**ER Webinar-Navigating Conflict and Difficult Conversations-20250625\_004718-Meeting Recording**

June 25, 2025, 12:01AM

45m 56s

 **Lisa Fraser** 0:05  
Good morning, everybody.  
Just want to firstly check that everybody can hear me.  
My name is Lisa Fraser, general manager at Qta.  
Just like to welcome you here, to our Employment relations webinar this morning.  
Morning. We've got Kelly Hallett here from Harrison's.  
Kelly is an hour and WHS management professional and has worked in many leadership and operational roles in a lot of different industries.  
So welcome to Kelly.  
We've also got Jim Challis online.  
Who is our employment relations manager?  
So Jim is the one that you would be you deal with when you've got any of your people hrir issues?  
So welcome to Jim.  
I don't know if he's going to show his face, but maybe he would.  
So this morning's webinar, it's going to be recorded.  
Just letting everybody know a copy of the webinar will be sent out at the end of the session will deliver some content for about 40 minutes and then we'll have some questions as well.  
But if you do have questions, you can use the Q&A function on the webinar as well.  
So I'll hand over to Kelly to introduce the topic and get started.

 **Kelly Hallatt (Watson)** 1:29  
Awesome. Thanks, Lisa, and thanks everyone for making the time to dial in this morning.

 **Lisa Fraser** 1:29  
Thanks Kelly.

 **Kelly Hallatt (Watson)** 1:35  
This morning's topic is dealing with difficult conversations, which all of us come across at various stages throughout our lives, but particularly in relation to the workplace.  
So what are difficult conversations?  
Because that means something different.  
For different people, so typically this is.

 **Nicolle Charlesworth** 2:00  
I guess in the stock.  
Market.  
When is it time to make an examination?

 **Kelly Hallatt (Watson)** 2:05  
Topics that you don't want to talk about.  
So this may be in a family setting.

 **Nicolle Charlesworth** 2:10  
And safely. When I go to.

 **Kelly Hallatt (Watson)** 2:14  
Not talking about politics, for example, which is a personal one for me.  
Situations where you're just not sure what is the right thing to say.  
Situations where there may be conflicting.  
Opinions and circumstances where the outcome is in certain uncertain. We typically don't like that feeling of uncertainty and can tend to avoid it.  
Discussions which make you feel uncomfortable, and if you're worried about a negative reaction.  
So as a manager, as a leader in the workplace, there will certainly be times where you are faced with needing to have a difficult conversation and how that translates.  
To the workplace is that it may be to address poor performance or behaviour from an employee dealing with complaints and grievances, giving bad news if you're terminating employment, or even just advising unsuccessful job applicants addressing conflict between other people in the organization or between yourself and someone else.  
And communicating tough business decisions as they.  
Arise.

