LEADER GUIDE

TRAPS & TOOLS

THE PINCH

TYPE: TOOL VIDEO LENGTH - 56s

KEY POINTS:

1. Often after an incident or accident, one or more people will say, "I was afraid that was going to happen!" They had a Pinch, that sickening feeling in the pit of their stomach that something wasn't right, but they either didn't speak up, or if they did, nobody responded.

2. We face three challenges:
   - Recognizing we have a Pinch
   - Saying something, even though others may not be happy about it.
   - Getting someone to respond using the Conservative Response Rule.

3. AESOP is especially powerful in helping people to identify, communicate and respond to a Pinch:
   - Focusing on each step of AESOP helps people zero in on that area, rather than just taking a general view of the task.
   - The five seconds of silence after each question gives people time to think of and identify a Pinch, they might not have been aware of.
   - That same awkward silence makes it easier for people to speak up.

4. If the PIC forgets to run AESOP at the beginning of a meeting, at a critical point, or when finishing the discussion, just say, "We need to run AESOP;" or, "I have a feeling something isn't right – let's run AESOP."

5. It is much better to take one minute to do AESOP, than to risk hours, days or weeks correcting an error that could have been avoided by the use of AESOP.

Examples:

I'm not sure this is the right tool for this job.
I don't think this is the latest software release.
Something doesn't seem right about how we are going about this.

LEADER DISCUSSION QUESTIONS

Feel free to use your own questions.

Don't answer the question yourself—wait for their response!
It is good to share your own example first, as this gives people time to think; but then stop talking and wait for someone else to speak up.

What obstacles might prevent someone on our team from noticing a Pinch?

Tired *Hungry* *Not Feeling Well* *End of Day*

What might keep someone from speaking up about a Pinch?

Perceived (or Real) Pressure *Fear of angry response*

Why is AESOP a good tool to discover and deal with pinches?
It forces people to slow down, focus on each topic, and provides time to speak up.

What can you do if you express a Pinch and nobody does anything about it?

Assertive Statement *Take it up a level*

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