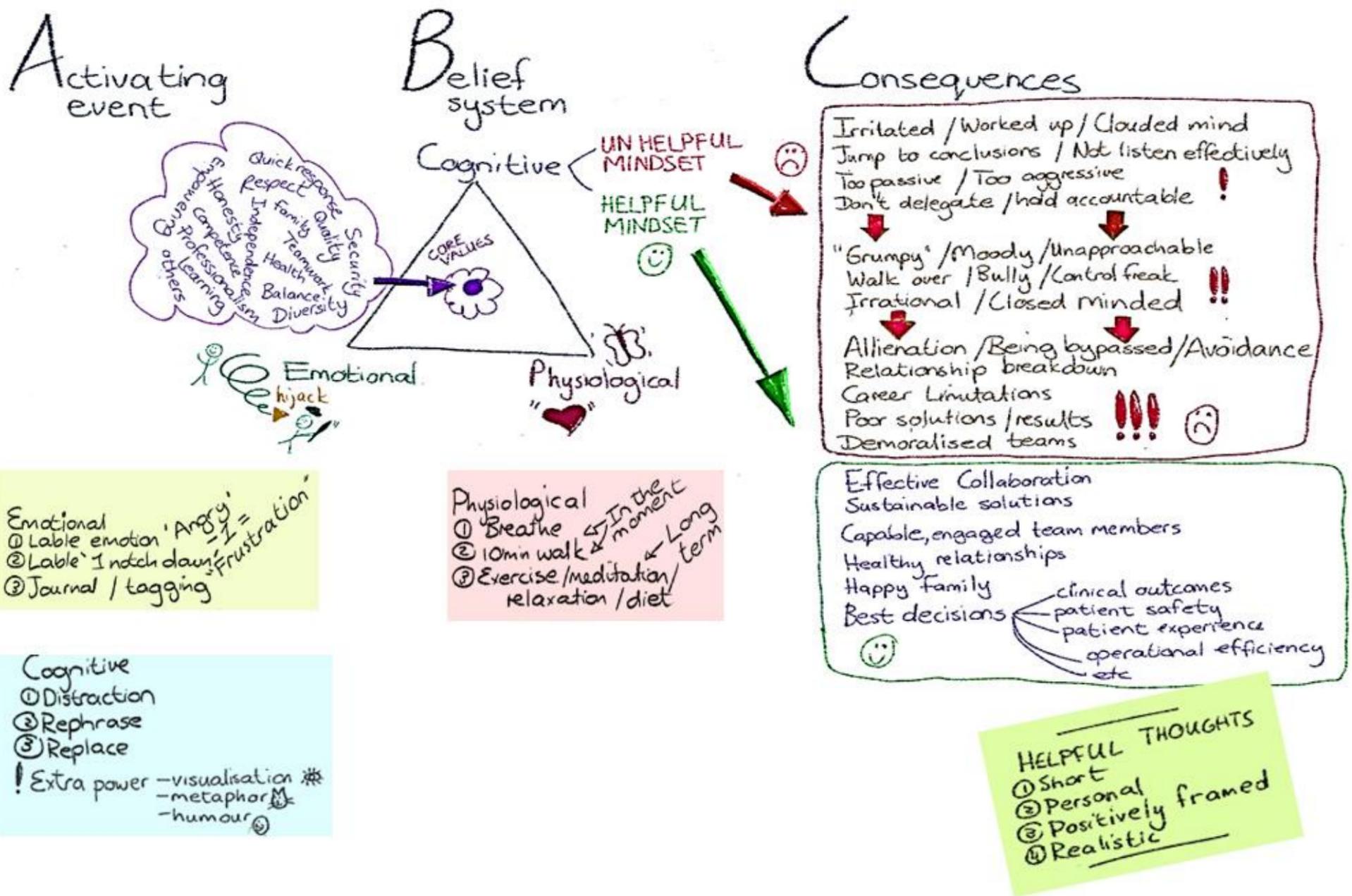


RATIONAL EMOTIVE BEHAVIOUR MODEL – ALBERT ELLIS



CIRCLE STEPS

**C**heck your thoughts and body language



**I**nvestigate



**R**eflect



**C**hoose



**L**ook for solutions



**E**xecute

QUESTION FUNNEL

- BROAD** questions – help to get the 'big picture' understanding of the situation and opens discussion.
  - What happened?
  - What was the outcome?
- SPECIFIC CLOSED** questions check details or confirm understanding.
  - Is this resolved yet?
  - What time did this happen?
  - By this stage had you examined the patient?
- ACTIVATOR** questions help you understand what helped to cause the situation AND helps you get the other person to become more aware of their environment and what could prevent future situations.
  - What happened before the patient fell?
  - What contributed to this situation?
- CONSEQUENCE** questions help you understand what happened / may still happen AND identify the consequences of their actions.
  - What has been the impact of this (on others, patient, family, team, hospital, etc.)
  - What else could still happen?
- PERSONAL RESPONSIBILITY / ACTION PLAN** questions ensure there is a clear action plan that they have thought through in detail and consider all constraints.
  - What would you suggest happens now?
  - How would you like to fix this situation?
  - What do you need to be able to do this?
  - What may prevent you from achieving this?
  - How are you going to keep me informed of progress?
- ACCOUNTABILITY AND LEARNING** questions
  - What can you do differently in the future?
  - What will be the consequences if this happens again?
  - What have you learnt?
- SUPPORT** questions. Offer help only at end, if appropriate, and you can help.
  - What further support or help do you need?





# DIAMOND MODEL OF BEHAVIOUR

Sincere. Honest. Kind, empathetic and **ASSERTIVE** at the same time.  
 Uses **QUESTIONS EFFECTIVELY** to fully UNDERSTAND entire picture before deciding. **LISTENS** far more than talks. Creates safe space for others to put forward their ideas and learn. Invests time in relationships. **Lead with a coaching style**. Consistent. Fair. **Leader**  
 Focused on results and people. Looks for underlying issues and sustainable solutions.  
 Remains accountable without taking back responsibility away from others. Holds others accountable. **Deeply respects others** - Lets them experience the natural consequences of their actions. **NEED: SUSTAINABLE RESULTS THROUGH ENGAGING OTHERS**

More firm. Stretches people to take responsibility. More decisive and instructive but without undermining others ← range → more nurturing and consultative. Provides more support to those who genuinely need it (e.g. new).

