



FIRR Formula Manager’s Guide

Need to resolve a conflict in your office? Using a combination of Progressive Corrective Coaching and the FIRR Formula (explained below), you can resolve any employee problem in your office. Just remember, your employees want to do a great job and get positive feedback. Your job is guiding them with specific and measurable expectations. Overall, the more comfortable you are in giving feedback, both positive and negative, the more comfortable your employees will be with receiving it.

FIRR:

- Fact**
- Impact**
- Reason and Respect**
- Request**

Facts are behaviors that you can see or hear. Opinions cause people to go into defensive mode. Using facts reduces the chance your employee will disagree, get defensive, or resentful of your efforts.

Here are some examples:

	Opinion	Fact
1	you’re lazy	you finished half the project by the deadline
2	you’re negative	you said “I can’t stand this job”
3	you’re not a team player	you told Susie that you wouldn’t help her because she was slow and her job isn’t your responsibility
4	you’re late	you arrived at 10 minutes past your start time of 8 a.m.
5	you’re not thorough	you put 5 files in the incorrect category today

Impact is the result of the fact(s).

1. Our office missed the opportunity because the project wasn't completed by the deadline.
2. Your statement lowers the morale of the office.
3. Susie was hurt and the overall productivity of the office suffered.
4. Melanie had to manage two clients at the same time because you weren't here.
5. It took over an hour for John to find the files he needed.

Reason and Respect is where you express that you believe the employee didn't have bad intentions, and that you believe the employee is capable of the action you will request. Here, you want to be assertive, not aggressive, and model the professional tone you expect from the employee.

1. I know you were working on many things, and you didn't intend to miss the deadline.
2. I'm wondering why you would work in a job that you act like you hate.
3. I know you are faster at getting your assigned work done than some of the other employees.
4. I know that you didn't intend for our clients to get half the attention they pay for.
5. I know that we are all human, and mistakes happen sometimes.

Request is what *specific and measurable action* that you want the employee to take.

Let's look at some examples of specific and measurable.

Ambiguous	Specific
let me know when you're behind	tell me within 3 days of the deadline if you are less than 80% complete on the project
be positive	express your complaints to me and the office manager only
help your coworkers	talk to your supervisor when you are done with your assigned projects so they can let you know what else the office needs
be on time	be here 5 minutes before your 1st appointment time
be more careful	use the file sorter to put your files in order first and then have your supervisor check them before they go in the file cabinet

There are 2 critical words that must be avoided if you want to reduce the defense reaction: **but** and **however**. When you use either of these words, you are negating whatever you said before them. For example, *“I know you didn’t mean to be late, but ...”* Or, *“I know you weren’t trying to hurt Susie’s feelings, however...”*

If you have any questions about this formula, or just a general question, please call CEDR today at (866) 414-6056 or email us at info@cedrsolutions.com.