

Discussion Guides for Biggest Mistakes and Relational Disruptors

3 Week Follow-up Conversations



Facilitator Instructions

Weekly 15-Minute Operating Huddles

Purpose

These short sessions are designed to reinforce how the team works together using Birkman insights.

Each huddle connects:

- Birkman data (Usual, Needs, Stress)
- To real work from that week

Role of the Facilitator

Your role is to:

- Keep the conversation focused and practical
- Anchor responses in Birkman language (Usual, Needs, Stress)
- Connect insights back to real work
- Ensure the group leaves with one clear takeaway

You are not teaching content – you are guiding application.

15-Minute Structure (Use Every Week)

1. Set the focus (2 minutes)
 - Name the topic
 - Ask participants to think of a real example from the past week
2. Guided discussion (10 minutes)
 - Ask 3–4 questions
 - Keep answers short and specific
 - Redirect if conversation becomes abstract or theoretical
3. Close (3 minutes)
 - Ask one final question:
 - What is one thing we want to be more intentional about this week?
 - Capture one clear takeaway (no long list)

Discussion Guides for Biggest Mistakes and Relational Disruptors



3 Week Follow-up Conversations

Ground Rules for Participants

Remind the group as needed:

- Use your own data (do not interpret others)
- Speak in Needs, not judgments
- Stay in real work examples (not hypotheticals)
- Keep it concise (everyone should have space)

How to Use Birkman in the Discussion

Encourage participants to anchor responses in:

- Usual → what they naturally do
- Needs → what helps them stay effective
- Stress → what happens when that is missing

If needed, prompt with:

- “What helps you stay effective in that situation?”
- “What do you need there?”
- “What starts to break down when that isn’t present?”

The Birkman Method measures these three dimensions across components, which is what makes the discussion practical and consistent.

What Good Looks Like

A strong huddle:

- Stays grounded in real work from the week
- Surfaces Needs clearly
- Connects back to team agreements
- Ends with one practical adjustment

Common Pitfalls to Avoid

Too abstract

- Redirect: “What did that look like this week?”

Too long-winded

- Redirect: “What’s the one thing that mattered most?”

Drifting into problem-solving

- Redirect: “What would have helped you stay effective?”

Turning into feedback about others

- Redirect: “What do you need in that situation?”

Final Reminder

These sessions are intentionally simple. Consistency matters more than depth.

Discussion Guides for Biggest Mistakes and Relational Disruptors

3 Week Follow-up Conversations



Week 4 – Biggest Mistakes (Needs in Action)

Report: Biggest Mistakes Others Can Make With You

Facilitator script

This week, we're focusing on the Biggest Mistakes.

These are not complaints – they are signals about important Needs.

Ask:

- **Which bullet resonates?**

Sample answers:

- When expectations aren't clearly defined upfront.
- When feedback is vague or inconsistent.
- When decisions are made without enough context.

- **What Need sits underneath?**

Sample answers:

- Clarity and consistency.
- Clear expectations.
- Understanding the bigger picture before acting.

- **Where have you seen this show up?**

Sample answers:

- In project kickoffs where direction wasn't fully aligned.
- In feedback cycles where inputs conflicted.
- In decisions that had to be revisited later.

- **What helps others avoid this mistake?**

Sample answers:

- Being explicit about expectations upfront.
- Aligning on success criteria early.
- Providing clear and consistent feedback.

Close:

“What is one Need you want to make more visible in how we work together this week?”

Discussion Guides for Biggest Mistakes and Relational Disruptors

3 Week Follow-up Conversations



Week 5 – Relational Disruptors (Section A – Behavior Patterns)

Focus: What you've seen + what works

Facilitator script

This week, we're focusing on Relational Disruptors – Section A. These reflect patterns that can show up in relationships under pressure.

Ask:

- **Which item feels familiar?**

Sample answers:

- Taking on too much and not communicating early.
- Becoming overly direct under pressure.
- Holding back instead of addressing issues.

- **Where have you seen it?**

Sample answers:

- During tight deadlines.
- In cross-team alignment conversations.
- When priorities are unclear.

- **What has helped you be more effective?**

Sample answers:

- Being more explicit about what I need earlier.
- Pausing before reacting.

Close:

What is one behavior you want to be more intentional about this week?

Discussion Guides for Biggest Mistakes and Relational Disruptors



3 Week Follow-up Conversations

Week 6 – Relational Disruptors (Section B – Needs in Relationships)

Focus: How others can support your effectiveness

Facilitator script

This week, we're focusing on Relational Disruptors – Section B. This section connects directly to Needs in working relationships.

Ask:

- **What feels most relevant?**

Sample answers:

- Needing clearer expectations from others.
- Needing more direct communication.
- Needing alignment before moving forward.

- **What Need sits underneath?**

Sample answers:

- Clarity
- Consistency
- Constructive, direct communication.

- **How does it show up?**

Sample answers:

- Misalignment early in projects.
- Rework due to unclear expectations.
- Frustration when communication is indirect.

- **How can others help?**

Sample answers:

- Be explicit about what's needed.
- Give clear, direct feedback.
- Align expectations early.

Close:

What is one Need you want others to better understand or support this week?