 **Glen Williamson** 3:25  
S.

 **Kelly Hallatt (Watson)** 3:25  
And.  
It's not uncommon for people to avoid having these difficult conversations, because of course they make us feel uncomfortable, and we're concerned that they may make the other person feel uncomfortable as well.  
So here are some of the excuses that we like to come up with to make us ourselves feel better about why we might not end up having the difficult conversation.  
Unfortunately, in my experience, most workplace problems won't go away by themselves.  
In fact, avoiding a difficult conversation can prolong an issue so that it drags out for longer than it would have otherwise, or in some circumstances exacerbate the issue.  
I can give the impression that there is no problem which would deny the employee a chance to improve and would send a message to other employees who are witnessing and observing if it's poor behaviour or poor performance.  
That's not a problem in this organization.  
That's something that's tolerated and that's something that's OK. So it can damage the productivity and efficiency of the business, reduce staff engagement, it can reduce the team's confidence that they have in your ability and willingness to manage. And it can lead to lower morale amongst team members.  
And in some instances it can lead to higher absenteeism and employee turnover if.  
There are serious.  
Difficult conversations that continue to be avoided over time.  
So it's really essential as leaders that we have the skills, knowledge and confidence to identify and manage problems at work early on before they escalate so that we can feel really empowered and confident going into these conversations, which will in turn help the other person.  
To feel more comfortable or as comfortable as they can.  
In that setting as well.  
The point of view that you choose to adopt before the conversation can significantly influence the outcome of the conversation.  
So, are you going into the conversation thinking that all of my team are wonderful?  
They're good people and they're highly capable.  
The future can be better than things are at the moment and and I have the power to make that happen.  
Everyone has strengths.  
So if they're underperforming, we just need to understand.  
Why that's happening and what strengths we can play to? Or are you going in thinking everyone's earning it for themselves?  
There's no point talking to them because they're never going to change. Nothing's going to change.  
So why even bother putting either of us in that difficult conversation?  
The limiting beliefs can stop you from having the conversation in the first place.  
But they can also impact.  
Your language, your body language, and the the language that you use during the conversation, which can impact the outcome at the end.  
So there's seven steps of preparation, are really useful.  
To build our confidence, our capability and most importantly, our confidence in having difficult conversations.  
Difficult conversations.  
Like anything, the more we do it, the more comfortable we feel with it.  
So I'm going to run through each of these steps.  
In greater detail next so I won't read them all.  
Out now, but these are high level.  
They're seven steps of preparation when we're leading into a difficult conversation.  
So the first thing that we need to have a little think about before we start anything is what do I want to achieve by having this conversation.  
Because if that is just, I'm feeling really frustrated and so I feel like I need to communicate that to the person. That's not a good goal for the conversation.  
What's important to you?  
What are you hoping to get out of it?  
What's the outcome you're looking for? And is that really stick? Is that reasonable?  
By setting that intention, we're less likely then to avoid the conversation because we now have the carrot dangling in front of us of of what is possible. What we can achieve if we go through this process.  
The next step is to check your facts and gather your information.  
So that might be checking relevant policies or contracts or emails.  
Do you have any facts of the situation or is it purely hearsay and assumptions and it's important where possible not to generalize because it's not really fair for the other person if.  
You can't be specific about the things that you'd like.  
To raise with them.  
And the third step is to have a little think about their point of view.  
So you want to participate in the conversation with an open mind and be curious and genuinely seek to understand the other person's perspective.  
That may be their version of what happened.  
It might be completely different to what you've been told, or the way that you understand it.  
Their rationale?  
Because everyone has different contexts.  
And backgrounds and lenses going into things and their values, beliefs and assumptions. If we have a little think about this before the conversation when we've got a clear head and we're not in the thick of it, it can be easier for us to be empathetic and approach the.  
Conversation with that emotional intelligence of.  
Being open to where they're coming from.  
Sorry.  
Step 4 is to consider whether you need support.  
So that might be a third party perspective.  
To just sort of shoot the breeze with them ahead of the meeting.  
If it's a serious matter, you may want to engage another manager within the business or HR or ER.  
You may want them present in the meeting to take notes.  
Have a think about the impact of that, but sometimes just chatting it through with someone else ahead of the meeting can help you to feel more grounded leading into it.  
So 80% of what is conveyed to others is through things other than the actual words.  
You say so. For example body language and giving real consideration to what the best medium is for any communication, particularly when it is a tough conversation.  
We might like to send an e-mail instead because we can get all of our thoughts down and put them into the e-mail and then send it off.  
But that's not necessarily the most effective way to achieve the outcome that you've set out to achieve. Face to face is not always possible, but where it is possible and appropriate face to face is best because it improves that human element.  
And sometimes it's appropriate to flag with someone that you want to talk to them.  
So that they don't feel hijacked and they've been able to give the topic some prior thought, particularly with formal matters.  
Formal disciplinary processes and investigations that's required, but even in general, sometimes it can.  
It can help to give a heads up first.  
But also to have a little think about where's the best location and when's the best time.  
So dropping a bombshell on someone just before they're going into.  
A client meeting probably isn't the best.  
Or raising a problem with the whole group when it's actually only one or two people causing the concern is not the best setting.  
And.  
You might have.  
I've worked for a previous organization with the boardroom was referred to as the fishbowl because it was in the centre of the main floor of the building with all clear windows and no frosting. So.  
We sort of knew not to have any difficult conversations in there because it's not private or appropriate for the person on the receiving end of that.  
And make sure it's a time where you can be present.  
And not distracted so that you can give that person the time and the attention that the conversation deserves.  
Prepare what you're going to say so you don't have to go overboard here, because at the end of the day, as much as we speculate and it is good to have a little think about the potential ways that things could go, we're not going to know how the.  
Person or the people are going to respond until it actually happens.  
So there isn't that much value in spending lots and lots of time on that.  
But you do want to go in feeling prepared.  
It so that you're less likely to get knocked off course.  
So we've already touched on what's the purpose of the conversation.  
What do I want to get out of it?  
How have I contributed to the situation?  
And that's not that.  
So we can go in, raise the issue and then list off a big list of reasons or excuses for the person like, oh, I know you've been really busy and I didn't respond to your e-mail last week.

