



“To effectively communicate, we must realize that we are all different in the way we perceive the world and use this understanding as a guide to our communication with others.”

~ Tony Robbins

Session Objectives:

1. Understand how assertive communication strengthens feedback
2. Learn to give feedback up, down and sideways
3. Explore practices to receive feedback with gratitude and composure



Identify a peer, associate with more “power” than you, or family member who you’d like to give feedback to...and yet you find it challenging to do so:

What is the greatest challenge to giving the feedback?





Coaching

Coaching is a **focused and intentional effort** to *help another person figure out* the best way to achieve his or her **goals, build skill sets** or **expertise**, and **produce** the **results** the organization needs.

Global Executive Summary, Blessing White

Coaching without Authority

- You see someone struggling with a challenge and you believe you can help them gain the insight, ability, or motivation they need to succeed.
- Your effectiveness or the effectiveness of your team and/or organization will be enhanced by the development of this person.

Garry Watanabe, Whitepaper, Coaching without Authority: How to coach your peers or your boss

Common Blocks and Challenges

1. We don't know what we _____
2. We're unsure of our emotions
3. We may feel our _____ don't matter
4. We want to be liked at all costs; worried about _____
5. We become flustered, not _____ effectively
6. Or have experienced excessive _____ in the past
7. We're scared of saying the wrong thing
8. We fear _____
9. Or are afraid of what people will think

~ Richard Banks, Author

How many affect you?





Assertive Rights

Being assertive goes beyond our language. It means understanding our rights as a human being. It means feeling empowered to think, feel, speak and act in ways that are authentic and transparent, while being respectful to others.

It is difficult to empower others if you don't feel empowered yourself. It is challenging to help others understand their rights, if we don't exert our own rights.

Review the following statements about your rights. Consider how comfortable you are asserting them and place a checkmark in the appropriate column.

I have the right to:

	Rights	Very Uncomfortable	Uncomfortable	Comfortable	Very Comfortable
1.	Respect and dignity				
2.	Change my mind without justification				
3.	Judge my own thoughts, beliefs, emotions, and behaviors				
4.	Make my own decisions and deal with the ramifications of them				
5.	Be illogical or irrational				
6.	Say "no" (reject requests) to others without justification or guilt				
7.	Feel all my emotions and express them appropriately				
8.	Say, "I don't know"				

Continued on the next page...



Giving & Receiving Feedback, Part 2



	Rights	Very Uncomfortable	Uncomfortable	Comfortable	Very Comfortable
9.	Say, "I don't care"				
10.	Disagree with others; I am entitled to my own opinions				
11.	Ask questions when I don't understand regardless of the audience or situation				
12.	Feel proud of my accomplishments, achievements, and successes				
13.	Ask for what I want, knowing others can say "no"				
14.	Feel good about myself, my actions and my life				
15.	Not offer excuses or explanations for my actions				
16.	Feel happy and be happy				
17.	Set my own priorities				
18.	Take the time I need before I act, respond, or make a decision				
19.	Be independent of others' approval				
20.	Be alone				





Your Non-Assertive Belief

1. Identify a non-assertive belief that creates negative consequences, particularly when providing feedback to someone:
2. Where does this belief come from?
3. What negative consequences does this belief cause to you (or others)?
4. Why might it be valuable to choose a new belief?
5. What is a new belief?

Use Assertive Communication

= Equal rights, direct, respectful, aligned words/tone/body language

- Use _____
 - I want...
 - I need...
 - I feel...
 - I expect...
- Use _____ as opposed to subjective one
- Make _____ and avoid vague directives
- Express your _____ honestly, without being dramatic, avoid exaggerated statements





"I learned that *courage* was not the absence of fear, but the triumph over it.

The brave man is not he who does not feel afraid,
but he who conquers that fear."

~ Nelson Mandela



Should I speak up?

Think of a recent situation in which you wanted to give feedback but didn't/haven't (this could be your example on page 1).

- What do I care about...values, principles, facts, perspectives that I need to share?
 - Want
 - Need
 - Feel
 - Expect
- What am I compromising if I don't take action and assert myself?
- What are the consequences to me or to others if I don't speak up?
- How will I communicate the message from an "I" point of view? With facts?





Start the Dialogue

1. You've established a trusting relationship with a "customer." In the past, you've enjoyed helping them but lately they seem to be taking advantage of the relationship. They come to you for "all things City related" and expect you to help them navigate any problem or challenge they are facing. At the same time, they are endlessly grateful and gracious to you for your help.
2. You're on a team that is chronically short staffed and overwhelmed by manual processes. You have access to an IT specialist, but they're too stressed and also too "overworked" to help you and your team. You feel like they're not listening to your needs and challenges, rather helping others who have more perceived "power" than you do.
3. In the past, you've alluded to your manager that you need some help with capacity issues, but the challenges just keep resurfacing. Multiple deadlines, tight timeframes, and a lack of specialized resources have been challenging. You feel like promises have been made that things will get better, but they never do. Your home and family life are suffering. You need to have another discussion, but don't want to come across as whining or complaining. You schedule a meeting to discuss this, again.





Receive Feedback Gracefully

“Examine what is said and not who speaks.”
~ African proverb

13 Ways We Deflect

- | | |
|---------------|----------------|
| 1. Play _____ | 8. Attack |
| 2. Take _____ | 9. _____ |
| 3. Minimize | 10. Deflect |
| 4. _____ | 11. Invalidate |
| 5. Avoid | 12. _____ |
| 6. _____ | 13. Exaggerate |
| 7. Counter | |

What to do Instead





Notice your _____



Seek to _____; ask



Express _____





Tips to Breathe (aka take a Pause)

- Breathing brings oxygen to your brain. It allows you time to bring your thoughts and emotions to the surface.
- When you're experiencing strong emotions, being calm, collaborative and focused on problem solving is extremely challenging.
- Pauses can be seconds, minutes, or a day; if you need time to process--take ownership over the timeframe; set a time to follow up.
- Breathing and pausing allows you to respond rather than react. This is a choice that must be made deliberately.

Notice Your Thoughts

- ⇒ Be an observer of your thoughts and reactions when others provide feedback.
- ⇒ Negative emotions are caused by your thoughts.
- ⇒ Remember the SCARF model and examine what might be triggering a threat response.
- ⇒ Be open about your fears (if possible) and/or understand yourself what you are making the feedback "mean" about you.
- ⇒ Recognize if or when you go into "self-criticism mode" (aka beating yourself up over mistakes and/or actions).

Seek to Understand

- Remain calm.
- Try to separate the content from the messenger and/or the way the message was delivered. *Find the nugget of truth or learning.*
- Avoid reacting defensively and/or attempting to rationalize your actions.
- Ask questions to understand.
- Press for details or examples (in a non-defensive manner).





Express Gratitude

Feedback is a gift and those that can give and receive it have the strongest and most trusting relationships with others. Be graceful and grateful for the opportunity to learn.

Or when you don't know what to say...

Here are some phrases to say when you're caught off guard (#graceful):

- "Thank you for sharing your point of view. Let me process this for a bit."
- "That's an interesting perspective. Tell me more."
- "I appreciate you sharing your thoughts with me."
- "I didn't realize that. Thank you for letting me know."



My **Action Plan** to strengthen my ability to give challenging feedback or accept feedback gracefully is:

- 1.
- 2.

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