BL: Approachable and confident. Open and focused on the speaker. No barriers.

Mindset: "Let me first understand before deciding", "They are smart and can figure it out", "I choose to lead others and to help them to do their work", "feedback is an important part of learning".

Listening: Is a strength. Looks out for facts, feelings and possibilities. Positives and negatives. Uncovers and challenges assumptions.

Feedback: Balanced and realistic. As needed. Clear and direct focused on behaviour.

L-term consequence: Multiplies talent, teamwork, thinking and engaged workforce. Learning culture. Results. Sustainability. Appreciation of diversity

Deep respect for the rights & dignity of others  
 Concern for others well being  
 Accepts they will not always be liked

## ENGAGING

Strong desire to please & be liked  
 Need lots of praise  
 Interested in others

Nice and helpful behaviour. Too friendly. Highly agreeable "Yes man" - can't say no easily. Indirect communication. Natters on-and-on - long winded. Focuses on relationships over tasks - lots of chatting / gossip. Lacks direction. No action plan. Very lenient on self and others. Delegates in a non-specific way. Takes back. **Rescuer** Over sympathises with others.

Mind-reads vs checks facts. Says what you they think you want to hear. **Unassertive. Avoids difficult conversations. PASSIVE-AGGRESSIVE**

Genuinely nice and helpful ← range → Manipulative. Uses and discards people. **Avoids hard truths** Rose tinted glasses. Focuses on positives and excludes reality.

NEED: APPROVAL / TO BE LIKED

BL: Very gushy. Over-the-top "nice" / best buddy gestures. Sickly sweet voice. Little girl/boy insecure gestures.

Mindset: "They must like me", "Conflict is terrible" "I must never disagree or say no", "I'm sure things are far worse for them than me", "My needs aren't important"

Listening: Poor. Listens for positives. Interrupts with chatter.

Feedback: Overdoes positive feedback. Very uncomfortable receiving criticism. Vague / indirect when giving criticism.

L-term consequence: Happy sinking ship. Positive climate - no results. Culture superficially nice but truth hidden. Company loses money. Reputation for 'over-promising and under-delivering. Lot of politicking and power-play in the background.

Give in for the sake of relationships & need to be liked  
 Let others control to gain acceptance

## REACTIVE

Self protective  
 Nothing too difficult / new



Us-centered  
 Considers own and other's needs  
 Win-win  
 Synergy and results

## DRIVEN

Results-focused  
 Proactive

Self-centred - focus on own needs  
 Control to get what they want. Micromanages.

