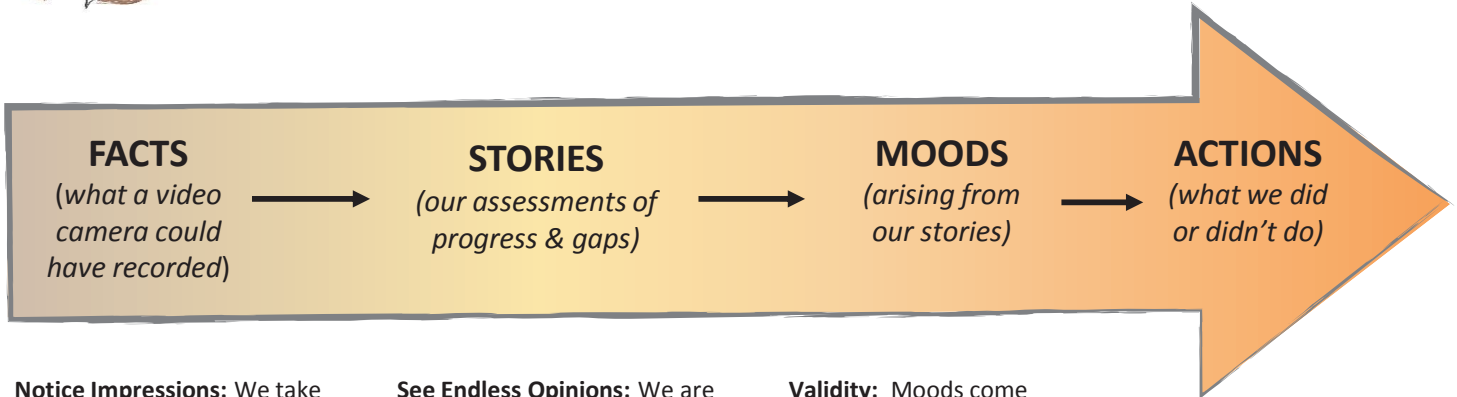




SHARING ASSESSMENTS & GIVING FEEDBACK WITH DIGNITY



Notice Impressions: We take in many impressions each day; the trick is to name what most shaped our current stories about people & situations.

Recall Words & Interactions: What was said? What was *not* said? Who was listening? Who was speaking?

Describe Body & Behaviors: What did we see (or not see) in speakers & listeners? How were people relating? What did we see in their expressions, breath patterns, gestures, posture & movements toward or away from the action?

Describe Environment: What is engaging people (phones, equipment, food), confusing or clarifying things (slides, data, drawings), making people comfortable or uncomfortable (seating arrangements, inability to hear, tension), etc.

Detect Moods: What were the tones of voice & how did moods shape in the body?

Do Video Camera Test: What could have been captured on video? What behaviors, interactions & outcomes?

See Endless Opinions: We are always assessing things & each other. We have opinions about whom we like & dislike, whether we are succeeding or failing, what we find interesting or boring, etc.

Separate Opinions from Facts: Most of us feel we are “right” & believe our own stories. We may even think our take on things should be obvious to others or work to get others to agree with us.

Be Specific: Assessments may be too general to be accepted (e.g., someone may be “Arrogant” sometimes but not always; performance may be weak but in what specific ways, etc.)

Be Compelling: Feedback is credible when assessments are grounded with observations others can either recall or see directly. Feedback is *most* compelling when we are generous & kind, especially when giving difficult feedback

Express Humility: When talking about breakdowns, let others know that while you have a distinct impression, you remain open to learning more.

Validity: Moods come directly from our stories & mark our emotional truth.

Name Moods: When giving feedback, including the emotional consequences of behaviors we are discussing helps others remember what we have shared. We need to share things like feeling “Disappointed” by broken promises or “Proud” of a brilliant collaboration.

Do Detective Work: Emotions signal the kind of story we are telling. We cannot change difficult moods until we can detect & change the story that drives them.

Own Tricky Stories: Own & reframe any *victim*, *villain* or *helpless* stories.

Build Trust: When we ignore or try to hide our feelings, we waste energy & show up as incongruent or remote. Being mindful & managing our disruptive moods helps everyone.

See Action & Inaction Alike: Moods propel us to either take or refrain from taking specific actions. For example, speaking up & staying silent are both actions.

Revisit Regrets: When we feel regrets, our mind, heart & body signal a need to revisit our path to action & find a way that has more heart & dignity.

Apologize for Harm: When we recognize any harm our negative stories or actions have caused, we rebuild trust when we apologize.

Create More Generative Stories: Seek more generous interpretations of what happened, finding ways that others are showing effort, integrity & valuable contributions that you appreciate. The best leaders tell stories that open possibilities rather than shutting them down

Invite a Response: Check in to learn what others make of the assessments or feedback shared.

BECOME THE
“VIDEO CAMERA”

DESCRIBE REALITY WITH
“LOVE & DIGNITY”

SEE “MOODS AS INFORMATION”
VERSUS PROBLEMS

FIND “WAYS TO RESPOND”
RATHER THAN REACT