



# Creating a Feedback-Rich & Respectful Workplace

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# List of Exercises

*“Every advance, every achievement has been connected with an advance in Self Awareness”* Carl Jung

Rate Your Active Listening ... 4

Personal Values ... 6

Workplace Needs ... 7

Four Active Listening Steps ... 8

Rate your Assertion ... 13

Practicing DES ... 16

“Difficult Person” Worksheet ... 17

Apologizing ... 20

Respect ... 21

Trust ... 25

Leadership Self Assessment ... 27-31

Resilience: Work/Home Balance ... 35

# Listening (Story Catching)

*“One of the most sincere forms of respect is actually listening to what another has to say”*

## *Listening Formula*

*Story*

+

*Emotion*

+

*Unmet Need*

\*\*\*

*Most listeners only practice Story + Emotion*

## Exercise

# Rate Your Active Listening (Story Catching)

1--does not describe me    5--perfectly describes me (may use fractions)

- I let my colleague finish their thought and do not interrupt.
- I listen closely to my colleagues and don't think of other things while they are speaking.
- I keep an open mind and welcome any topic.
- I welcome emotions.
- I listen for the meaning and unmet need that is between the lines.

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# What it Takes to be a Good (Active) Listener

- Slowing down the process
- Giving full attention to what the person is saying
- Not being distracted
- Not judging the content
- Managing your own emotion
- Listening for emotion
- Listening for the unmet need
- Listening to understand, help or learn
- Comfort with silence

# Personal Values

*Exercise -- list in the order of priority for you (each person is different)*

- Community contribution
- Financial growth
- Personal growth/Self awareness/Spiritual growth
- Physical fitness
- Satisfying home life
- Satisfying work life
- Other (feel free to add some)

# Examples of Workplace Needs

(each person prioritizes these in a different order)

Accountability; Addressing Conflict; Clarity; Community Service; Compensation;  
Competency; Consistency; Consultation; Fairness; Follow-through; Fun; Honesty;  
Impartiality; Inclusion; Independence; Listening; Productivity; Recognition; Reliability;  
Respect; Security; Service; Teamwork; Transparency; Trust

## *Exercise--Name the needs using the list above*

1. You said that you would get back to me on that yesterday.
2. There were six people at that meeting and I think you did half the talking.
3. I'm getting the run around from you.

# Four Active Listening (Story Catching) Steps

1. Acknowledge (“I hear you”): STORY
2. Paraphrase to prove it: STORY
3. Reflect feelings (e.g. sad, glad, mad, afraid, upset): EMOTION
4. Open questions to guide the person to one unmet need and reflect it back to them.  
For example, “What was most difficult for you?”: UNMET NEED

*Exercise--Paraphrase Story; Identify Emotion; and Ask a question to surface Unmet Need in a) and b)*

a) “I submitted the ‘urgent’ draft budget two weeks ago and I don’t think they’ve looked at it yet.”

b) “I sat in that meeting for an hour and I don’t think it was time well spent.”



# Receiving Feedback Tips

“*Feedback is the breakfast of champions*” Ken Blanchard

- Be honest about whether it is a good time for you to receive feedback and, if not, ask if it can be re-scheduled.
- Practice *smart vulnerability* (being open at the right times in the right ways to competent and kind people) so it is easy for people to speak to you anytime.
- See feedback at *actual size* and try not to confuse it with feedback you have heard from others in the past.
- Be curious about your own behavior *blind spots*. Ask for as much detailed information as possible.
- Let the deliverer know how the feedback is affecting you and, if it is too much, that you would prefer a second session to hear the remainder of the feedback.
- Paraphrase what you think you have heard.
- Thank the person and seek specific suggestions for further action.
- If feedback is re-directing you in some way and you can see the validity of it, make a commitment to change your behavior and follow up within a few days and report on what changes you have made.

