

— A LEADERSHIP PLAYBOOK —

THE
S.E.C.U.R.E
LEADER

Difficult Conversations Playbook

*A Step-by-Step Leadership Guide for Saying What Needs to Be Said — Without
Damaging Trust, Weakening Standards, or Losing Control of the Conversation*

S • E • C • U • R • E

Table of Contents

Front Matter

Part 1 — Before the Conversation (S · E · C)

Part 2 — During the Conversation (U · R · E)

Part 3 — After the Conversation (If It Didn't Go Well)

Scenario Library

Quick-Reference Cheat Sheet

Appendix — Pre-Conversation Planner & Follow-Up Tracker

Why Most Leaders Get This Wrong

There are two ways leaders fail at difficult conversations, and most leaders default to one of them without realising it.

Failure Mode One: Avoidance

The issue gets noticed, then postponed. A missed deadline gets excused once, then twice. A tone in a meeting gets let go because “it wasn't that bad.” Each time you don't name it, the standard quietly moves. The team notices before you admit it to yourself — and the cost isn't just the original problem, it's the credibility of every standard you claim to hold.

Failure Mode Two: Blunt Force

The opposite failure: the issue finally gets addressed, but with more heat than precision. Frustration that built up over weeks comes out in one conversation. The message lands, but so does the damage — to trust, to the relationship, and often to the other person's willingness to be honest with you again.

Both failures come from the same root cause: the leader hasn't separated preparation from delivery. They either avoid the conversation because they haven't prepared for it, or they walk in underprepared and let emotion do the talking. This playbook exists to close that gap.

The Promise of This Playbook

This isn't a playbook about being nicer, and it isn't a playbook about being harder. It's a playbook about being clear.

Every tool here is built around one tension that most leadership advice refuses to hold at the same time: you can respect the person and still hold the standard. You can hear them out and still not move the line. You can be direct and still protect the relationship. S.E.C.U.R.E doesn't ask you to choose between trust and standards — it gives you a structure for holding both, in the same conversation, without flinching.

The core rule

Address the behaviour, never the identity. What they did is open for discussion. Who they are is not the subject of this conversation.

How to Use This Playbook

This playbook works two ways — as deep preparation before a high-stakes conversation, and as a fast reference in the moment. Use whichever the situation calls for.

- Have 30 minutes before a serious conversation? Work through Part 1 (S-E-C) in full using the worksheets — they'll sharpen exactly what you say and why.
- Walking into the conversation now? Open the Quick-Reference Cheat Sheet and run the six questions in your head on the way there.
- Not sure how to apply this to your specific situation? Check the Scenario Library first — find the closest match and adapt the script.
- Conversation already happened and it didn't go well? Go to “If It Didn't Go Well” and repair before the gap widens.

One instruction that applies throughout: don't skip S. Every chapter after it assumes you've settled your own posture first. Skipping straight to what you'll say, without settling how you'll say it, is the single most common reason these conversations go sideways.

PART ONE

Before the Conversation

S · E · C — Settle your posture, name the issue, and set the goal.

S — Settle Your Leadership Posture

Prepare yourself before you speak so emotion does not lead the conversation.

Why This Comes First

When you're carrying frustration, disappointment, or anxiety into a conversation, your nervous system is already primed for threat — not dialogue. That state pushes you toward one of two directions: you either soften the message to avoid conflict, or you deliver it with more force than the moment needs. Neither is a leadership choice. Both are the emotion driving the conversation instead of you.

Settling your posture isn't about suppressing what you feel. It's about metabolising it before you speak, so what comes out of your mouth is a decision, not a reaction.

The Self-Check: Reactive vs. Grounded

Signs You're Reactive	Signs You're Grounded
Rehearsing the confrontation in your head, replaying their fault	Clear on the specific issue, without needing to relive the anger
Physical tension — tight jaw, fast heartbeat, shallow breath	Steady breathing, relaxed shoulders, unhurried pace
Wanting them to feel as bad as you do	Wanting the issue resolved, whatever that requires
Planning to “win” the conversation	Planning to be clear and hear them out
Ready to talk the moment the feeling hits	Willing to wait an hour, or a day, if it improves the outcome

If more than two items on the left describe you right now, don't have the conversation yet. Settle first.

The Settling Ritual

A short, repeatable process to run before any high-stakes conversation. It takes under five minutes.

