

USE THIS BEFORE A DIFFICULT CONVERSATION — CHAPTER 6

The C.S.B.I.A. Framework

DECISION Worksheet v1.0

Clarify · Situation · Behaviour · Impact · Agree. Most leaders walk into difficult conversations carrying a conclusion. Great leaders walk in carrying a question.

PERSON / CONVERSATION

DATE

 Tap or click to type

The reason leaders skip Clarify: they've already decided what happened. Resist that. Name the topic, then ask for their perspective before sharing yours. You might discover context you didn't have — or confirm what you suspected, but now they know they were heard first.

C

CLARIFY — NAME THE TOPIC. THEN ASK.

"I want to talk about [the situation]. Before I share what I've observed, can you walk me through it from your perspective?"

S

SITUATION — WHEN AND WHERE DID IT HAPPEN?

Identify the specific moment or context. Avoid vague phrases like "always," "recently," or "your attitude."

B

BEHAVIOUR — WHAT SPECIFICALLY HAPPENED?

The observable action or inaction — not their character. Observations can be discussed. Judgments create defensiveness.

I

IMPACT — WHY DOES IT MATTER?

On the person, team, customer, results or wider business. People change behaviour when they understand real consequences.

A

AGREE — WHAT HAPPENS NEXT, WHO OWNS IT, AND BY WHEN?

Specific actions. Clear timelines. Shared ownership. Good intentions without timelines are just wishes.

REMEMBER

The conversation you're avoiding is usually the one you need to have. Walk in trying to solve a problem, not prove a point.