# Conflict Styles

*Determined by Nature & Nurture*

Compete	“My Way”
Avoid	“No Way”
Accommodate	“Your Way”
Compromise	“Half Way”
Collaborate	“Our Way”

# Language Continuum

*“Without knowing the force of words, it is impossible to know more”* Confucius

## Respectful:

Specific affirmation and praising (*practiced by top mentors & leaders*); positive feedback; invited critical feedback; **Assertion** (*pages 13-16*)

## Disrespectful:

Passive/Micro aggressive comments (often unconscious); poorly timed or poorly delivered critical feedback; labeling; gossip; hurtful and belittling sarcasm; inappropriate sexual comments; shaming and humiliation; racial slurs; threats

# Giving Feedback Tips

*“A Feedback-Rich culture is the root system for all organizational growth”*

- Be kind. Remember, “May I give you some feedback?” are not easy words to hear.
- “Find the Good and Praise it” in public. Criticize in private. Praise at least three times more than criticize. Don’t praise someone so you can then criticize them.
- Ask for permission to give feedback — confirm time is right for the other person.
- Describe behavior using specific examples (*what did the video camera see and hear?*) and effects on you and others. Include how you personally feel about it.
- Deliver the perfect *dosage* to each person at the right time — check in with the receiver after each point. Everyone has a different level of sensitivity to feedback.
- Identify the results you hope the feedback will produce and follow up in two days.

## Exercise

# Rate Your Assertion

1--does not describe me    5--perfectly describes me (may use fractions)

1. My view of situations is valuable to others.
2. After a conversation or a meeting I feel that I have communicated most or all of my thoughts during the conversation.
3. I speak up even when I know my view will be unpopular or may not even be acknowledged.
4. When I am angry or upset I can recognize how I feel and still speak calmly.
5. Even if I dislike someone, I am still able to show respect.

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# Asserting a Change in Behavior Using the **DES** Script

The **DES** (**Describe/**Express/**Specify**)** Script, based on Marshall Rosenberg's NVC Model, can be used to give feedback when things are a little escalated. This includes requesting a change in communication or behavior. It works with subordinates, peers, supervisors, and even with teenagers!**

**D**escribe the behavior, what you see and hear (what did the video camera see & hear?).

Avoid judgments, labels, assumptions, and generalizations.

**E**xpress how it affects you ("I" language) or the team you are responsible for ("We" language). Be as transparent as possible.

**S**pecify what you need or prefer for things to improve.

# DES Script Examples

## DESCRIBE

- a) “You told me that your report would be on my desk two days ago and now you are giving it to me today...”
- b) “We agreed that we would discuss any amount over \$5,000 before proceeding. Yesterday you spent \$6,000...”

## EXPRESS

- a) ...“and I am very concerned because I wasn’t able to put the whole report together as I promised my boss...”
- b) ...“and I fear I will be seriously over budget this quarter...”

## SPECIFY

- a) ...“and it would mean a lot to me if I can count on you to do as you say you are going to do, okay?”
- b) ...“and it is really important to me that we follow through on our \$5,000 maximum policy, okay?”

## Exercise

# Practice--DES Script

### *Create a Describe/Express/Specify (DES) Script*

1. John has been putting in more overtime than was agreed upon by you, his supervisor, and you've asked John into your office. (*supervisor to employee*)
2. A month ago you made an important safety observation to Susan, your supervisor, and she didn't follow through. There has now been another safety problem which needs immediate attention and you are now going to tell her. (*employee to supervisor*)
3. You really enjoy working with your associate, Mike, but he takes long breaks, often comes in late, leaves early and finds various ways to cut corners. You believe you are handling 65% of the workload. (*peer to peer*)



## Exercise

# “Difficult Person” Worksheet

*“Everything that irritates us about others can lead to an understanding of ourselves”* Carl Jung

- What do you appreciate about this person?
- What specific behaviors make them difficult for you? (*What did the camera see and hear?*) Avoid labels.
- How do you think the “difficult person” perceives you? What could you do to alter/correct that perception?
- What do you need from that person to improve communication and collaborate more effectively?
- What might stop you from asking directly for what you need and what is the cost of **not** asking?