1. Name the emotion precisely. Not “I'm annoyed” — “I'm frustrated because this is the third time” or “I'm anxious because I don't know how they'll react.” Precision defuses intensity.
2. Separate the feeling from the fact. Write or say the actual, observable issue in one sentence, stripped of interpretation. You'll refine this further in the next chapter — for now, just get it out of your head.
3. Decide your composure standard. Ask: “How do I want to be in this room, regardless of how they respond?” Set that as your own bar, independent of their reaction.
4. Reset physically. Three slow breaths, a short walk, a glass of water — whatever moves you out of a physiological threat state before you walk in.
5. Ask one question: “Am I ready to hold the standard and the relationship at the same time?” If the honest answer is no, settle longer.

The Common Mistake

Most leaders spend their prep time rehearsing what they'll say and skip settling how they feel entirely. A perfectly worded opening line delivered from a reactive state still lands as an attack — tone carries more than words do. Settle first. The right words come more easily once you have.

E — Establish the Real Issue

Clarify the specific behaviour, pattern, impact, or expectation that needs to be addressed.

Why This Comes Second

Vague issues produce vague conversations — and vague conversations don't change behaviour. “Your attitude needs to improve” gives someone nothing to act on. “You interrupted three people in yesterday's meeting” gives them something concrete to own. The clearer you are about the real issue before you walk in, the less the conversation depends on your delivery to land.

Behaviour, Pattern, Impact — Know Which One You're Naming

Type	What It Is	Example
Behaviour	A single, specific, observable action	“You raised your voice in the client call.”
Pattern	The same behaviour repeated over time	“This is the third deadline missed in six weeks.”
Impact	What the behaviour or pattern actually caused	“The team had to redo the report overnight because of it.”

The strongest version of “establishing the issue” usually names all three: the specific behaviour, whether it's a pattern, and the impact it had. That combination is very hard to argue with, because none of it is opinion.

Worksheet: From Vague Frustration to Sayable Issue

Use this before any conversation where you're not yet sure exactly what you want to say.

What I Want to Say	What Actually Happened (Facts Only)	The Real Issue
“They never listen to feedback.”	“The last two times I gave feedback on formatting, the next report had the same errors.”	Feedback isn't being applied — need to check whether it's understanding or priority.
“They're always negative in meetings.”	“In the last two team meetings, they made dismissive comments about the project before others had finished speaking.”	Tone in meetings is undermining team morale and psychological safety.
“They don't respect my time.”	“They've arrived 10+ minutes late to our last three 1:1s without a message.”	A reliability and respect issue around scheduled commitments.

The Common Mistake

Leading with interpretation instead of fact — “you don’t care about quality” instead of “the last three reports had errors that reached the client.” Interpretation invites debate about your judgment. Facts invite a conversation about what happened. Always establish the issue in terms the other person cannot reasonably dispute.

C — Clarify the Conversation Goal

Decide what must be clear, agreed, or changed by the end of the conversation.

Why This Comes Third

A conversation without a defined goal tends to drift — either it fades into a vague “just wanted to flag this” that changes nothing, or it escalates because neither person knows what would count as resolution. Deciding your goal before you walk in doesn’t mean scripting the outcome. It means knowing what you need to be true when you leave the room, so you can steer toward it instead of just reacting to whatever comes up.

Three Types of Conversation Goals

Goal Type	When to Use It	What “Done” Looks Like
Clarity	They may not know there’s an issue, or how serious it is	They can accurately repeat back what the standard is and why it matters
Agreement	There’s a decision, boundary, or expectation that needs buy-in	Both people can state the same agreement in the same terms
Change	A specific behaviour needs to stop, start, or shift by a deadline	A concrete action, owner, and timeline exist by the end of the conversation

Naming which type of goal you’re aiming for changes how you’ll know if the conversation worked. A clarity conversation that ends in shared understanding has succeeded, even if no formal agreement was reached. A change conversation that ends only in shared understanding, with no concrete next step, has not.

Exercise: What Does Success Look Like When I Walk Away?

Answer these three questions in writing before the conversation:

6. What is the minimum outcome I need? (Not the ideal outcome — the floor below which the conversation has failed.)
7. What am I willing to be flexible on, and what is non-negotiable?
8. How will I know, in the room, that I’ve reached the goal — what will have been said or agreed?

Worked example

Issue: repeated late delivery on a project. Minimum outcome: a concrete commitment to the next deadline, with an earlier check-in point. Non-negotiable: deadlines can’t slip without notice. Flexible: the specific tools or process changes needed to get there — that’s their call to propose.