 **Mandy Althaus** 14:27  
Where's Star Trek, Brisbane?  
Star Trek I can't find Star Trek.  
Zara.

 **Kelly Hallatt (Watson)** 14:32  
I can hear Mandy.  
I think it is.  
That's good.  
So that it's it's not so that we can do that because ultimately we may be putting things in the person's head that aren't real or that they haven't thought of.  
It's more so that we can.  
Go through a process of reflection and we can be open so that if in that conversation the person brings some of these things up about how you may have contributed to the situation, you're not feeling caught off guard or.  
Defensive you can sit with that and say appreciate your feedback.  
I actually have had some time to have a little think about that and reflected on that and I can see how I could have contributed or I could have done things a little bit differently.  
What outcome do we want to see?  
What information do we need from them?  
What questions do we need to ask them in order to obtain this information?  
It's our responsibility as leaders.  
Is to steer the conversation.  
So being prepared with those questions bearing in mind sometimes will be of course, but being prepared with those questions so that we're leaving with the information that we need is important.  
How do you think that they will react if they're going to be quite upset?  
Do we need to make sure we've got tissues available?  
Do we need?  
To make sure that we have support to offer them, if you have an employee.  
Assistance program, that sort of thing, and what solutions can you propose to resolve the matter, bearing in mind that the other person may and and should have their own thoughts on a way forward and how the situation can be resolved?  
So step 7 is give the other person time to prepare.  
So this isn't always essential.  
You'll need to use your discretion on that, but in situations where you have determined it's best that I don't put them on the spot here, you want to provide certainty about the purpose of the meeting. No one likes the dreaded. We need to talk.  
So.  
Let them know what it is that you want to talk to them about.  
And if possible, give them the agency to decide when they're available to discuss it.  
So a couple of examples that we've provided here is I think we have different perspectives about.  
Invoicing are you free to discuss a way forward this afternoon or I'd like to see if we might reach a better understanding about how we manage logistics.  
Would it be OK to sit down and discuss it on Wednesday?  
Well, I really want to hear your feelings about this.  
And share my perspective as well. So it doesn't have to be confrontational. It's letting them know what you'd like to discuss.  
It's laying the foundation for them to be an active participant in the conversation rather than just telling off.  
And yeah, giving them the opportunity to sort of prepare for that.  
So something to always keep in mind is that rather than only telling someone what they shouldn't be doing.  
Explain to them what behaviour you want them to be doing instead so that they have some aspirational information to bear in mind as well.  
So now that we've done the prep, the serving stages of preparation for the conversation, what should the actual conversation look like?  
And there are lots of different models for this, and most of them are quite good.  
For me personally, I love a framework.  
I love a model because it makes me feel more confident going into the conversation that I know what I'm going to say and that it is going to be.  
Productive and constructive.  
It may seem it may feel a bit silly and I'll just have a chat to them about it, but it can really help.  
If the person is being really defensive or deflecting or trying to.  
Bring up other irrelevant things that you can bring them back to the framework.  
Begin the conversation by explaining the situation clearly and concisely.  
Avoid too much unnecessary small talk to ease them into it, because it typically will only make the conversation harder.  
And heighten their anxiety. The importance of the message may also be lost if it's hidden between other messages.  
I've seen that happen really often.  
What you want to address is the purpose of the meeting.  
So restate that.  
Explain the problem you're trying to resolve, or the goal that you're trying to achieve.  
So again, we're being.  
Solutions focused at the start.  
Provides specific examples so that they can be really clear on how they've contributed.  
It's very tough.  
To alter or adjust your behaviour or your performance if you've only been given really vague information and feedback.  
Explain the impact of the behaviour or the situation and where possible, try to use I language instead of you language because you're talking about how.  
You feel what you want to achieve, how you're impacted and let them talk about them.  
And of course, we want to approach the conversation with respect.  
