Principle: if you want to know the causes of someone’s behaviour, you do so by

1. checking to see if the person is prepared to discuss the matter
2. specifying the behaviour (on camera!)
3. formulating an I-message and your own feelings
4. pausing and allowing the other person to reply
5. posing open questions and avoiding ‘why’ questions

CLARIFICATION/DETAILS:

1. Checking to see if the person is prepared to discuss the matter
   - Outline the CORPI of the discussion (see the principle: “You start a discussion by...”).

2. Specifying the behaviour (on camera!)
   - A camera does not pass judgement or interpret: a camera simply records an image (observable behaviour) and sound (what is said).
   - Give several examples (three) to show that this is not a one-off occurrence.
   - Don’t forget: you’re criticising the person’s behaviour, not the person as a whole!

3. Formulating an I-message and your own feelings
   - Tip: typical phrases: “I felt angry,” “… I was upset,” “… I’m extremely concerned … An emotion is one word!

4. Pausing and allowing the other person to reply
   - If the other person does not reply spontaneously to your pause, you can ask, “Can we discuss it sometimes?” … or … “What do you think about it?”
   - If the other person responds defensively, show understanding for the fact that he/she does not like the message, and then outline some possible effects if he/she continues to behave in the same way.
   - Tip: start with the consequences for the person himself/herself (this usually has most effect), but point out other consequences. Otherwise, he/she may feel manipulated. The possible consequences can be a 360° revolution! The person himself/herself loses popularity, will no longer be taken seriously, and may miss out on career opportunities; the relationship with you, the team, and the client; the impact on the company/work if the job is not completed on time; waste of time, and damage to the company’s reputation.

5. By posing open questions and avoiding ‘why’ questions