The Common Mistake

Walking in only knowing what you want to say, not what you need to leave with. Without a defined goal, it's easy to either over-talk past the point of resolution, or accept a vague "I'll try to do better" as if it were a plan. Decide the goal first — it will tell you when the conversation is actually finished.

PART TWO

During the Conversation

U · R · E — The three moves that happen live, in the room.

U — Understand Their Perspective Without Surrendering the Standard

Listen carefully, ask questions, understand context, and still hold accountability.

Why This Comes Fourth

By this point you're settled, the issue is named, and you know your goal. Now the conversation actually opens up to the other person — and this is where most leaders swing to one of two extremes. Some skip listening entirely and deliver the message as a verdict, which breeds resentment even when the message is fair. Others listen so hard for a justification that the standard quietly dissolves the moment a sympathetic reason appears. Neither is understanding. Real understanding means you fully take in their context — and it still doesn't move the line, unless the context genuinely changes what's fair to ask.

Questions That Open vs. Questions That Concede

Questions That Open (Use These)	Questions That Concede (Avoid These)
"Walk me through what happened from your side."	"Do you think this was really that big a deal?"
"What got in the way of hitting this?"	"Is it fair for me to even be raising this?"
"What would have made this easier to deliver on time?"	"Should I just let this one go?"
"Is there context I'm missing that changes how we should handle this?"	"Would you agree there's nothing really wrong here?"

The difference isn't tone — it's what the question is actually asking permission for. Opening questions gather information. Conceding questions quietly ask the other person to talk you out of the standard.

The Test: Does This Context Change the Standard, or Just Explain It?

Not every explanation deserves the same response. Run what you hear through this test before you decide how it changes the conversation.

What You Hear	Does It Change the Standard?	How to Respond
"I was juggling three other urgent priorities."	No — explains the pattern, doesn't excuse it	Acknowledge the pressure, hold the deadline, address the prioritisation issue separately
"I didn't actually know this was the expectation."	Possibly — if true, this is a clarity gap, not a standards gap	Reset the expectation clearly, then hold it going forward
"I was dealing with a family emergency that week."	Yes, for that instance — not for the pattern going forward	Show genuine flexibility for the one instance, restate the standard for next time

The Common Mistake

Treating "listening" and "lowering the bar" as the same act. They aren't. You can say, "I hear that, and I understand why it happened — and the standard still needs to be met going forward" in a single breath. Leaders

who skip this often either interrogate rather than listen, or listen so well they forget to come back to the point. Understand fully, then return to the standard every time.

R — Respond With Courage and Care

Say what needs to be said directly, respectfully, and without attacking identity.

Why This Is the Hinge of the Conversation

Everything before this chapter was preparation. This is the moment leaders avoid the whole conversation to skip — actually saying the hard thing, out loud, to the person's face. Courage without care sounds like an attack. Care without courage sounds like there's no real issue at all. The move is to hold both in the same sentence: name the standard plainly, and address the person with respect, in the same breath.

Delivering the Message: Three Registers

Not every issue calls for the same intensity. Match the register to the severity and the pattern — using more force than the moment requires burns trust for no reason; using less than it requires won't move anything.

Register	When to Use It	Example Line
Direct	First-time issue, low-to-medium severity	"I wanted to flag that the report was late — I need our deadlines to hold."
Warm-Direct	Ongoing relationship, medium severity, room for context	"I value the work you do here, and I need to be straight with you: this pattern has to change."
Firm	Repeated pattern, high severity, or a values breach	"This isn't a conversation about whether it happens again. It can't."

The One Rule That Holds Every Register Together

Behaviour, not identity
"This report had three errors" is about behaviour. "You're careless" is about identity. Say the first. Never say the second — even when it's true in the moment, it closes the door on change instead of inviting it.

When They React

This is the part most difficult-conversations advice skips — how to hold your ground once the other person responds emotionally. Prepare for these five, because one of them will happen.

