

How to debrief a leader with a defensive LSI 2



CULTURE BITES WITH DOMINIC GOURLEY AND LIANA SANGSTER

Some Accredited Practitioners have concerns debriefing a leader when their profile is high in defensive styles. How can you make sure that the experience is valuable and that no-one gets frustrated with the feedback?

MINDSET OF THE COACH

Be mindful as a coach. Even if you have apprehensions, what's the constructive approach to the issue? It can be uncomfortable, but you are doing it from a place of support and to genuinely help them.

ENCOURAGE LEADER TO BE OPEN TO FEEDBACK

Encourage the person to be open to feedback, , Remind them it's confidential. It is a snapshot in time and how they are currently operating. The data is used for development purposes. Knowledge is power!

TALK FIRST, ASK QUESTIONS (BEFORE REVEALING CIRCUMPLEX)

Try to build a rapport and ask some questions:

- „What's valuable to you in this experience of getting feedback?
- „What's your experience in the team?“
- „What are your work relationships like? „
- „How often do you come together as a team? „
- „How do you communicate? „
- „What do people see you do?“

Maybe they are not happy with the relationships, their organization, the level of stress.....?

It is also a good idea to go to the „satisfaction“ on the outcome items at the back of the report, e.g. „satisfaction with relationships with co-workers.“

So before you have even looked at the circumplex, you've got a lot of story context already. The feedback will then not be such a surprise for the leader.

DRAW CIRCUMPLEX

It is a good idea to draw the circumflex and color it in. This slows people down to reflect as they go. They do not get too much information at once.

Would you like to know more about this subject? You can listen to the podcast, with the full length interview, here [Culture Bites](#). Please [contact us](#) if you have any questions.