Once you've made a clear statement of the problem as you see it, invite the employee to share their side of the story and respond to what you've said to them.  
So here we want to focus on listening more and talking less, even if you're convinced that you're right.  
The conversation will be more productive if you listen and listen openly.  
If the employee feels heard and understood, they'll be more likely to then in turn.  
Listen to you. So try to consider the issue from their point of view and suspend any judgement you have about them or the situation. Even if you have dealt with problem or issue before.  
Be curious and ask open questions to explore their side of the story.  
So this is things like tell me how you see it and how do you feel about that?  
What was your intention there?  
What lead you to say that?  
Tell me more about that.  
So we're trying to dig in deeper, particularly when the other person is making sweeping statements, which is not uncommon. If we're feeling a little bit defensive and a little bit anxious, we'll just we'll start to to make sweeping statements.  
So try not to be triggered by that.  
We just want to dig a little bit deeper to understand what it is they mean and you'll be really surprised at.  
How quickly you can.  
Peel that away and and get to the root cause.  
So particularly if you don't understand and you want to clarify.  
You can ask them to explain further or or elaborate on something that they've already said, and it's important to let the other person finish what they have to say. So avoid interrupting, except to acknowledge that you've heard them.  
If you do interrupt.  
Ouch. Because it's essential or you can't help yourself.  
Apologize and ask them to continue so that they can get back on track if we jump in and and ruin someone's train of thought.  
Excuse me.  
It can make it difficult for them to string together what they're trying to say, and you may not get as much clarity out of them as you'd like.  
Step Three is acknowledge. So after the person has expressed their side of the story, clarify what they've said.  
So you might say something like. It's important to me to make sure that I've understood you correctly.  
So my understanding of what you've said is and then sort of run through high level and have a think, can you put yourself in their shoes?  
You want to acknowledge their point of view, which is.  
Different from agreeing to it.  
You can say things like I can hear that this is really important to you without saying that you agree with their position. You want to acknowledge that there may be differences in how you see things and acknowledge the person's feelings.  
So it's OK to say I can see that this is hard for you or it's OK to be upset about this.  
Without.  
Being.  
Too accusatory.  
About, you know, the emotions that they're expressing.  
It's OK to acknowledge those.  
Step 4.  
So after the other person has put forward their point of view, bearing in mind we're going in with an open mind and it's your turn to clarify your position without minimising this.  
So what can you see from their perspective?  
Has your position changed based on the information that they've provided? You might say something like from what you've told me, I can see how you came to the conclusion that dot dot dot.  
However.  
And if the conversation becomes adversarial, go back to listening and questioning, asking for the other person's point of view usually creates safety, and they'll typically be more responsive.  
Step 5 is to look for solutions.  
So here's where we make suggestions about ways to move forward and resolve the situation.  
So you might phrase your suggestions by saying I think I'd prefer.  
I wonder whether instead of demands like I want or I have decided.  
And invite the other person to make suggestions for an outcome as well. You want to be willing and open to finding a different solution.  
They may come up with something that you haven't thought about that could potentially be an even better solution than the ones that you have considered when you're open to searching for an alternative rather than going in with a predetermined solution that you've already locked in the other person.  
Is more likely to reciprocate, and the conversation's more likely to go.  
Smoothly.  
The best resolutions involve an outcome that satisfies both parties. Where possible, compromise, collaboration and negotiation will help you arrive at a mutually agreeable outcome.  
And it is best case to reach an outcome or a commitment or a way forward in that meeting, so that you can draw a line in the sand and sort of move forward.  
You don't want it lingering on and on.  
You've dealt with it now.  
This isn't always going to be possible, but where possible you've dealt with it now.  
So right, let's both commit to this, and then we can move forward.  
