

Communicating the need for behavioural change with OILS



Observation – Describe only what a camera would see. Stick to facts that can't spark controversy or interpretation. The idea is “we all agree that A, B and C happened, right?”



Impact – Share the effect it had on you or on an objective outcome. Use “I” language and focus on your internal state or measurable results — this should also be non-controversial.



Listening – Give space for venting or mild defensiveness. Stay silent or use gentle prompts. Either their defensiveness will fade on its own, or you can gently steer the conversation back to *Observation* and *Impact*, which (ideally) are safe, factual ground.



Suggestion – Once emotions settle, decide if what you heard is enough. If so - thank the person and paraphrase back what you understood. If not - offer a concrete next step or desired behavior.