

Direct

Ways of strengthening this voice:

1. Ask yourself what rules, requirements, standards or expectations your role makes you responsible for enforcing. Make sure you can be explicit about those standards and expectations.
2. Actively look for occasions of non-compliance with standards, procedures, requirements or expectations. Use every occasion as an opportunity to remind those concerned about why these expectations are important and must be met.
3. Reflect on why you may feel personally or inter-personally uncomfortable about using a directive voice. Use of this voice is less likely to bruise a working relationship, if you frame what you have to say in terms of the accountabilities of your role: *'It's part of my role to ensure that...'*
4. Be prompt and clear with people about what behaviours, actions or levels of performance are *not* acceptable. *'The company will not tolerate...'*
5. Think of the direct voice as a firm form of guiding, of setting boundaries, and developing individuals and, through them, organisational performance. Ask the person on the receiving end of your direction to summarise their understanding of what you have said. This makes them a participant and not just an object in this type of conversation, as well as allowing you to check that your message has been received.