



# THE LEADERSHIP JOURNEY

## FOLLOW-UP GUIDE

### Build Accountability and Trust with Positive Confrontations

Every leader should be able to shift a potentially negative confrontation into a future-focused problem solving dialogue. In this course you will learn:

- Eight steps to turn confrontations into receptive conversations.
- Four essential messages for positive feedback.
- Follow-up strategies that ensure accountability and improve trust.
- How to tell if you are the problem.



## Personal Action Plan Follow-Up Guide

(This section is 3 pages)

**Objective:** This Follow--Up Guide is a tool that enables managers, work coaches, and mentors to provide ongoing coaching, mentoring, and encouragement to their employees who are participants in *The Leadership Journey*. Following-up with participants adds accountability and measurement to the learning process and reinforces the importance of applying newly learned skills.



Below you will find a list of personal action plan questions asked of participants for this course. You should receive a completed personal action plan from each participant that you are following-up with.

Follow-up should take place after the participant implements their action plan. It is recommended, but not always possible, to follow-up before the next training session.



1. What is the most important idea that you learned from this course?
2. Identify a specific performance issue in which you need to have a positive confrontation with a particular employee or coworker.
3. Use the space on the next page to script a message for this issue using the guidelines taught in this course for having positive confrontations. Use the following or similar sentence starters to write your script, including the essential pause for listening:
  - “I feel...” (your own emotions such as frustrated, concerned, or disappointed)
  - “I am concerned about the way you...” (a clear example of a specific recent behavior)
  - “What kinds of things have you thought about, in terms of how we can handle this in the future?” (Pause to listen to their response and ideas for solutions.)
  - “In the future, I’d like...” (be ready to specify a specific expectation if they do not come up with a plan that is acceptable. Listen first, but be ready to clarify expectations.)

(The follow-up guide is continued on the next page.)



4. Practice saying your script out loud until you feel comfortable with it. Remember to practice listening for feedback.
5. Schedule a meeting with your follower or coworker to have the positive confrontation. Be sure to tell them what the meeting will be about so they can think of some ways to resolve the issue.
6. Rehearse your script before the meeting.

**(The follow-up guide is continued on the next page.)**

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The goal of this exercise is to have a discussion about the participant's application of their new skills into your organization. Below are suggested questions to ask during your follow-up discussion. Feel free to add your own, change them, or omit ones that may not apply. It is OK to add your insights and suggestions to better help the participant.



1. Since the course, did you have a confrontational conversation with an employee?
2. How did the confrontation go?
3. What would you change if anything?
4. Did you listen to the other person's solutions for future improvements?
5. Who came up with future performance expectation?
6. What measurement was put in place to ensure the person was making progress?
7. Was the person concerned that a measurement was being put in place? If so, how did you handle this? Who is keeping "score?"
8. What follow-up was implemented?
9. Do you need to make any course corrections?
10. Have you seen improvements in the follower or coworker already? What are they?

### About Business Training Experts

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