

Framing Your Key Messages – Person coming in late to work too often

Use this sheet to reflect on or write down what you might say to the other person

	Write what words you might use to get this across
Name the issue (open frame)	<i>John, thanks for meeting with me. How are things...sounds like it's all very busy at the moment in the project. Look John the issue I need to talk to you about is your arrival time at work in the mornings...</i>
Give a specific example (s) of the behaviour you want to change (objective, factual, no assumptions) - Describe the 'gap' between what you expected vs what you observed	<i>I appreciate you have [a busy family life....long commute...whatever is appropriate] however three mornings last week it was coming towards half past when you came into the office. The previous week you were also late three mornings and there were a couple of complaints that came in recently also about the phone not being manned from 9am onwards.</i>
Clarify why this important, e.g. impact, what is at stake for you, for them, the team/task etc	<i>My concern is that firstly, the office is being left without cover for a period in the morning when it needs to be open, you know how some of our clients like to get in early with their queries. Secondly, it's not really fair on the other staff who then have to cover the front office. I'm also concerned also that this will impact on your working relationship with them and they get resentful towards you</i>
Describe your emotions around this (if relevant/appropriate)	<i>[If this was the second occasion might state 'I'm a bit frustrated at this point as we've had this conversation before]</i>
Acknowledge or own (if relevant) any contribution you might have made to the situation	<i>[Depending on context e.g. 'perhaps I haven't clarified how important it is that the office is manned from 9am on the dot']</i>
Indicate your positive intentions towards them your wish to resolve this	<i>As I've said to you before you do your job in a very efficient and client-friendly manner – clients have sung your praises many times so I'm not here to 'get at you' or undermine you in any way. I'd just like this issue to get addressed and resolved as soon as we can.</i>
Invite them to respond	<i>I'd really like to hear your perspective and what's happening for you in this situation...and how best then that I can support you to resolve this as speedily and in as low key a way as possible</i>

- LISTEN
- Probe/ask questions for fuller understanding of their point of view
- Paraphrase back to check you acknowledge and understand where they are coming from



- **Check to see if they fully understand your concerns and the issue that's at stake**