# Tips for Apologizing — Do's

*“The courage to apologize and the wisdom and clarity to do so wisely and well,  
is at the heart of effective leadership”* Harriet Lerner

- Consider the other person's needs and personality.
- Prepare well — make it the right “dosage” — not too long or short.
- Communicate regret, responsibility, possibly a remedy, and how your behavior will change in the future.
- Give up the idea of being “right.”
- Use “I” statements and start with “I’m sorry for ...” or “I’m sorry for my part ...”
- Write your apology down, if you like, and with the person's permission, read it aloud. Ask if it is a good time to apologize. Make sure you both have enough time to have a complete conversation.
- Offer it in person (in a private and quiet setting) or on the phone if it can't be done in person. If it must be in writing, then make it a handwritten card.

# Tips for Apologizing

## More Do's

- After you have apologized, fully listen to the other person without interruption and perhaps go deeper with the apology if additional unmet needs surface.
- Let the person know that you will reflect on the additional things they have shared.
- Stick to your word.
- Check back with the person in a few days.

## Don't

- Justify your actions.
- Use the word “but”.
- Say “I’m sorry *you took* what I said or did that way.”
- Get defensive when the other party is sharing how they were affected.

## Exercise

# Write Out Short Apologies

1. You've been late three times in the past week and you heard from another associate that one of your team members feels very disrespected.
2. The other day a few work friends were out for a drink without your work partner and they started talking about him teasingly behind his back. Not only didn't you defend him, you teased as well and took one cheap shot. Your partner, who you really like and respect, heard about it.

## Exercise

# What Does Respect Mean to You?

1. Describe a situation at work or home when you felt respected.
2. What were the factors which made you feel respected in that situation?
3. What is your personal definition of respect?
4. What is one immediate behavior change you can make to improve respect in your workplace?

# A Respectful Workplace is one that Values

- Listening first — *Seek first to understand, then to be understood*
- Being supportive of each other and acting as a team
- Recognizing diversity in the workplace
- Not being patronizing or condescending
- Addressing problems in a timely manner using informal and formal conflict de-escalation tools
- Recognizing employees' contributions and being fair
- Investing in employees' development and growth
- Behaving in a way that enhances trust
- Being open minded to the ideas, comments and suggestions of others
- Engaging and conversing directly and not using abusive or offensive language
- Holding each other accountable
- Learning from mistakes and apologizing in a timely manner

# Building and Extending Trust

*“It takes 20 years to build trust; 5 minutes to destroy it”*

Warren Buffett

*“Trust is the confidence born of the character and competence of a person or an organization. This is behavior based. Trust starts at the roots.”*