If They...	What's Actually Happening	Do This
Cry	The message landed and they're processing it, not necessarily objecting to it	Pause. Give space. Don't retract the message to soothe the moment — you can be kind and still hold the line.
Get defensive	They're protecting their sense of competence or character	Restate the specific behaviour, not their character. Repeat the fact, not

If They...	What's Actually Happening	Do This
		the accusation, as many times as it takes.
Go silent	They're processing, disengaging, or waiting you out	Ask an open question, then wait. Resist the urge to fill the silence — the next words are usually theirs to say.
Push back or argue	They may have a genuine point, or may be testing whether the standard is negotiable	Acknowledge their point genuinely if it has merit, then calmly restate the non-negotiable. Don't argue the argument — restate the standard.
Get angry	Threat response — rarely about you personally, even when it's aimed at you	Lower your voice, not your standard. If respect breaks down, pause the conversation and name that you're pausing it, then resume later.

In every case, the response is a variation on the same move: stay steady, don't retract the standard, and don't escalate to match their intensity. Your composure is doing as much work as your words.

The Common Mistake

Hedging the message to soften the discomfort — “this might just be me, but maybe possibly the report was a bit late?” Hedged language doesn't feel kinder to the other person; it feels confusing, and it usually means the message has to be repeated later, harder. Say it once, plainly, with care in the delivery rather than in the wording.

E — Establish the Next Step

Confirm the action, responsibility, support, timeline, review point, and follow-up.

Why This Comes Last

A difficult conversation that ends in shared understanding but no concrete next step will need to happen again — often within weeks. This step is what converts “we talked about it” into “something will actually be different.” It's also usually the fastest part of the conversation, once R has landed, but skipping it is the most common reason good conversations don't produce real change.

The Five Elements of a Complete Next Step

Element	The Question It Answers
Action	What specifically will happen differently?
Responsibility	Who owns making it happen — named, not implied?
Support	What do they need from you or others to make this realistic?

Element	The Question It Answers
Timeline	By when, specifically — not “soon” or “going forward”?
Review Point	When will you both check whether it's working?

A next step is only complete when all five are answered out loud, in the room, by both people — not assumed by you afterward.

Template: The One-Line Accountability Recap

Say this, or something close to it, before the conversation ends — it forces every gap in the plan to surface while you're still in the room together.

Recap template

“So to be clear: you're going to [action], starting [timeline]. If you need [support], let me know. I'll check in on [review point] to see how it's going. Does that match what you understood?”

That last question matters as much as the recap itself. It surfaces any silent disagreement before it becomes a second missed commitment.

The Common Mistake

Ending the conversation on emotional resolution — a good, honest exchange — and treating that as the finish line. Emotional resolution is necessary but not sufficient. If you leave the room without a named action, owner, and date, the standard you just held in R will quietly erode again within a few weeks, and you'll be back where you started.

PART THREE

After the Conversation

Repair, re-engage, and try again — without abandoning the standard.

If It Didn't Go Well

Repair, re-engage, and try again — without abandoning the standard.

How to Tell It Didn't Land

- They've gone noticeably quieter or more guarded around you since the conversation.
- The behaviour hasn't shifted at all, or shifted for a few days and then reverted.
- You walked away uncertain what was actually agreed — which usually means they are too.
- The relationship feels cooler, and neither of you has addressed that directly.

Diagnose Before You Re-Engage

A second attempt that repeats the same mistake will do more damage than the first conversation did. Work out which of these actually happened before you go back in.

What Likely Went Wrong	The Signal	What to Do Differently Next Time
The message wasn't actually clear	They describe the issue differently than you meant it, or seem genuinely surprised it's still a problem	Go back to E (Establish the Real Issue) — restate it in one plain, factual sentence
No real next step was agreed	Nothing changed because nothing specific was ever confirmed	Go back to E (Establish the Next Step) — use the one-line recap this time
The standard got undermined mid-conversation	You softened the message when they reacted, or let a sympathetic explanation quietly excuse the pattern	Reaffirm the standard directly — don't apologise for having one
The delivery damaged trust, even if the message was fair	They've become guarded, defensive, or distant since — more than the issue itself would explain	Lead the repair conversation with the relationship, then return to the standard

The Repair Conversation

A short, separate conversation — not a re-run of the original one. The goal here is to reopen trust, not to relitigate the issue.

9. Name what you noticed, without blame: "I've noticed things have felt a bit off between us since we talked last week."
10. Own your part specifically, if there is one — tone, timing, or how something landed. Don't apologise for the standard itself if it was fair.
11. Ask directly: "How did that conversation land for you?" Then listen without defending.
12. Reaffirm the relationship and the standard in the same breath: "I still need this to change, and I also want us to be able to talk straight with each other."
13. Re-confirm the next step from E, if it's gone unclear or unaddressed since.

