



Demo version

Wertfreunde kompakt^{PRO} Leadership

Wertfreunde knowledge
to read and repeat

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How it works →



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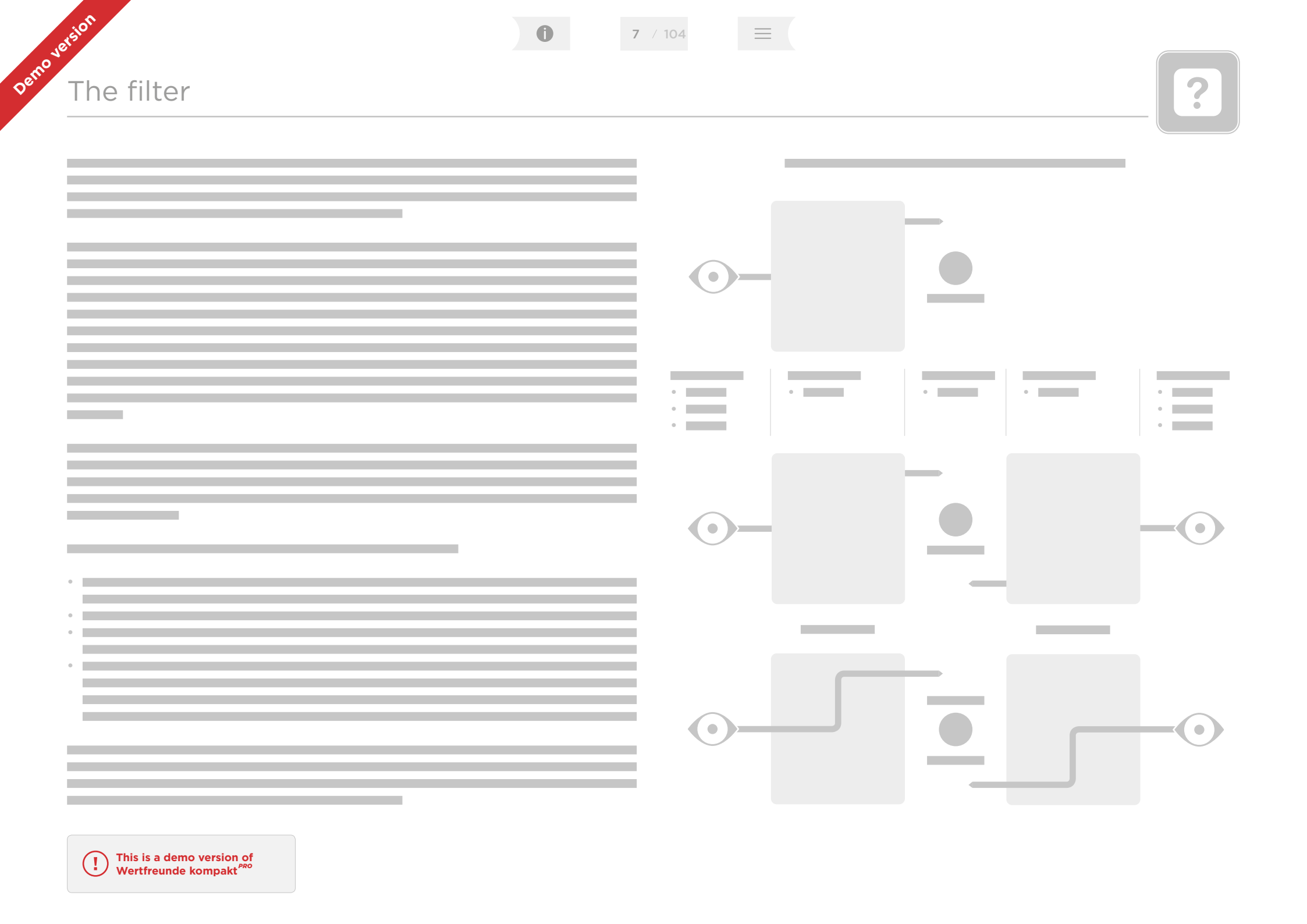
Wertfreunde kompakt^{PRO}
Führung | Version 2.10



