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Reference Article

The Art Of Confrontation

Great leaders learn to confront all issues that stand in the way of successful movement. They also learn how to confront people when necessary.

There are three types of confronters:

- 1) The non-confronter. This person simply stays away from confrontation
- 2) The aggressive confronter. This is a person who has learnt the importance of confronting in order to create successful movement, but he or she confronts aggressively and gets away with it.
- 3) The skillful confronter. If only we had more, then there would be fewer divorces, unsuccessful partnerships and wars.

The steps to successful confronting

1. COMMENCE WITH THE FACTS OF THE SITUATION

Once you become aware of a relationship problem, call a meeting with the people concerned, or simply talk to them informally. At this initial stage, it is usually difficult to define facts, so keep things as simple as possible.

2. STATE THE PERCEIVED NEGATIVE ISSUES IN THE RELATIONSHIP

Find out what the problem is and the constraints the two people involved are dealing with. Let them list their problems without discussing them, all the time emphasizing that they are talking about possible or perceived negatives.

3. CONSIDER THE OTHER SIDE OF THE COIN AND/OR STATE THE POSSIBLE NEGATIVES

Lead the two people to state the positive or constructive aspects of their daily dealings with one another. Ask them what works. If they do not process the negative aspects of the relationship by exploring the possible positives, both parties will continue to fixate on the negatives.

4. CREATE AND AGREE ON POSITIVE WANTS

Look at creating and then agreeing on positive wants in order to begin creating motivation in the relationship. You could ask them what they are ideally looking for in the relationship.

5. AGREE ON ACTIONS

It is now time to agree on actions that will help you to address the challenge and even achieve the listed wants. More specifically, list your combined actions. Discuss how you are going to get there. Go back and address the negatives now that you know what the two people want.

6. DISCUSS AND AGREE ON THE NECESSARY RESOURCES TO ENSURE THE ACHIEVEMENT OF WANTS AND SELECTED ACTIONS

Without resources, no idea can move forward. You need to look at the actions and decide what resources you need to allocate towards accomplishing them. If the two people had to share a computer and it is



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clear that each need their own, then you should allocate budget for this.

7. DISCUSS THE POSSIBLE COSTS FOR NOT ACTING

Ensure that both parties are aware of the cost of not working towards the solution of the problem and consequently doing whatever is necessary to get the ship back on course.

8. REITERATE THE WANTS

Summarise your discussions up to this point. Remind both parties what it is that they want, and what the company expects from them. In other words, ensure that you end off on a positive note.

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