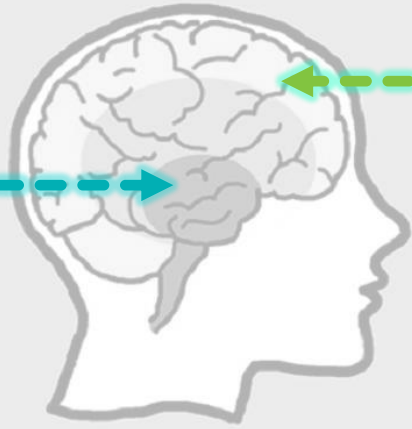


Source of Emotional and Logical Reactions



System 1:

System 2:

Emotional Brain
Limbic System
The Center for Emotion

Logical Brain
Prefrontal Lobe
The Center for Logical Thinking

Emotional Brain Features:

- Speed: Immediate Reactions
- Automatic
- Impulsive
- Fight, Flight, Freeze
- Stress Response
- Danger Detection
- Aggressive Behavior

Logical Brain Features:

- Speed: Progressive and thoughtful
- Reflective
- Deliberate Decisions
- Actions and Consequences
- Emotional Regulation
- Moderating Social Responses
- Intellectual Tasks

Emotional Response Wording Versus Open to Listen Conversation Starters



Emotional Response

Critical, Deficiency, and Judgment Starters

- * You need to get better at X
- * You need to improve X
- * Stop doing X
- * Don't do X
- * You never...
- * You won't...
- * Why do you always...
- * You can't...

Likely Reaction:

The individual on the receiving end will likely feel attacked which can lead to defensiveness, deflecting, or rationalizing.



Open to Listen

Neutral Future-Focused Request Starters

- ✓ I'd like to see you focus on...
- ✓ Develop the ability to...
- ✓ Work on...
- ✓ Put your energy into...
- ✓ Can I ask you to...
- ✓ Can I get your help on something?
- ✓ Will you...
- ✓ I have an idea about how we can work better together. Can I run it by you?

Likely Reaction:

The individual on the receiving end hears a request versus a criticism. This non-attacking approach usually leads to more cooperation and an openness to listen.

2

| Off-Target Performance | On-Target Performance Reframe/Turnaround |
|---|---|
| Doesn't take initiative/lets others take the lead | Be a self starter when it comes to (fill in the blank). |
| "Stirs the pot"; causes trouble | Hold onto information that might upset others. |
| Screams at people | Use a professional tone and voice volume. |
| Micromanager | Let staff work with greater autonomy; trust your staff to do the right thing; put your energy into more strategic work. |
| Vague | *Be specific. |
| Lack of process | Establish a process and develop a plan to follow. |
| Talks too much | Be concise; develop brevity when expressing your thoughts and ideas; provide a high level overview and save the details for the appropriate time (for example, when asked by the listener to provide more information). |
| Overcomplicates issues | Simplify and break things down into doable steps. |
| An "us vs. them" approach | Realize we're on the same team and approach the work and situation as if we all share the same goals. |

Remember this step is just the turnaround, the overall description of what you want to happen. You'll need to give examples of what you mean by "being specific," or what types of information the individual should "hold onto" that might upset others. Next, describe why what you're asking for is important. Complex issues will require that you work with the person on solutions, provide coaching or other support and schedule progress check-ins.

| Off-Target Performance | On-Target Performance Reframe/Turnaround |
|------------------------|--|
|------------------------|--|

| | |
|---|--|
| Not a team player | Work in a way where you are more fully integrated with the team |
| Inconsistently follows the standard operating procedures | Consistently follow the standard operating procedures. |
| Has to be asked 10 times to box up the documents and ship them off-site | Take the initiative to independently box up the documents and ship them off-site. |
| Doesn't like last-minute changes | Anticipate, expect and plan for last-minute changes. |
| Doesn't provide enough time for internal clients to schedule testing | Provide internal clients with two days' advance notice to arrange for tests. |
| Dwells on things they have no control over | Let go of the things you have no control over. Focus on what you can control. |
| Shares too much personal information | Distinguish between private and public information, and hold onto personal information. |
| Likes to wallow in crisis situations | Focus on recovering from crisis situations; bring closure to crisis situations, and put your energy into finding solutions or moving on to the next high-priority issue. |
| Lacks compassion and understanding | Develop understanding and sensitivity to what others are experiencing. |
| Never asks if they can assist others | When you've finished your own work, take the initiative to independently ask others if they need help. |
| Doesn't go the extra mile | Extend yourself by doing extra. Let's talk about what that would look like. |

