

# confrontation model

## preparation

- 1 Name the issue.  
“I want to talk with you about the effect .....  
is having on ..... .”
- 2 Select a specific example that illustrates the behavior  
or situation you want to change.  
“For example, .....  
..... .”
- 3 Describe your emotions around this issue.  
“I feel ..... .”
- 4 Clarify why this is important – what is at stake to gain or lose for you,  
for others, for the team, or for the organization.  
“From my perspective the stakes are high.  
..... is at stake.  
And, most importantly, ..... is at stake.”
- 5 Identify your contribution(s) to this problem.  
“I recognize my fingerprints. I have .....  
..... . For this, I apologize.”
- 6 Indicate your wish to resolve the issue.  
“I want to resolve this with you – (re-state the issue).”
- 7 Invite your partner to respond.  
“I sincerely want to understand your perspective. Talk to me.”

## interaction

- 8 Inquire into your partner’s views. Use paraphrasing and  
perception check. Dig for full understanding; don’t be satisfied  
on the surface. Make sure your partner knows that you fully  
understand and acknowledge his/her position and interests.

## resolution

- 9 What was learned? Where are we now? What is needed for  
resolution? What was left unsaid that needs saying? What is our  
new understanding? How can we move forward from here, given  
this new understanding?
- 10 Make a new agreement and have a method to hold each other  
accountable for it.