

The D-I-R-E-C-T Model

DISCUSSION PLANNER

REMINDERS

- You will likely feel uncomfortable/hesitant.
- Concentrate on doing your part well. How they respond is up to them.
- The goal of the discussion is positive behavior change.

THE OPENING

A short statement of the behavior you want.
"I'd like to talk to you about the importance of..."

DESCRIBE THE BEHAVIOR

Stick to the facts. Describe what you saw or heard.

SOLICIT INPUT

Ask an open-ended question that gets to the issue.

- *"Are you aware of this?"*
- *"What's the reason for this?"*
- *"How do you think this affects others?"*

POSSIBLE RESPONSES

- **Personal Problem.** Empathize and return to the goal.
- **Point to other bad behavior.** *"Right now, we are focusing on you."*
- **Deny or minimize.** Don't argue. Set clear expectations.
- **Get angry, defensive, or act like a victim.**
"My responsibility as your supervisor is to help you be as successful as possible. In this area you are falling short. How else would you like me to share this with you?"
- **Legitimate reason.** Work it out.

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REMIND OF THE GOAL

This should be similar to your opening statement.

STATE THE EFFECT

Very often the person doesn't see the connection between their poor behavior and its effect on others.

"When you do this (poor behavior), this is what happens ..."

REQUEST CHANGE

- *"What are you going to do differently in the future?"*
- *"How do you plan to correct this?"*

FOLLOW THROUGH

- If they respond favorably, affirm them.
- If the poor behavior continues, repeat the D-I-R-E-C-T Model and turn up the intensity. Be clear on the consequences of continued poor behavior. Work with Human Resources for more guidance.