Which brings me to the 6th and final step. As you finalise the conversation, you want to agree on the action points and next steps. What I see really often by the time that we get to this stage in the conversation is that we're feeling like we've done all.  
The.  
The hard work and I've said what I need to say now, and I want to get out of here.  
It's really important to confirm the key points of your discussion.  
Paraphrase them in a concise and clear manner to make sure that you're both on the same page with what's been agreed. I've seen time and time again. People have the same conversation and then leave with completely different understanding of where to from here.  
So check where you are now.  
What needs to be done to resolve the issue and what happens next?  
Agree on that during the meeting with the other person. Note what actions need to be taken, if any, who they'll be taken by and when. So to move forward, let's agree to whatever you'll do. This I do this you really want to be that specific.  
Gain the other person's agreement and commitment, so make sure you're asking how do you feel about that?  
How does that sound to you?  
What do you think about that way forward so that they're not feeling like it's just been pushed onto them?  
And where appropriate, it may require a follow up, so you may need to make a time to discuss the issue again.  
That will allow you both time to take the agreed actions and circle back to confirm whether or not it's been resolved where possible.  
It's good to lock that in during that meeting, because otherwise it gives us an opportunity to go off, get back to our business as usual.  
And our busy roles and get back to thinking of all those excuses that we looked at at the start around why we could avoid this conversation.  
So lock it in there so it's predetermined and you're going in to have that follow up in situations where a follow up is required when you close the conversation you want to thank the other person for being open and for listening to you.  
Write down notes as the conversation progresses. Document and.  
Agree. Anything that you have decided to action and including the sort of dates and expectations around that so that you can make sure you're holding up your end of the deal.  
And also document any support or training to be provided to the employee that may have come up as one of the solutions.  
As well as any consequences if the agreement is breached.  
So if this issue continues to occur.  
We've had a chat about it. We've decided on this solution and we're going to give it a red hot crack. Unfortunately, if it doesn't, this is what the next steps may look like.  
Emotions or managing emotions is potentially the thing that.  
Can put us off having difficult conversations.  
Most of all, you can't own someone else's emotions.  
Nor should you, but you can own yours. So during these conversations, silence is OK, particularly if someone is trying to regain their composure.  
Sometimes it might be appropriate to suggest a break and reconvene a little later.  
We have a tendency and a desire to fill silences with words.  
And unfortunately, that's often when we go off script from what we had planned out, we might start.  
Down playing the issue.  
To make it less awkward, we might start providing them with excuses.  
It's OK if you've asked a question or you're expecting a response to sit in silence.  
You don't need to feel uncomfortable about that.  
You're giving them the time you're sending the message that I'm here to listen.  
So take all the time that you need in responding.  
Silence is OK.  
If the other person.  
Person.  
Is.  
Having some difficult emotions.  
Some of the strategies that you can employ to support with your response to that.  
Is expressing support and reassurance which for things like I can see this is really hard for you.  
It's OK to be upset about this.  
You should remain calm if you're emotional and upset, it'll only make the employee more upset.  
So it's important to manage your own reaction and to avoid becoming inflamed or defensive yourself.  
It's OK to apologize in the meeting.  
Never. I'm sorry you feel that way because that can be a rage provoking. But I'm really. I'm really sorry that this has been your experience.  
I'm really sorry to hear that that happened to you.  
It's OK to to say sorry.  
Don't make a promise that you can't fulfil just to diffuse the employees emotional reaction.  
Sometimes we just gotta sit in that discomfort with the cold, hard.  
Reality.  
And reinforce the behaviour you want. So for example, you might say I'm really happy with the way that you've taken the feedback on board or I'm so pleased to say that you're open to discussing this topic.  
And you want to show that you're taking account of their emotions and their needs.  
So how do you feel about what we've discussed and decided on and and circling back to that?  
