

# Important Conversation Framework

## **Step 1: CARE** *Lead with intent*

Why am I saying this?

Start by naming that you care about the person or the outcome.

Examples:

- "I want us to work well together."
- "I care about you succeeding here."
- "I want to be honest because this matters."

Check yourself:

Am I trying to be liked... or be helpful?

## **Step 2: SPECIFIC** *Name the behaviour*

What actually happened? (No judgement, no labels.)

Examples:

- "In yesterday's meeting, you interrupted twice."
- "The report was submitted two days late."
- "Your decision to XYZ was made without consulting the rest of the team"

Avoid:

Always / never / vague feedback / personality attacks

## **Step 3: IMPACT** *Why it matters*

What effect did it have on the work, the team, the customer or you?

Examples:

- "It made it hard for others to contribute."
- "It put me under pressure at the deadline."
- "It slowed the workflow."

Clear is kind.

Unclear feels nice now and causes pain later.

## **Step 4: FORWARD** *What happens next*

Option A: Invite ownership. Best when you want buy-in and learning.

Examples:

- "What would help prevent this happening again?"
- "What do you think a better approach would look like next time?"
- "What support or clarity would help you get this right?"

Why this works:

You're still challenging directly, but you're not doing their thinking for them.

Option B: Set an expectation. Best when standards/risk are involved.

Examples:

- "Next time, I need you to do X."
- "Going forward, the expectation is Y."
- "For this role, it's important that Z happens."

Why this works:

Kindness without standards isn't helpful.

Clarity here is leadership, not harshness.