| Off-Target Performance | On-Target Performance Reframe/Turnaround |
|--|---|
| Makes excuses | Put your energy into identifying solutions. |
| Doesn't take responsibility | Take responsibility for_____. Take full responsibility for_____. |
| Lack of confidence | Develop the confidence to_____. |
| The ends justify the means | The process is just as important as the results. |
| Rude and nasty to co-workers | Interact respectfully with co-workers. |
| Lacks willingness to adapt | Readily adapt to_____. Focus your energies on adapting to_____. |
| Tattletale | Overlook issues that are outside of your control. |
| Interruptive | Allow others to finish expressing their thoughts. |
| No desire to learn on his/her own | Take the initiative to add to your job knowledge. |
| Asks but doesn't want to listen to answers | When asking a question, listen thoroughly to the answer. |
| "My way or the highway" | Be open to considering other approaches. |
| When the "going gets tough", he/she gets going | Stick with and deal with difficult problems. |

| Off-Target Performance | On-Target Performance Reframe/Turnaround |
|---|--|
| Makes assumptions | Make conclusions based on facts. |
| “Sweats the small stuff” | Put things into perspective by sorting through the big things and setting the smaller things aside. |
| Office Gossip: shares harmful information about others Talks behind people’s backs | While it’s only natural to be interested in what’s going on in other people’s lives: Resist the temptation to share information you are privy to (or have learned from others). or Hold onto information you may have come across. Bypass the temptation to share it with others. |
| Lies or dishonest | Communicate information that is based on fact. |
| Resistant to change | Expect that change is a regular occurrence around here and put your energy into readily adapting to it. |
| Passes on work that is incomplete | Pass on work that is fully completed and ready to hand off. |
| Avoids hard conversations | Engage in hard conversations. |
| Doesn’t like to admit fault | Accept mistakes, learn from them and incorporate this new knowledge into your work. |
| Complains about a problem rather than fixing it or offering suggestions | When identifying a problem, think it through and offer a possible solution. |
| Overpromises | Promise only what you know you can deliver. |
| Everything is late | Deliver on time. |

| Off-Target Performance | On-Target Performance Reframe/Turnaround |
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| Lack of confidentiality | Distinguish between confidential and public information. |
| Has opinions but doesn't share them | Share your opinions and thoughts. |
| Holds onto knowledge that others should have access to | Share your knowledge. |
| Complains about his/her job | Accept your role. |
| Takes no ownership | Take ownership of _____. |
| Doesn't filter information | Filter information related to _____. |
| Shares personal issues at work | Keep the majority of your conversations focused on work-related issues. Lunch time and breaks are OK for talking with friends about personal issues. |
| Makes "mountains out of molehills" | Keep things in perspective. |
| Too talkative: often talking about personal life | Keep the majority of your conversations business-related and concise. |
| Lazy | Demonstrate greater productivity and effort. Demonstrate a greater sense of urgency and attentiveness to your work. |
| Unreliable (in terms of work hours) | Be present in the office during scheduled work hours. |
| Has a "short fuse" | Show greater patience and tolerance. |

| Off-Target Performance | On-Target Performance Reframe/Turnaround |
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| Sarcastic | Be more direct in your communications. |
| Deflects responsibility | Take full responsibility for_____. |
| Takes too long to get work done | Speed-up the work to meet deadlines. |
| Won't build off the work of others | Build off the work of others. |
| Non-responsive behavior | Provide more frequent feedback. |
| Publicly points out the flaws of others | Praise in public, and provide feedback in private |
| Not resourceful: doesn't dig to find answers | Investigate solutions and answers. or Be more resourceful by digging to find answers. |
| Sloppy work | Produce quality work. |
| Know-it all-(when in reality she/he has much to learn from others) | Absorb knowledge from colleagues. Allow colleagues to fully finish their thoughts and communicate their opinions; build off of those ideas, and then assess whether it makes sense to add in your own thoughts. |
| Inundates people with too much information | Be concise: provide just the essential information. |