Say this

"I want to come back to how our last conversation went. I think I could have handled [specific thing] better, and I want to make sure we're still clear on where things stand."

When to Escalate Instead of Repairing Yourself

Not every situation is yours to resolve alone. Involve HR, your own manager, or another appropriate party if:

- The values breach or behaviour repeats after a clear, documented conversation.
- There's a safety, harassment, or conduct concern beyond a standard performance issue.
- You notice your own objectivity has been compromised by how personal the situation has become.

The Common Mistake

Either avoiding the repair conversation because the first one was already uncomfortable, or over-apologising to the point of retracting a standard that was fair to hold. Repair the relationship and the delivery. Don't repair by surrendering the standard — that trades a short-term relief for a longer-term credibility problem.

REFERENCE

Scenario Library

S.E.C.U.R.E applied to seven real leadership situations.

Scenario Library

S.E.C.U.R.E applied to seven real leadership situations. Adapt the scripts to your own voice — the structure is what matters.

1. Performance Issues

A team member's output has dropped below the standard — quality, accuracy, or consistency has slipped and it's starting to affect the team.

- S — Check whether frustration or disappointment is driving you — separate the pattern from any one bad day.
- E — Name the specific gap: which deliverable, which standard, which repeated instance — not “your work hasn't been great.”
- C — Decide: are you aiming for a clear warning, a shared improvement plan, or simply naming the pattern for now?
- U — Ask what's been going on — workload, unclear expectations, personal circumstances — without lowering the bar because of the answer.
- R — State the standard and the gap plainly, then pause and let it land.

Say this: *"The last three reports have had errors that reached the client. That's below the standard we hold here, and I need it to change."*

- E — Agree the specific fix, the timeframe, and when you'll check back in together.
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2. Missed Deadlines

A reliable pattern of late delivery is starting to affect other people's ability to plan and deliver their own work.

- S — Notice if you're bringing irritation from the third missed deadline into a conversation about the first.
- E — Cite the pattern with dates: this is the third deadline missed in six weeks, not a vague sense of unreliability.
- C — Decide whether you need a changed process, a changed commitment, or an honest capacity conversation.
- U — Ask what's actually driving the lateness — is it overcommitment, unclear priorities, or something else — before assuming it's effort.
- R — Name the impact on others, not just the missed date.

Say this: *"When the deadline slips without a heads-up, it pushes the whole team's timeline. I need to be able to count on the date we agree."*

- E — Set a concrete next deadline and an earlier check-in point so there are no more silent slips.
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3. Peer Conflict

Two team members are in ongoing tension that's starting to affect the wider team's morale or output.

- S — Settle your own posture as a neutral party — this isn't about picking a side.

- E — Establish the specific friction point each person would name, not the team gossip version of the story.
- C — Decide the goal is a workable working relationship, not necessarily a full resolution or an apology.
- U — Hear both perspectives fully and separately before forming a view — and hold the standard that disrespect isn't acceptable regardless of who's "right."
- R — Name the behaviour that has to stop, to both people, without assigning blame for who started it.

Say this: *"However this started, talking over each other in meetings has to stop. I need you both to find a way to work together respectfully."*

- E — Agree one specific behavioural change from each side and a date to revisit how it's going.

4. Disrespect or Tone in Meetings

Someone's tone toward you or others in meetings — sarcasm, interrupting, dismissiveness — has crossed a line.

- S — Get grounded before addressing it publicly — reacting in the moment rarely lands well; a private follow-up usually does.
- E — Name the specific moment and words, not a general feeling of disrespect.
- C — Decide: is the goal a boundary being set once, or a pattern that needs to end?
- U — Ask if something is going on that's driving the tone — without letting the explanation excuse the behaviour going forward.
- R — Separate the behaviour from their character, and be specific about what has to change.

Say this: *"In yesterday's meeting, the comment about my update landed as dismissive in front of the team. I need our disagreements to stay respectful, even when they're direct."*

- E — Agree what respectful disagreement looks like going forward, and how you'll both flag it if it slips again.

5. Saying No to a Senior Request

A more senior leader has asked for something — a timeline, a resource, a decision — that you believe is the wrong call.

- S — Settle any instinct to simply comply to avoid discomfort — clarity here protects the business, not just you.
- E — Establish exactly what's being asked and why it's a problem: the specific risk, cost, or conflict it creates.
- C — Decide what you actually need from this conversation: a changed request, a documented risk, or a different timeline.
- U — Understand the pressure they're under and the reasons behind the ask — it may reveal a better alternative.
- R — Say no to the request while staying aligned to the shared goal.