Wertfreunde
Motivation in Entwicklung



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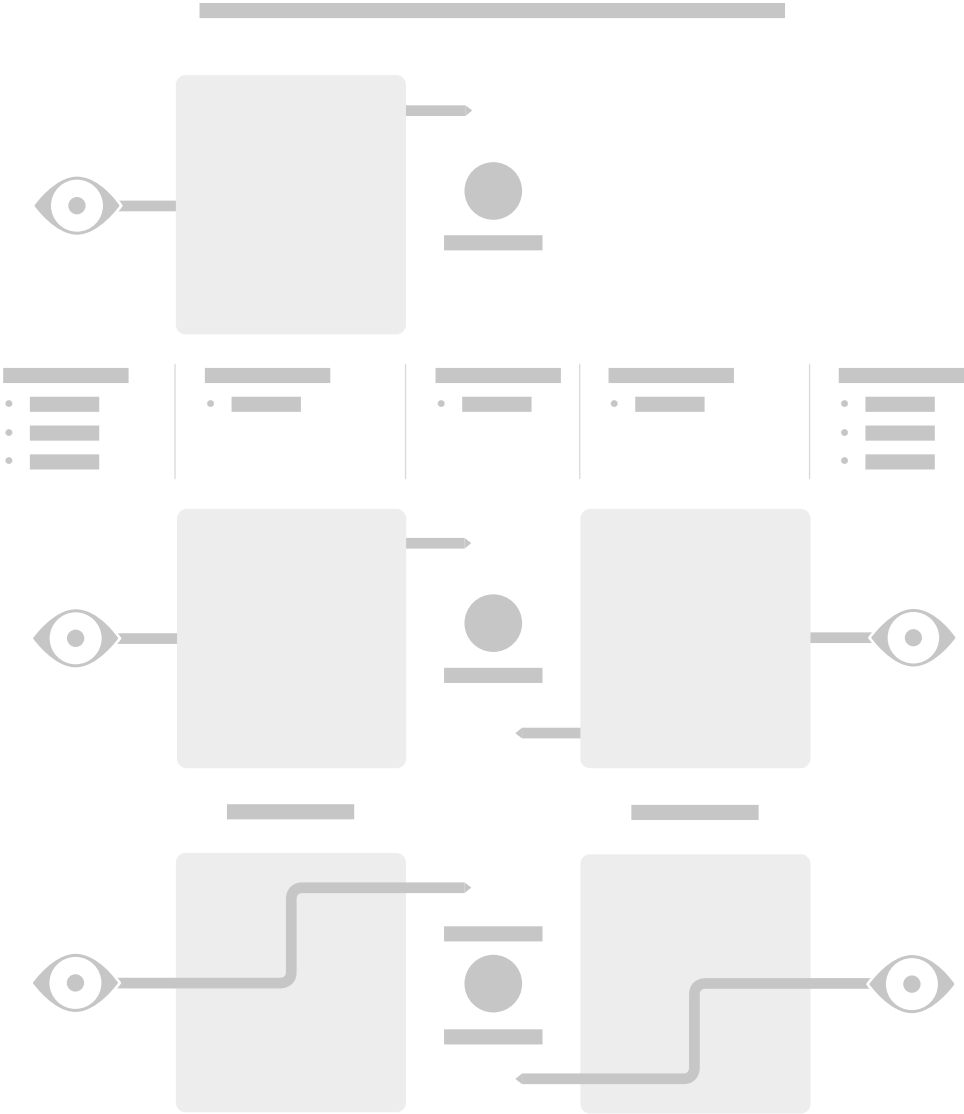
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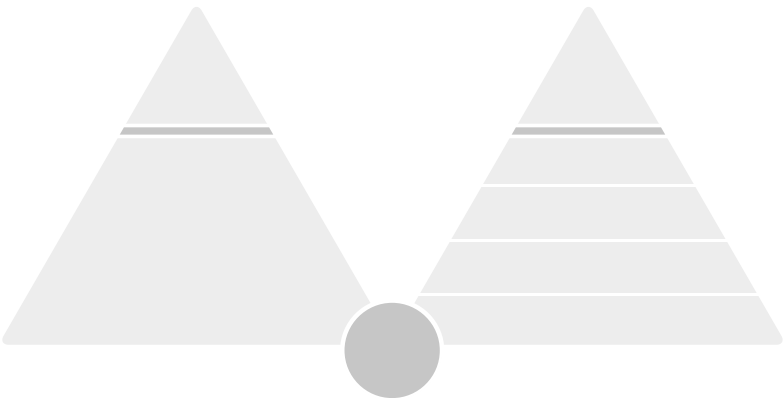
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Often, it is easier to take decisions than to communicate them. This is true especially when dealing with **unwelcome decisions**. In order to help the recipients through their emotions, we should take a look at the various stages of the **change curve**. It is important to prepare what we are going to say, so that the conversation takes the constructive turn we intend.

How should we prepare the conversation?

- We prepare the decision itself in writing, and think carefully how we word things. The way we formulate the decision is a metamessage in itself, which can contribute to the employee feeling at ease or not – it's up to us.
- We prepare a clear and plausible rationale for the decision, which the employee will be able to understand easily. By doing so, we create a link between the decision and the corporate objectives, contributing to **UNDERSTANDING**. We make ourselves aware of what is happening with the employees once they are being confronted with unwelcome **change**. Their reaction depends on their **filter** and their **delegation level**.