| Off-Target Performance | On-Target Performance Reframe/Turnaround |
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| Interrupts others when they are speaking | Let others finish their thoughts, absorb the information and then build on it by adding in your own thoughts and opinions. |
| Avoids the difficult client conversations | Initiate the difficult client conversations. |
| Doesn't use enough clinical knowledge and data when out on sales calls | Use more clinical knowledge and data when out on sales calls. |
| Makes too many mistakes | Develop more accuracy. |
| Makes rude comments about others | When you have a thought about someone else that isn't entirely positive, I'd like you to hold the thought. |
| Won't ask for help | Develop and call upon internal resources. Develop and call on "go-to" internal resources. |
| Condescending to those with less experience | Use your experience and knowledge to helpfully and patiently mentor those with less experience or knowledge in X area. |
| Experiments take twice the time they should | Let's find out how experiments can be completed in 1/2 the amount of time. |
| Makes assumptions | Draw conclusions based on facts. Gather the facts and then decide what to do. |
| Locks onto solutions before fully understanding the problem | As a first step, obtain a full understanding of the problem and then begin exploring solutions. |
| Frequently omits freight costs on the final invoice | Always include freight costs on the final invoice. |

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| Off-Target Performance | On-Target Performance Reframe/Turnaround |
|------------------------|--|

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|---|--|
| Doesn't listen to the full story | Listen to the full story and then begin asking questions to clarify. |
| No passion for the job | Develop the ability to show enthusiasm for your work. |
| "Black or white" thinker | Develop the ability to see the "grey" areas. |
| Too worried about what others are doing Tattletale | Look beyond issues outside your control. |
| Monitors and reports on others | |
| Behaves as if the customer is "in the way" | Demonstrate in your tone and approach that the customer comes first. |
| Gives out incorrect information | When providing information, ensure that it's accurate. |
| Focuses on what might go wrong and what we can't do | Focus on the things we <i>can</i> do and then problem-solve for any potential deficiencies. |
| Gets involved with issues unrelated to him/her | Stay involved with items within your realm of responsibility and control. Look past the ones outside your control. |
| Over prepares | Prepare just to the point of what is necessary to execute the work. |
| Acts like a clown | Be professional and use appropriate humor. |
| Won't do menial tasks | Step up to the plate even when the task seems menial. |

| Off-Target Performance | On-Target Performance Reframe/Turnaround |
|------------------------|--|
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|---|---|
| Sits to chat, is too talkative | Allow others to focus on their tasks by keeping the majority of your conversations related to business. |
| Becomes embroiled in the small things and forgets the big picture | Set aside smaller issues to focus on the most important issues. |
| Lack of transparency | Develop more transparency when it comes to _____. Keep others informed about _____. |
| More talk than action/substance/results | Follow through on the things you say you'll do. |
| Doesn't listen (and is in need of learning from others) | Listen to learn from others. |
| Overconfident (yet hasn't developed full proficiency) | Increase your skills/ability in X area. |
| Arrogant | Encourage others. Hold your thoughts about _____. Give credit to others. Share your expertise in a helpful, collegial way. |
| Quotes others without giving credit | When quoting others, let people know where the comment/thought originated from. |
| Reassigns their work to others (without the authority to do so) | Take personal responsibility for independently completing the work assigned to you. |
| Takes all the credit | Recognize and communicate the contributions of others. |

| Off-Target Performance | On-Target Performance Reframe/Turnaround |
|--|---|
| Requires handholding to get the work done | Independently get the work done. |
| Raises only problems | You're good at spotting problems. Moving forward when you raise a problem, also propose a possible solution. |
| Makes bad decisions or uses poor judgment | Carefully consider major decisions. |
| Does only what is required, takes no initiative | Proactively seek out additional work during any down time. |
| No sense of confidentiality | Distinguish between public and private information. Be discreet when it comes to confidential information. |
| Yells, raises voice | Dial down the tone and volume of your voice. |
| Rigid | Be flexible when it comes to _____. |
| Doesn't see the "big picture" | Focus on the end result, overall goal and outcome. |
| Turns a 5-minute conversation into an hour | Organize your thoughts and talking points before the discussion, and let's try to keep these conversations to 10 minutes or so. |
| Puts others down to make the himself look better | Look past the perceived shortcomings of others and resist the temptation to verbalize this information. |
| Plays favorites | Be consistent by treating people fairly. |