

Our Goal - Commitment vs. Compliance

Generate Options “What are your ideas for what would work?” “What else?”

Confirm Success “What does “Do it right” look like to you?”

Commit to Actions “What are the first steps?” “When will you take them?” “Who else needs to be involved?” “What do you need from me?” “What roadblocks will pop-up?” “What will you do then?”

Take Action!

Get Clarity

Give & Receive Feedback

Start

Confirm Agrees & Disagrees

“We agree on _____ .
We disagree on _____, and (if needed) we will _____ to get to an answer.”

Attack the Problem

“Lets leave blaming and finger pointing out – it isn’t getting us a solution to the issue. It is what it is, so let’s move forward to resolve this issue.”

Pause if Needed

“It feels like we are getting stuck. Let’s take a break and pick it up again later. When can we continue?”

Give

- Offer feedback respectfully
 - Facts 1st, then gut
 - 2-way

“I am seeing/hearing _____ and I wanted to check in with you.

I believe that this situation “as is” will impact our success by (what & how). I want to get your views on this and together think about how we can “do more of that”/move this in a positive direction. From your point of view, am I on or off target? What are your additional thoughts?”



Receive

- Receive feedback with an open mind
- Repeat back to ensure correct understanding
- Respond back with your thoughts

“You believe _____.

I agree with you on _____. I don’t agree with your views on _____.

My perception of the situation is _____.”

We all Win

Do the right thing for Mascaro and the individual

No Surprises

Frequent, robust dialogue

Help, not Harm

Check defensiveness at the door

Give and Receive

Give thoughtfully, listen fully, respond collaboratively

Be the Best

Deliver passionately on our purpose

Feedback for Success

Giving and Receiving Feedback

How to Prepare for Challenges



Causes	Things to do and say
<ul style="list-style-type: none"> • Upset/angry/ashamed • Denial/refuse to own behavior • Checking out • Feel unheard • Feel unfairly treated • Frustrated/Overwhelmed 	<p><u>Ideas on what to do:</u></p> <ul style="list-style-type: none"> • Calmly talk the other person down (harsh tones and words escalate emotions, calm words and tones diffuse high emotions) • Demonstrate fairness, consistency and integrity with the individual • Understand the causes of anger- What is really going on? Sometimes just listening and allowing the other to vent is the best thing that you can do (but do not encourage unhealthy "victim" or "martyr" mindsets) • Show empathy by safely sharing your own areas of growth • Validate feelings, but push back where appropriate on unnecessary attacks (on you, them self or others) <p><u>Suggestions on what to say:</u></p> <ul style="list-style-type: none"> • <i>"Fred, you are doing a great job with _____ and keeping up with _____. From what I see, I think you could work on _____ and _____. Do you agree? What do you need from me or the company to help strengthen you on those tasks?"</i> • <i>"Ken, I know you feel strongly about this situation. For the benefit of the project, I need you to work with me on this to get some resolution. That's the only way we will get through this."</i> • <i>"I know you are frustrated, but let's think of some of the positive things you did and can continue to do instead of focusing what other people are doing wrong."</i> • <i>"You personally are not the problem Bill. I would like to focus together on the real challenge we are facing here."</i> • <i>"What do you think some good options are?"</i> • <i>"You are clearly upset Jim, and I understand why you might feel that way. How can I help you work through this?"</i> • <i>"If you were in the other person's shoes, what would you be feeling?"</i>