

## Strategic Discussion: Leadership: Courageous conversations

**Statement:** Courageous conversations involve a degree of discomfort and often arise from a need for change to occur – whether it is within an organisation or by an individual. Courageous conversations happen at every level of our Association and support us to address issues, resolve conflict, problem solve, provide opportunities for growth, improve performance, challenge our perceptions, beliefs and the status quo. In order to be successful courageous conversations need to focus on the issues and outcomes, not on personalities or emotions. Inability or unwillingness to have courageous conversations has adverse affects including dissatisfaction, resentment, negative behaviours, escalation of problems, breakdown in communications and frustration. The Board is committed to ensuring that it is willing to have courageous conversations and that these are conducted in an honest and appropriate way. We want to have an organisation that knows when and how to effectively have courageous conversations so that positive outcomes are achieved, issues are addressed with respect, sensitivity and dignity and challenges are tackled rather than avoided.

Area	Ensure:	Further Initiatives to be explored
Board engagement – with staff	<ul style="list-style-type: none"> <li>• Give notification of intention to have a courageous conversation (the earlier the better)</li> <li>• Adhere to the KTCA requirements regarding consultation, especially when considering restructuring and/or possible redundancy</li> <li>• Focus on the issues</li> <li>• Provide employees with relevant factual information</li> <li>• Don't rely on assumptions</li> <li>• Respectful collaboration occurs</li> <li>• Board members know when to refer issues to the General Manager</li> <li>• Role model how to have courageous conversations</li> </ul>	
Board engagement - within the Board	<ul style="list-style-type: none"> <li>• Show respect for colleagues during &amp; after discussions</li> <li>• Show respect for decisions made &amp; stand united on decisions</li> <li>• Make decisions for the greater good of the Association</li> <li>• Have a Code of Conduct in place for Board members and adhere to it</li> <li>• President has responsibility for dealing with internal board issues</li> <li>• Conversations are had in a timely manner</li> <li>• Actively participate</li> <li>• Avoid surprises</li> <li>• Maintain confidentiality</li> <li>• Option to hold additional meetings is available, including In Committee meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Professional development for the Board</li> </ul>
Staff	<ul style="list-style-type: none"> <li>• Discussions occur in a timely manner</li> <li>• Choose suitable setting</li> <li>• Stick to the issues, details &amp; facts</li> <li>• Adopt an open minded approach &amp; be prepared to listen</li> <li>• Be well prepared &amp; stay on topic</li> <li>• Only involve those in the discussion who need to be involved</li> <li>• Seek appropriate support &amp; guidance from management, especially when addressing performance issues</li> <li>• Develop a range of possible strategies – discuss with a mentor or coach (eg Education Managers, General Manager)</li> <li>• Consider using a facilitator to support the meeting</li> <li>• Consider how an imbalance of power between the participants might impact the discussion or the outcome</li> <li>• Recognise that failure to have courageous conversations has undesirable consequences too</li> </ul>	

	<ul style="list-style-type: none"><li>• Maintain confidentiality</li><li>• Show respect</li><li>• Be honest</li></ul>	
PD	<ul style="list-style-type: none"><li>• Employees have access to PD and/or support when preparing to have courageous conversations</li></ul>	