, you can ask, *"Can we discuss it sometimes?" ... or ... "What do you think about it?"*

- If the other person responds defensively, show understanding for the fact that he/she does not like the message, and then outline some possible effects if he/she continues to behave in the same way.

Tip: use the conditional: *"If you do that again, it's possible that..."*

Tip: start with the consequences for the person himself/herself (this usually has most effect), but point out other consequences. Otherwise, he/she may feel manipulated. The possible consequences can be a 360° revolution! The person himself/herself loses popularity, will no longer be taken seriously, and may miss out on career opportunities; the relationship with you, the team, and the client; the impact on the company/work if the job is not completed on time; waste of time, and damage to the company's reputation.

(5) By posing open questions and avoiding 'why' questions

