

DAF #11

Providing Appropriate Support and Challenge

What It Is

- ▶ Balance the need to challenge beliefs and routines while supporting others to change.
- ▶ Interrupt others' current theories of action and previously accepted routines and beliefs.
- ▶ Deepen understanding through challenge.
- ▶ Challenge existing assumptions and beliefs through the building of knowledge.
- ▶ Using appropriate challenge is difficult. It is determined by the context, the relationships and the problem to be discussed.

Why It Matters

- ▶ Change is unlikely or superficial if we do not challenge or interrupt existing beliefs that are problematic.
- ▶ Challenge without support can lead to nonengagement in change.
- ▶ Theories are often unconscious and difficult to change alone.
- ▶ Others can see things we don't.
- ▶ Support can increase the level of risk taken.
- ▶ Existing beliefs can be problematic for developing LCR practices.

How I Do It

- ▶ Challenge in ways that maintain respect.
- ▶ Build knowledge that challenges deeply held beliefs.

- ▶ Challenge using evidence.
- ▶ Revisit problematic beliefs—not necessarily in the moment.
- ▶ Keep in touch with how own actions are received.
- ▶ Prepare to challenge own beliefs, especially tacit ones.
- ▶ Deliberately consider what to support and what to challenge for each person.

Key Challenges for Me

- ▶ Balancing challenge and support—too much or little of either can lead to limited improvement
- ▶ Building of trust takes time
- ▶ Being surprised by unexpected responses
- ▶ Being careful about how we challenge others
- ▶ Challenging being particularly difficult at the start when relationships are new

What I Should Notice

- ▶ What beliefs and routines appear barriers to change?
- ▶ Could emotional responses suggest too much challenge?
- ▶ What support are individuals responding well to?
- ▶ What might you see if the support or challenge balance is working?