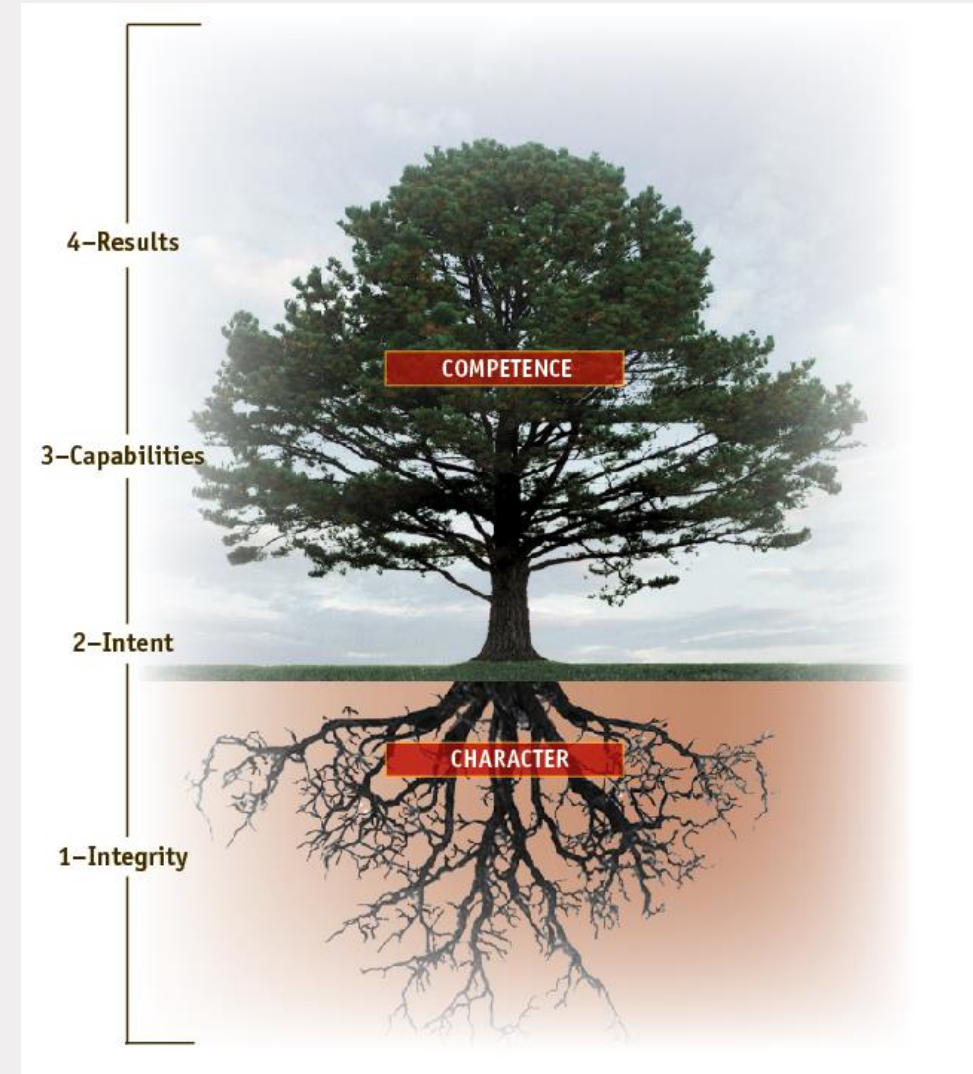
Stephen Covey

**Competence:**

Our capabilities (capacity to produce) and our results (past and current performance)

**Character:**

Integrity (deep honesty, congruence, humility, courage, not speaking negatively about others when they are not present) plus our Intent (motive or agenda)





# Trust is a Dimmer Switch, not an On/Off Switch

When we extend trust to another, we assess the proven character/competence (trustworthiness) of the person and the importance and difficulty of the task. Sometimes it is better to start small and gain momentum. For example, *start by giving someone the keys to the garage rather than to the house*. Ask yourself **“What is eroding my trust of this person and what can I do about it?”**

*Exercise--Complete a trust assessment (out of 1-10) for your three closest people and come up with one thing you need from each of them so you can increase the “trust dimmer setting” by one notch.*

*Example-- “I give John 6/10 and I’m going to ask him to try to stop interrupting people in meetings.”*

# 360 Feedback

*“The fastest way to increase Self Awareness and the feedback culture in an organization is by increasing the use of 360s because what gets measured gets worked on”*

Daniel Goleman

Exercise (next 5 Pages)

# Exceptional Leader 360 Feedback Tool

## Self Assessment — Achieving (“Get it Done”)

**Scale:** *1-Poor 2-Below Average 3-Average 4-Above Average 5-Exceptional (may use fractions)*

1. Serves the mission, values, and principles of the organization.
2. Keeps commitments.
3. Demonstrates courage and willingness to take a stand.
4. Addresses conflict and resolves or de-escalates.
5. Demonstrates competence in carrying out tasks, gets the job done.