Axe-wielding tyrant ← range → Telling nicely.

Dictator "my way or the highway" Achieve goal at any cost

**Bully** Accusing. Threatening. Fear based management. Naming, blaming and shaming. "you stupid..." Antagonistic. Cuts others off, patronizes. **AGGRESSIVE** Forces opinion.

NEED: TO BE RIGHT - POWER

BL: Puffed up, attacking, glaring down, pointing, pacing, sharp / harsh gestures, physical expression of dislike towards others.

Mindset: "They can't do it as well as I can", "To get things done I have to fully control / do everything", "They are stupid"

Listening: Poor. Listens for what/who to blame and negative detail (often out of context). Many assumptions. Twists facts to suit.

Feedback: Lots of negative feedback. Attacks the person not the problem. Very critical. Very uncomfortable giving and receiving positive feedback.

L-term consequence: Achieves S-term goals at expense of teamwork / people / morale / sustainability.

Undermines others ability to fully contribute / learn.

Culture: Lack of accountability due to fear. Blaming.

**B4**  
**B1** **B3**  
**B2**

Low energy and low initiative.

**PASSIVE** Withdraws. Disengaged. Negative.

**Complains** a lot but does nothing to fix problem.

Focuses on what might go wrong & excludes possibilities.

A little sulky ← range → Disruptive doesn't care attitude.

Talks to others about problems - seldom addresses directly.

Needs to be instructed. Gives up easily. Have to follow up with them.

Avoids responsibility by playing helpless / gives a excuses why they can't or didn't.

NEED: PERSONAL SECURITY / STAY IN COMFORT ZONE Plays the **Victim**

BL: Low energy. Slumped. Protecting core. Avoids eye contact. Sighs a lot. Dull, sad eyes.

Mindset: "What's the point?", "I'll never be able to do it anyway", "They don't care about me", "Everything always goes wrong", "Life's too hard", "People like me always get the raw deals".

Listening: Poor. Listens for negatives and things they can use as excuses. Often reads negative intentions where there are none.

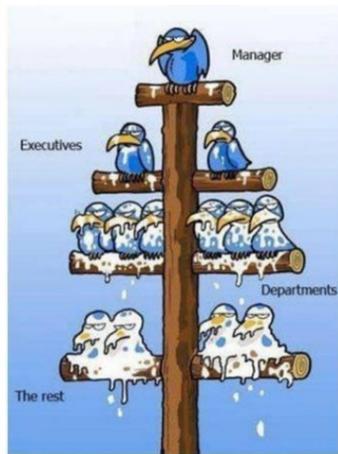
Feedback: Gives very little / no real feedback. Sulky response to criticism. Threatens legal action.

L-term consequence: Innovation and improvement stifled. Talent leaves. Dead-wood stays. Culture that is negative and unresponsive to change. Lack of accountability due to fear. Blaming culture.

Obvious & direct undermining  
 Others worthless

## UNDERMINING

Behind the scenes sabotage  
 Unco-operative



## GIVING FEEDBACK CONSTRUCTIVELY

Check your thoughts and body language

"I feel .....(describe your feeling)

when you .....(describe their behaviour - be specific)

because .....(describe the impact / result of their behaviour)

For negative feedback add a practical request /solution: *May I suggest..."*



**Negative:** I feel disappointed that you shouted at a nurse in front of the patient because it damages the patient's confidence in our care and humiliates and demoralizes the nurse. Can we agree on a more constructive way of addressing your frustrations?

**Positive:** I feel very grateful for your diligence when it comes to completing the patient documentation with care. It really helps my analysis. Thanks!

## HOW TO REFLECT WITH EMPATHY

Check your thoughts and body language

1. LISTEN to what the person is saying and note their body language.

2. ASK YOURSELF how would you have felt.

3. REFLECT emotion word back to them, OR ASK how they are feeling / felt.

**Note: Always pose as a question using voice tone, and words.**

Are you feeling \_\_\_\_\_? You must have felt \_\_\_\_\_?

E.g. 1) Someone is agitated, speaking fast or unable to stand still "You seem to be a bit stressed / anxious?", "Something seems to be on your mind"

E.g. 2) Very excited or happy person "Things seem to be going well for you...?"