What should we pay attention to as we communicate unwelcome decisions?

- 1. We start out on a positive note.** This will help the employee to not take the decision personally and perceive a “yes” to themselves on a personal level. This reduces the risk of criticism being denied on its merits and **projected** onto personal reservations instead.
- 2. We communicate the decision directly** – as prepared in writing. “I have decided that...” or “We have decided that...” By telling the employee about the decision directly, we aim to propel the employee directly into the **change curve**, which cannot be avoided anyway. Also, the **effect** is that we communicate directly, without “beating about the bush”. If we started out by explaining the reasons behind the decision, we would run the risk of the employee projecting in a wrong way, and drawing incorrect conclusions, which could make the decision appear more radical than it actually is. The advance explanation cannot have an explanatory effect. It fulfils the function of an apology for the following decision.
- 3. After communicating the decision, we provide the reasons we prepared.** Depending on the employee's reaction, we use our ability to maintain a dialogue, adding value to the employee's reaction.

4. By asking a closed question, we verify UNDERSTANDING: “Do you understand why we have taken this decision?” or “Can you understand the decision?” Maybe our employee entered their change curve when the decision was communicated and they did not understand the following explanation. Therefore, we now check for their **UNDERSTANDING** by asking a **closed question**. If the employee answers “no”, we ask what they did not understand, and repeat the reasons for our decision. Then, we check for UNDERSTANDING, again. **UNDERSTANDING** is important for processing the decision. Understanding or accepting a decision is helpful, but not essential. If we didn't make the decision ourselves, we will emphasise towards our employee that we endorse it – regardless of our personal attitude. We speak from our function, not from a personal level.

5. We request their motivation: If we see that our employee is in the change curve, and if their motivation is at risk because of this, but we cannot give them the time to collect themselves because they have to implement the decision immediately, we have the option of **requesting** their motivation. “I understand that this is difficult for you. Can I, nevertheless, count on your commitment in implementing the decision?” – Demonstrate your **positive attitude**. If your employee refuses, it might make sense to embark on a **conflict**.

6. Praise: If the employee has answered questions 4 and 6 with “yes”, we should not forget to praise them.

7. Delegation: If the meeting has taken a constructive turn and the employee is willing to implement it, we delegate the next steps in line with the **delegation level**.

Points 4 to 6 are optional. If our employee makes clear as early as point 3 that they understand or even are pleased, points 4 to 6 should be omitted.

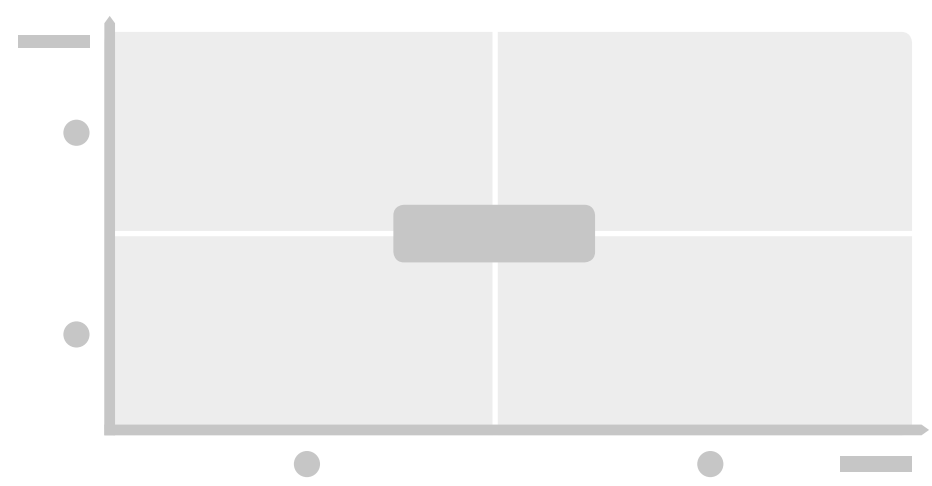
Examples of complete communication:

1. I am glad to see you. Please take a seat.
2. I decided that...
3. The background is...
4. Do you understand why I made this decision?
5. I understand that you are disappointed. Can I, however, rely on you to...
6. This is great, and I'm glad we're on the same page.
7. By when will you be able to...?

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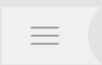
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Demo version



Annex

Wertfreunde action cards



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Videoanimation „The Wertfreunde Enterprise Model“



 A five-minute explanation of the Wertfreunde Enterprise Model

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