

Managing Conflict @ JRE

Needs Improvement	Meets Expectations	Exceeds Expectations
(1) Confronts behavior that creates a destructive/toxic environment.		
Takes insufficient actions (ignores) unproductive behavior (including their own).	Redirects unproductive behaviors towards positive discussion and resolution.	Anticipates potential conflict and provides guidance on how to handle situations successfully.
(2) Delivers difficult messages timely & directly.		
Softens or ‘talks around’ difficult messages or feedback, downplaying or avoiding problems that need to be addressed.	Conveys difficult feedback in a timely & direct manner – leveraging the Situation-Behavior-Impact-Recommendation (SBI+R) framework	Coaches and mentors, others to leverage SBI+R in providing feedback to their colleagues.
(3) Fosters an environment where different views are welcomed.		
Avoids unpopular issues / decisions; may postpone action, avoid the situation	When faced with unpopular topics, will make tough decisions for the good of JRE.	Facilitates discussion on unpopular topics to achieve the best outcome for JRE; will show conviction and maintain a strong stand.