

The FORGE Framework

When you notice a gap between your expectations and someone else's behaviours, use **FORGE** to plan what you'll say.

F

Facts

Focus on tangible behaviours rather than motives or character. Start with your observations rather than your interpretations or judgements.

Example: "In the last three team meetings, I noticed the notes and action items weren't sent out until two or three days later."

G

Goals

Find common ground and tie the desired behaviour back to shared goals. Emphasize where you align rather than where you differ.

Example: "I think we both want the same thing: to make sure that our meetings aren't a waste of time and that the team stays aligned and keeps moving forward together. Let's think about how we can do this without adding unnecessary stress for you."

O

Outcomes

Identify the impacts of their actions on you or others. Those impacts may be practical, but don't be afraid to also talk about the emotional impact they may have had on you.

Example: "When the notes are delayed, the rest of the team stalls on their follow-ups, and it creates confusion about who is doing what. It also means I get a lot of messages from people trying to clarify their next steps."

E

Efforts

Identify and agree on what alternative behaviours will be tried moving forward. Be clear on expectations, but make sure you come to a solution collaboratively.

Example: "What would help you get the notes out more quickly? Maybe blocking time right after the meeting or delegating the task if you're pulled into client work? I'd like us to agree on one or two changes to try out starting next week."

R

Response

Take time to listen and hear their perspective. It is likely that your team member is well-intentioned, and their behaviour makes sense from where they stand. Stay curious and seek to understand.

Example: "I'd like to understand how this is going from your vantage point. Is there something getting in the way of sending out the notes on time?"

TIPS

- Have this conversation in private. A public setting can easily trigger embarrassment and defensiveness.
- Deliver feedback when you're calm. If you feel emotionally escalated, wait until you've cooled down.
- Reflect on what's going on inside of you beforehand. Are you making assumptions? Is this behaviour truly problematic, or has it simply triggered an emotional response in you due to something in your past? Understanding your own thoughts and emotions will lead to a more productive conversation.
- Follow up afterwards. If they've changed their behaviour, celebrate! If not, remind them of the commitment they made and discuss alternative solutions if necessary.