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# Exceptional Leader 360 Feedback Tool

## Self Assessment — Strategizing (“Planning Has Its Place”)

**Scale:** *1-Poor 2-Below Average 3-Average 4-Above Average 5-Exceptional (may use fractions)*

6. Is honest and transparent about intentions and expectations.
7. Manages projects well and gives clear directions to others.
8. Seeks input from as many people as possible before making important decisions.
9. Looks beyond appearances and uncovers what is going on below the surface.
10. Knows own weaknesses and constantly works to improve.

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# Exceptional Leader 360 Feedback Tool

## Self Assessment — Relating (“We’re in this together”)

**Scale:** *1-Poor 2-Below Average 3-Average 4-Above Average 5-Exceptional (may use fractions)*

11. Demonstrates sensitivity and empathy.
12. Shows respect and is impartial in the treatment of others.
13. Listens for the underlying unmet needs.
14. Genuinely cares about people.
15. Connects with others and seeks collaboration.

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# Exceptional Leader 360 Feedback Tool

## Self Assessment — Inspiring & Tending

(“I Have a Dream” / “Find the Good and Praise It”)

**Scale:** *1-Poor 2-Below Average 3-Average 4-Above Average 5-Exceptional (may use fractions)*

16. Is confident and optimistic about success.

17. Supports and guides the growth of others.

18. Inspires others to contribute to a project and gives credit where credit is due.

19. Takes responsibility and knows and exhibits that the “buck stops here.”

20. Extends trust to others.

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# Exceptional Leader 360 Feedback Tool

## Self Assessment — Totals and Text Question

Achieving (Questions 1-5) \_\_\_\_\_ /25

Strategizing (Questions 6-10) \_\_\_\_\_ /25

Relating (Questions 11-15) \_\_\_\_\_ /25

Inspiring & Tending (Questions 16-20) \_\_\_\_\_ /25

Total \_\_\_\_\_ /100

**21. What is one thing I can do to be a better leader?**

**Please contact [smookler@shaw.ca](mailto:smookler@shaw.ca) if you would like a free leadership development plan worksheet to help improve any of your self assessment scores or if you would like to go through the 360 process.**

# “Find the Good and Praise It”

- *Give praise immediately.* Research shows that trust increases when praise occurs immediately after a goal has been met.
- *Do it frequently.* The highest performing teams receive praise five times more than negative critical feedback. It doesn't take long.
- *Be authentic and specific.* Pay close attention to what people are doing right. Was it: A good idea? Great teamwork? A kind act? Something completed early? Under budget? Whenever possible, tie your words into how the contribution helped the bigger *why* of the team. Maybe it is appropriate to put a note in their personnel file. If so, let them know.
- *Consider a small gift.* If something exceptional occurs and you really want to help bring the message home, how about a small gift, such as a gift card for the local coffee shop.



# Some Components of Resilience

1. Healthy & trusting relationships (home and work)
2. Sleep
3. Diet
4. Exercise
5. Time off including in nature — weekends, vacations
6. Optimism and humor
7. Self Awareness, Reflection, Mindfulness (Meditation)
8. Acceptance that adversity occurs for all of us
9. Healthy boundaries — turn off phone and email

# Personal Resilience

## I Need More

Flexible thinking

Positive thinking

Positive people

Accepting uncertainty

## I Need Less

Rigid thinking

Negative thinking

Draining people

Resisting uncertainty

## Exercise

# How do I Spend my Time? (Work/Home Balance)

24 hours X 7 days = 168 hours per week

	Family	Work	Sleep	Exercise	Personal	Friends	Community	Spiritual Practice	Total
CURRENT:									168 hours
DESIRED:									168 hours

I am going to make this one behavior change \_\_\_\_\_ by \_\_\_\_\_ (date)

A satellite view of the Earth, showing the Americas and the Pacific Ocean. The text "Thank You!" is centered over the continent of North America. The image has a semi-transparent blue overlay and a grid pattern.

Thank You!