

The TRUST[®] Model

For Having Difficult Conversations

Use this model to:

- Improve productivity
- Resolve challenging situations
- Help people be happier and more satisfied
- Increase collaboration, problem solving and innovation



Description

Example

T
ARGET



What's the *positive* target you're striving towards for this person or relationship?

Name the positive vision of what you want for this person or relationship. If this person or relationship was the best it could be, what would that look like – tell them. Let this person know how important they are to you and how important a good relationship with them is.

I know getting a promotion is really important for you and I want to support you going for that.

ROLE-
REVERSE



What might *their* reality be?

Reverse roles, put yourself in their shoes. Relative to the topic, think about what they are thinking and how they are feeling. Think about what's behind this behaviour, what might have led to it. You might say this to them, you might not. This helps you assume best intent, come from a place of compassion and non-judgement, and avoid blame.

(She's trying really hard to show everything she knows, and just doesn't know how much senior management needs to hear)

I know you are working hard to make a positive impression on senior management.

U
NPACK



What *specific behaviour(s) and impact(s)* can you unpack?

Unpack the specific facts of what you saw or heard, including when. Be clear. Keep it 'clean', remove assumptions and judgements. The goal is to improve things not to judge someone as bad or good. The impact can be on you, them, others, the business, the team, the relationship.

In your quarterly review presentation yesterday, you presented lots of details, and covered a lot of information across a variety of topics with no breaks or signposting. The impact was confusion and frustration among attendees and an inefficient use of time as we have to schedule another meeting to clarify the confusion.

S
HARE



What can you share about *your* role in this situation?

Own your part of the situation, acknowledge your role, your response, your reaction. If you have a heightened emotion about this, examine "does this remind me of another person or situation" (are you triggered?). Think about what you might have done or not done to contribute to the difficulty.

I delegated to you without setting appropriate expectations about what level of detail management needs to know, I'm sorry for that.

T
RANSFORM



What *will be* done to transform this situation or relationship?

Identify and agree next steps to overcome this difficulty or situation. Detail 'who' will be accountable for 'what' from this conversation and when you will have a follow-up conversation to continue any ongoing progress and development.

You need be more concise, only giving the level of detail needed by this level of stakeholder.

What do you need to support your learning around that?

Let's meet again to discuss, here's my availability.



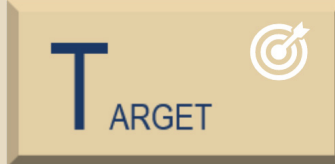
Worksheet Template

To Plan Difficult Conversations

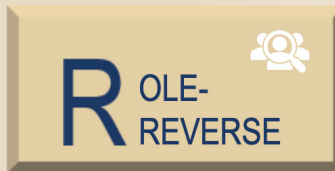
Prompts

Plan

- Your development is my primary goal...
- Our relationship is the #1 priority for me...
- How we work together is important...
- Our working relationship is really important to me...



- (Might say something or you might not, depends on person, situation, you)
- My sense is that you might be feeling in...
 - I'm guessing you might be thinking...



- Yesterday at the meeting, when you did XXX, the impact was YYY
- On our call this morning, you said XXX, the impact was YYY



- I know this triggers my (value)...
- I know that I'm hypersensitive around (value/behaviour)...
- I know I haven't shared/done...
- I own my part in this as I didn't...I'm sorry for that.



- Next time I suggest you...
- In the future, try...
- Following this conversation I will.
- What will you do? When will you do it?
- Let's meet to talk progress on these actions, when works for you?

