WORKSHEET + WORKED EXAMPLE

Repair a Difficult Moment

An accountable opening and a practical offer of repair, without asking for instant reassurance.

10 minutes to prepare | Leader Rebellion · Repair conversation

Use it in three moves

1. Name your action plainly. Acknowledge the impact you know about and leave space for impact you have not understood.

2. Offer a specific change you control. Avoid making the other person responsible for comforting you or designing all the repair.

3. Ask whether and when they want to talk. Listen if their account differs. Repair may need time, practical action, or support beyond one conversation.

Which moment are you returning to?

What did I do?

Use “I.” Avoid explaining the action away.

What impact do I understand so far?

Do not tell the person how they must have felt.

Repair a Difficult Moment

YOUR WORKING NOTES / CONTINUED

What can I offer to put right?

Something within your control. Check whether public repair is wanted.

What will I change going forward?

How will I invite their account?

Let them choose whether or when to talk.

Rehearse one possible response

Choose: They want to tell me more / They see it differently / They are not ready to talk

A question for me

What action can I take even if the other person is not ready to reassure me?

See one way through

FICTIONAL WORKED EXAMPLE / NOT THE ANSWER TO YOUR SITUATION

Which moment are you returning to?

Yesterday's planning meeting

What did I do?

I interrupted your concern about workload and moved to the next item.

What impact do I understand so far?

Your concern was not heard by the group, and the plan went ahead without that information.

What can I offer to put right?

I can reopen the workload question and correct the meeting record. I would like to check with you before naming our conversation.

What will I change going forward?

I will pause before closing a concern and make sure it has an owner and a response.

How will I invite their account?

Would you be willing to tell me what I have not understood? We can talk at a time that works for you, or not today.

Rehearse one possible response

They are not ready to talk

The thinking behind it

Nic asks more of relationships than making someone feel valued. Let what you hear change what you do, including the habits or conditions that made the harm possible.

An original Leader Rebellion exercise. This is a preparation space for taking responsibility in an everyday working relationship. It does not score trust or promise that a well-worded apology will restore it.

Read When Mattering Isn't Enough by Nic Payne