Things that you want to watch out for is reacting to demands or threats, making accusations or laying blame such as you did you are. You told me that it's best to avoid these because doing this keeps the conversation focused on the impact of the behaviour rather than the.  
Blame.  
Relying on assumptions about what the employee has said or thinks.  
And check that your assumptions are valid, and be prepared to adapt something that I see really often when employees are feeling threatened or anxious.  
They will start deflecting and will such and such did the same thing, and you never spoke to them about that? And well, are you going to speak to this person about the thing that they said to me?  
You want to sort of bring that in and say the purpose of the conversation.  
Today is whatever the purpose that you set out at the start.  
So I'd really like to focus on discussing that.  
Once the conversation is done, take some time to reflect on the matter and regroup.  
Learn from the experience and think about what you could do differently next time. As I said, the more often we do this, the more comfortable we feel, the more capable we become.  
Debrief with your HR team or trusted advisor within your team.  
That might be a more senior manager if you feel that you need to discuss the matter, you want to avoid discussing the matter with other team members.  
This who may be involved, or who may be on the same level as the employee who've had the difficult conversation with, it's important to make sure that you and your employee are clear about the issue moving forward.  
It's good idea to confirm what you've agreed in writing, so that might just be following up with an e-mail and taking the steps that you've agreed to take. We want to make sure that we've allowed the employee sufficient time to take the steps that they've agreed upon.  
And then following up with them to find out whether the issue has been resolved or needs revisiting.  
In the situations where it's appropriate, the employee you might need to provide the employee with further guidance or support if they need it.  
It may be that one party still feels aggrieved.  
So we want to be empathetic and keep communication minds open.  
After the conversation, you absolutely should not gossip about your conversation at work.  
You want to kick them out of confidential.  
That's how you build trust with employees and allow them to feel comfortable in having these conversations moving forward.  
You don't avoid the employee or treat them differently.  
We want to remain professional.  
And you definitely don't want to follow up your conversation with a demanding e-mail or phone call.  
You want to write down anything that you've agreed, which we've already touched on.  
On including the date and time you want to take note of who was present at the meeting.  
Keeping notes is important in case you need to refer back to what was said or agreed at a later date. If you have a terrible memory like I do, but also. Unfortunately if the matter isn't resolved, your notes will certainly come in handy. If you do need to.  
Escalate the matter and potentially move.  
Into a more formal process.  
So as Lisa said at the start I am an HR professional.  
I work with Harrisons.  
We're a Brisbane based HR consulting firm so we have put together a couple of offers for the participants of the webinar today, specifically in relation to difficult conversations. So the first is leadership coaching for managers, so that may be for yourself or for your management team.  
Typically we are subject matter experts.  
It's in transport, logistics, finance, whatever our areas of expertise are and that may not include being a subject matter expert in leadership or communication or difficult conversations.  
So we've got an offer here for a coaching package that can support with that.  
#2 if, while I've been talking, you've had one particular person with one particular issue in mind that you need to have a conversation about.  
But we can set up a specific.  
Difficult conversations support session to help you deal with that matter, so helping you prepare for the conversation and script it, potentially giving you a template to follow.  
And lastly, I know that something that we've been focusing on is the performance and development review process.  
And framework. So this is certainly something that we can support with in formalizing for your team and also with implementing.  
So we've got the exclusive offers here that are available until the end of this week. If you're interested in any of those, you can e-mail info at HHR, com, AU and we would love to help.  
And now we have some time for questions.  
So there's AQ and a.  
Function.  
At the top of your team screen there. I haven't seen any questions come through during.  
The session, but if anyone has any questions now I'm really comfortable if you want to post them into the Q&A. If you want to unmute yourself and just ask, we can do it that way.  
I'm I'm really comfortable to roll with whatever is going to be best for you.

