

Tips for creating a workplace where we can all have meaningful constructive challenge



Have a safe place for discussion - for people to be able to openly, confidentially and respectfully share and test-out their thoughts and ideas.



Where you disagree, disagree well - take the time to make sure your input is appropriate, considered, evidence based and informed.



Focus on the issues, not the personalities - strip the discussion back to the core problem(s) - i.e. the 'what', 'why', 'where' and 'how', rather than the 'who'.



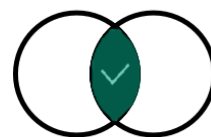
Acknowledge others' opinions - Appreciate that a diverse workplace welcomes diversity of thought. Actively listen and make sure people are clear that you know their thoughts, and opinions, and how they feel.



Think before replying - digest what you've heard. Take notes where you can, and read back what the person's said to help clarify the core issues and identify any misunderstanding.



Work toward a mutually accepted resolution - it's not about winning a battle, it's about resolving the issues - and this might need to be achieved issue-by-issue over a period of time.



Look for common ground - find the positives and areas where you mutually agree, use these as anchors in your resolution and build from them.



Next steps are important - especially if you've not reached resolution. Take time to think and reflect - but be clear on what's needed, by when - and how you'll know that you've made some progress.