Say this: *"I can't commit to that timeline without cutting corners that would affect quality. What I can do is deliver X by this date, or Y sooner if we adjust scope."*

- E — Leave with a documented alternative and a shared understanding of what happens next.

6. Delivering Bad News

You need to tell someone about a role change, a cancelled project, a missed promotion, or a restructuring decision that affects them directly.

- S — Prepare so you can deliver the news steadily, without over-apologising or rushing through it to escape your own discomfort.
- E — Be precise about what has actually changed and why — not vague reassurance layered over hard news.
- C — Decide what the person needs to leave with: clarity, next steps, or simply the truth delivered with dignity.
- U — Make space for their reaction and questions before moving to solutions.
- R — Lead with the news itself, not a long preamble that makes them brace for something worse.

Say this: *"I want to tell you directly: the role isn't moving ahead this quarter. I know that's disappointing, and I want to talk through what happens from here."*

- E — Be clear on what support, timeline, or next opportunity is available and when you'll follow up.
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7. Addressing a Values Breach

Someone has acted in a way that breaches a core value or standard of integrity — not just a performance gap, but a trust issue.

- S — Regulate any instinct toward moral outrage; this conversation needs precision more than intensity.
- E — State the specific action and which standard or value it breached, with facts rather than assumptions about intent.
- C — Decide the non-negotiable outcome: this cannot happen again, and there may be a consequence to name.
- U — Hear their account fully — context can matter for what happens next, even when the standard itself doesn't move.
- R — Be unambiguous that the standard is not up for negotiation, while addressing the action and not the person's worth.

Say this: *"What happened breaches a standard that matters here, regardless of the reason. I need to be direct that this can't happen again."*

- E — Confirm what happens next concretely, including any consequence, and how trust will be rebuilt and reviewed.
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REFERENCE

Quick-Reference Cheat Sheet

Pull this out before any hard conversation.

Quick-Reference Cheat Sheet

Pull this out before any hard conversation. Six letters. Six moves.

Letter	Pillar	In the Moment, Do This	Ask Yourself
S	Settle Your Leadership Posture	Get grounded before you speak — don't let emotion lead.	<i>Am I reacting right now, or leading?</i>
E	Establish the Real Issue	Name the specific behaviour, pattern, or impact — not the vibe.	<i>What exactly happened, separate from how I feel about it?</i>
C	Clarify the Conversation Goal	Decide what must be clear, agreed, or changed by the end.	<i>What does success look like when I leave this room?</i>
U	Understand Their Perspective — Without Surrendering the Standard	Listen fully and ask questions. Hold the line anyway.	<i>What don't I know yet — and does it actually change the standard?</i>
R	Respond With Courage and Care	Say it directly and respectfully. Address behaviour, not identity.	<i>Am I being honest and kind in the same sentence?</i>
E	Establish the Next Step	Confirm the action, owner, timeline, and follow-up point.	<i>Who does what, by when, and how do we check in?</i>

When They React

If They...	Do This
They cry	Pause. Give space. Don't retract the message to soothe the moment.
They get defensive	Restate the specific behaviour, not their character. Repeat the fact, not the accusation.
They go silent	Ask an open question, then wait. Resist the urge to fill the silence for them.
They push back / argue	Acknowledge their point genuinely, then restate the non-negotiable calmly.
They get angry	Lower your voice, not your standard. Pause the conversation if safety or respect breaks down.

APPENDIX

Planner & Follow-Up Tracker

Prepare with intention. Follow up without fail.

Appendix

Pre-Conversation Planner

Fill this in before any high-stakes conversation. Keep it to one page — the point is clarity, not a script to read from.

Who is this conversation with? _____

When will it happen? _____

S — Am I settled? What am I feeling, and what's my composure standard for this room?

E — What is the real issue? (Behaviour / Pattern / Impact, facts only)

C — What's my goal? What must be clear, agreed, or changed by the end?

U — What might I be missing? What context could change — or not change — the standard?

R — What's the one sentence that says it plainly?

E — What next step will I propose if they agree?

Post-Conversation Follow-Up Tracker

Log every difficult conversation here so agreed actions don't quietly disappear. Review it before your next 1:1 with the same person.

Person / Date	Issue	Agreed Action	Owner	Review Date	Status

[illegible]