

# Holding Difficult Conversations

Cllr Alan Connett

Helen Geoghegan – South East Training



## Context for this Session

A peer challenge team acts as a critical friend, and the Member Peer/s on the team will be required to have frank but supportive conversations with their political counterparts on the council – this can sometimes mean presenting challenging feedback.

# Format

- Cllr Connett will share some of his experiences of delivering uncomfortable messages following peer challenges
- You, the audience, will be invited to respond to questions at key points in the scenarios, such as:
  - What should the team have considered before delivering their feedback?
  - What might the team have done differently?
- To finish, Alan and Helen will offer some advice on how to manage difficult conversations that produce positive outcomes for the councils in supporting their improvement journeys.

# Effective Peer Challenge Skills

## Exercise - What skills do you need to be effective?

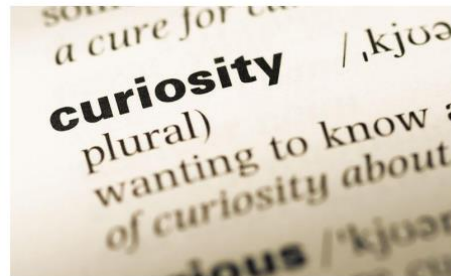
Active listening



Constructive and impartial



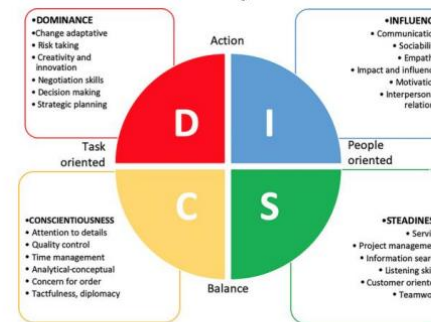
Curious



Read non-verbal cues



Flex your personal style



Delivering evidenced based feedback



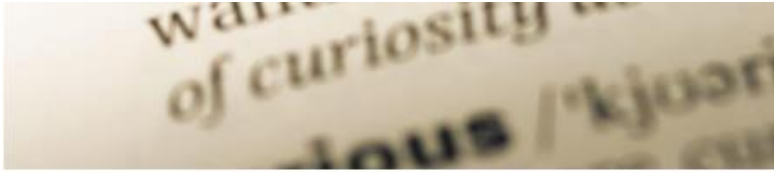
Open questions



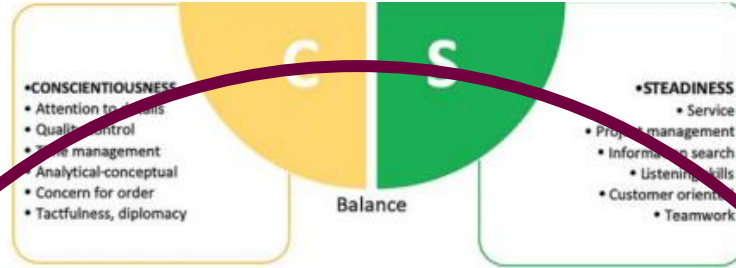
Time management



# Our Focus



Read non-verbal cues



Delivering evidenced based feedback



Time management



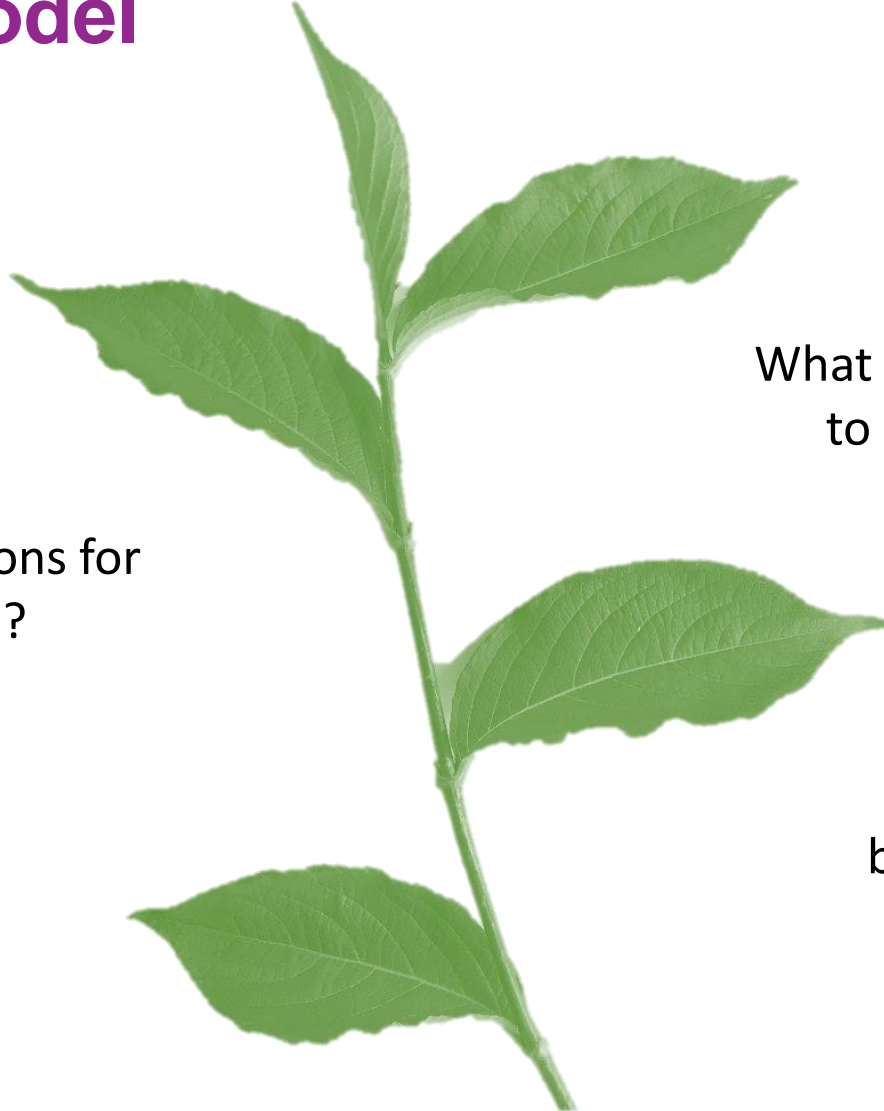
# Structured Conversations using the GROW Model