 **Lisa Fraser** 40:00  
I've got a question, Kelly.

 **Kelly Hallatt (Watson)** 40:02  
Yes.

 **Lisa Fraser** 40:03  
In when we visit a lot of our Members.  
There's certain people that seem to self identify and say like I just can't do these conversations because I'm just not equipped.  
Is it, you know, should everyone learn or is it OK to identify those people in the organization where they just shouldn't be allowed near the near those conversations with employees because?  
They're either too fiery or just never going to conform to a process and risk saying the wrong thing.

 **Kelly Hallatt (Watson)** 40:39  
Yeah, that's a great question.  
I I think if you've got someone in the team who is too fiery and never going to conform to a process, then potentially you need to be having a difficult conversation with that person.  
But of course, they're going to be certain circumstances where.  
You you might have to be a little bit strategic about who is best placed to have the conversation with this particular employee.  
But I would say at the very least, any managers and leaders within the business need to have these skills and be working on these skills and to say, oh, this is the way I've always been. And I'm old school and, you know, if they don't like it, they.  
Just have to deal with it, unfortunately.  
It's just too great a risk to any organization in the current climate.

 **Lisa Fraser** 41:39  
And what if you do get pushed back against that with that sort of old school thinking and you've got business owners or managers that just don't want to, you know, move with the times and understand that.  
They're that approach may be very risky in terms of having, you know, a general protections claim or an unfair dismissal taken against you.

 **Kelly Hallatt (Watson)** 42:07  
Yeah. Well, I mean, I think probably following a similar framework to the one in this webinar.  
Is that explaining to them what the goal is, is we want to be a high performing and successful, commercially viable team and the way that we do that is by making sure that we're achieving all of these things, discussing the impact which you know could be general protect.  
It could be unfair dismissal, but also there are.  
There's a whole bunch of things in the psychosocial hazards, and the code of Practice now that are requiring employers to be proactive in managing these psychosocial hazards in the workplace.  
That that are non negotiable, so potentially explaining the impact of those things, different things are important to different people. So to one person.  
Knowing that I might be making someone feel upset or uncomfortable.  
Or stressed is enough for them to go. OK. Yeah. I want to alter my behaviour a learn. Some people are going to say too bad. So to those people, it may be this is the financial impact to the business or this is the reputational risk to the bus.  
Sometimes it's understanding which impact will resonate with them most, to highlight that.

 **Lisa Fraser** 43:36  
Jim, have you got anything you'd like to add?

 **Jim Challis** 43:41  
Yeah. Look, I I guess 2 two things that that struck with me through the whole thing was.  
Excuse me, the the emotions side of it.  
I mean and and how best to control those emotions is, as you've pointed out, Kelly is. Prepare, prepare, prepare, prepare.  
You know, if you go into a conversation and nine times out of 10, you know the leaders are for me with the individuals they're going to meet with.  
Yeah. And if you have got someone who typically is difficult to deal with.  
Your emotions are gonna be running red hot.  
Yeah. And it's not going to take a lot to trigger your emotions and and then you lose control of it.  
So. So again, yeah, I think they're the big takeaways.  
You know, prepare, prepare, prepare yourself and control your emotions at all times.  
Because that's the tough bit, yeah.  
And again, the more the more, the more you do, the more comfortable you will you get with it also.

 **Kelly Hallatt (Watson)** 44:40  
Yes.

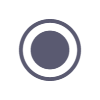
 **Jim Challis** 44:41  
I think that's and and again, yeah for for.  
All their members out there, you know, the Harrison's have issued their their work packing their support and and I'm here as well with anybody who myself of the qta for any sort of assistance.  
I'm happy to help out in any sort of situation as well.

 **Lisa Fraser** 45:03  
All right.  
Thank you, Jim.  
If we don't have any more questions, we might finish up for today.  
Thanks very much, Kelly.  
I hope everyone's gotten something out of today.  
We do have some webinars coming up on safety on the 16th of July.  
We've got a what to do, what to expect with visits from Whsq and then another follow up, one on the 30th of July on managing critical incident.  
So they're available to register now on our website.  
So yeah, hope to see you all virtually again soon. Thank you very much.

 **Kelly Hallatt (Watson)** 45:45  
Wonderful. Thanks, Lisa.  
Thank you everyone so much for your time. Appreciate it.

 **Lisa Fraser** 45:47  
Thank you.  
Thanks. Bye. Thanks.

 **Jim Challis** 45:49  
Thanks Kelly.  
Thank you.

stopped transcription