



KEEP
CALM
AND
BUILT TRUST

When to use **CALM**?

CALM is an expansion of the OILS framework for feedback, setting boundaries and iterating on expectations during high-stakes, high-risks situations

It works specifically well when there is an **imbalance of power** (i.e. with a client or a boss).

Use it when you are:

- **Either** worried how you will be perceived
- **Or** you feel significant pushback (or are worried about it happening)

Prep: C - Charitable Interpretation

Prep: A - Audit your own mistake

Conv: L - Logical flow

Conv: M - Move to resolution

Before the conversation

C - Charitable Interpretation

Why? People make mistakes and it's ok. Mistakes cause them to not think right

Before the conversation

C - Charitable Interpretation



Build your opponent a golden
bridge to retreat across.

~ Sun Tzu

AZ QUOTES

**Otherwise, they
have no choice but
to fight!**

Before the conversation

C - Charitable Interpretation

Why? People make mistakes and it's ok. Mistakes cause them to not think right

Giving them a charitable interpretations allows to:

- check yourself: am I not to harsh?
- Leave them a golden bridge to retreat instead of fighting:
"Yes, you're right, that was my intention all along!"

Before the conversation

A - Audit your own mistake

Why? Avoid moving the goalpost!

Before the conversation

A - Audit your own mistake

Soviet Russia was very eager to point everything outrageous in the US to deflect criticism of themselves

(i.e. slavery or racial inequality)



Before the conversation

A - Audit your own mistake

Avoid moving the goalpost!

The worst thing you can encounter is: *“Yeah, maybe you’re right, but let’s not forget you made so many mistakes along the way!”*

Fix whatever you find in the audit before engaging in the difficult conversation

During the conversation

L - Logical flow

Why? It all depends on what you learn!

During the conversation

L - Logical flow

Scenario:

1. Start with asking for feedback
 - Is there any surprising negative feedback you missed in the Audit? Stop and go back to auditing your mistakes
2. Bring the news according with best practices
 - Empathise charitably with why what they are doing might make sense for them
3. Listen, acknowledge what can be acknowledged
4. Be firm, but patient (*more about that in point “M”*)

During the conversation

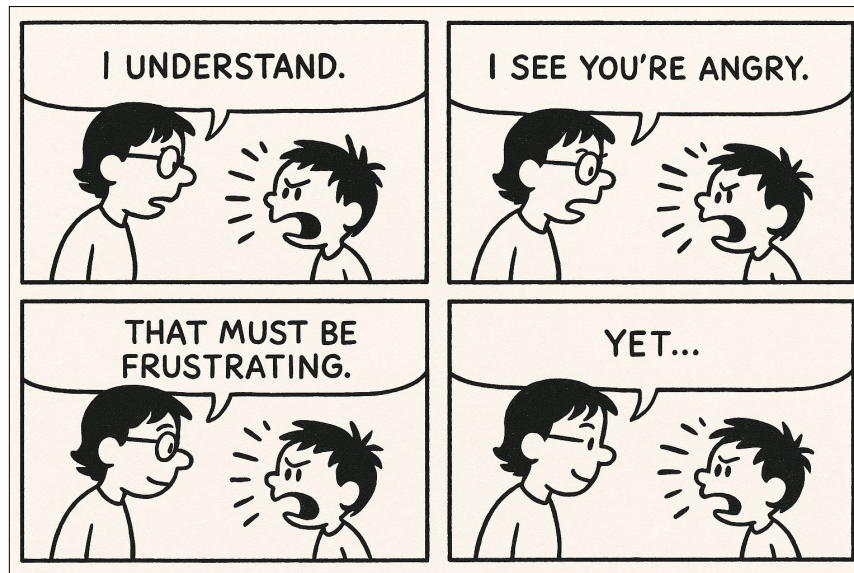
M - Move to resolution

Why? It still might take some time for them to understand

During the conversation

M - Move to resolution

Parents know this
as “gentle
parenting”:



During the conversation

M - Move to resolution

Why? It still might take some time for them to understand

- **Acknowledge their feelings and frustrations**
- **Be firm on what is the message you need to land**

Homework

Don't be too hard on yourself

You will typically need use CALM in stressful situations, when we are not at our best. There are emotions that inhibit our reasoning skills and ability to react well. To minimise the risk of getting triggered, try the following exercise over the course of a few days. Each consecutive day, spend 10 minutes reflecting:

Day 1: What are some of my biggest emotional triggers?

(i.e. When someone invokes authority? Blaming others? Taking credit for others work? Forgetfulness? Waiting for someone late?). What changes in my behaviour when I get triggered?

Day 2: Are there any physical symptoms of me getting triggered?

Could I notice them when in the moment? (I.e. tense arms, legs, stomach, becoming fidgety)? Would it help me?

Day 3: What can I do to regain composure when I get triggered?

I.e. take a deep breath? Pause for a moment? Say “sorry, need to collect myself”? Put your feet flat on the ground.

Day 4: What will I do when I'm not able to regain composure?

I.e. Name your feelings (Sorry, I feel a bit overwhelmed), propose to pause and return the conversation soon (I feel I need a moment to reflect on the go forward; Would it be ok to return to the conversation in an hour/tomorrow/...)