## 3. **O**ptions

What are the options for narrowing the gap?

## 1. **G**oal

What is the Council trying to achieve?



## 4. **W**ill

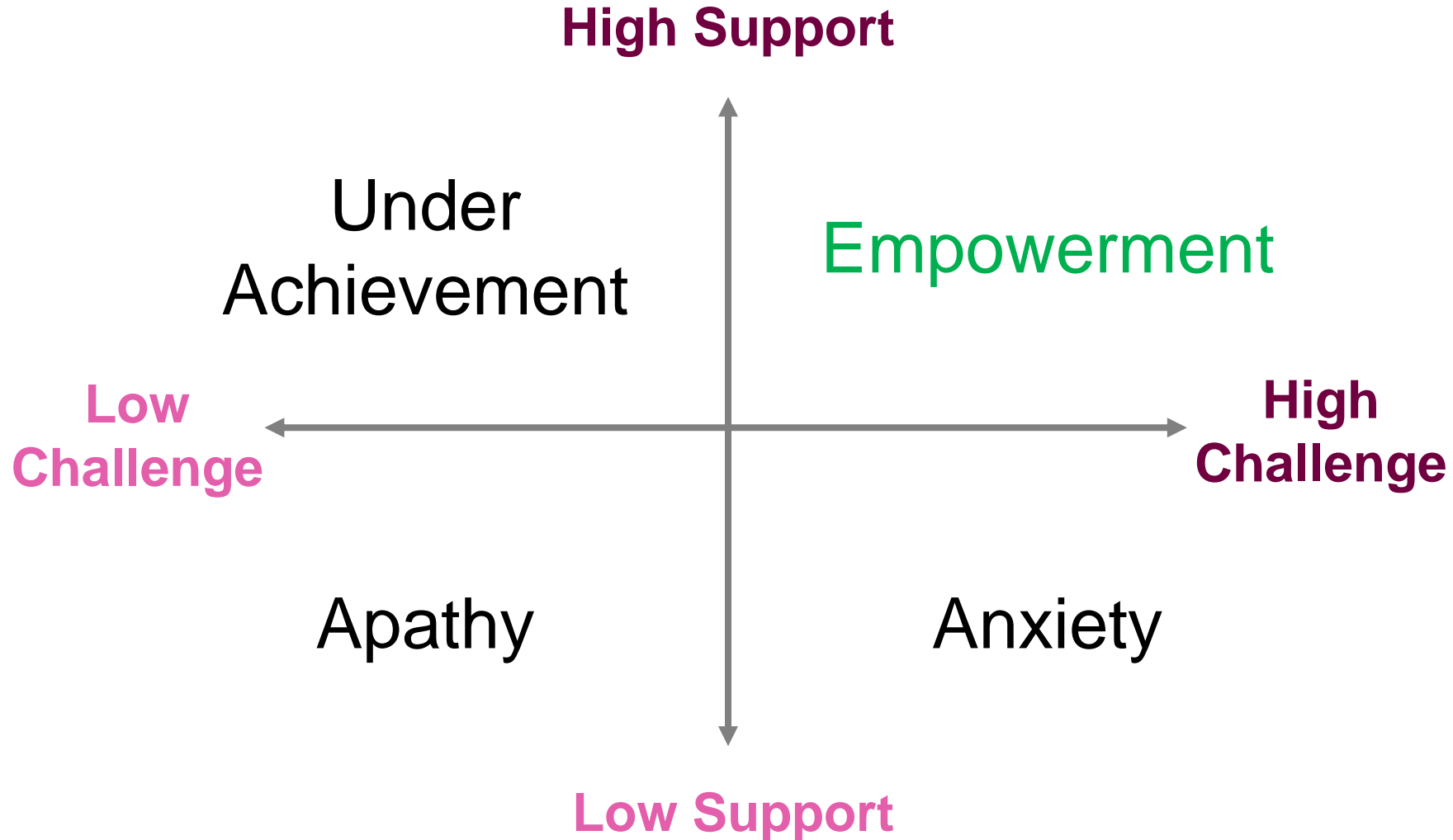
What the Council proposes to do to narrow the gap

## 2. **R**eality

What is the gap between the goal and reality? Triangulate the evidence



# Opportunities for Improvement



# Key Messages from Challenge vs Support

- Don't duck the important issues
- State the finding supported by evidence
- Use appropriate language / avoid blame
- Listen to the response
- Offer support



# A Generic Model for Giving Feedback

**B**alanced

**O**bserved

**O**bjective

**S**pecific

**T**imely

# Preparing to Deliver Uncomfortable Messages

**What** do you need to feedback?

**Why** is it important?

**Who** will be receiving your feedback?

**How** will you deliver it?



Thank You

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