20/20 Insight

Special Confidential Report

for

Dana Pritchard

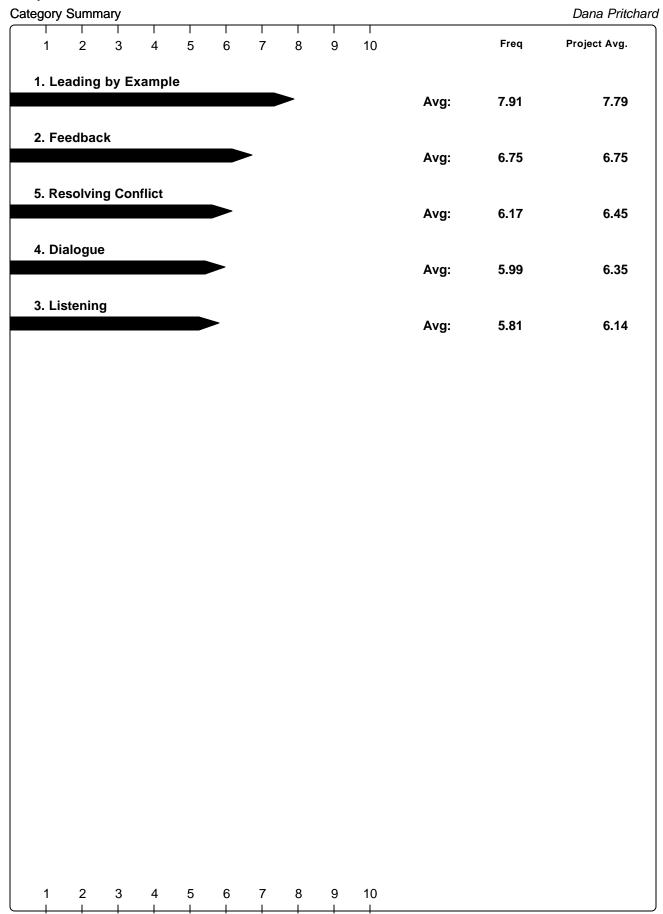
sample2

September 7, 2000

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sample2



sample2

		I	Perfor				T						Dana Pritci
1	2	3	4	5	6	7	8	9	10		Freq	ExpFre	Difference
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										Avg:	5.81	8.27	-2.45
4. Di	alogu	е								Avg:	5.99	8.29	-2.30
										Avg.	5.99	0.23	-2.30
5. Re	solvir	ng Coi	nflict							Avg:	6.17	8.31	-2.14
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1					<u> </u>								

Rati	ngs - I	Perfori	mance	/Expec	ted								Dana Pritc
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4. Pr	oduce	s hig	h-qual	ity wo	ork.			-		Avg:	8.30	9.30	-1.00
2. W	orks c	on imp	provin	g own	know	ledge	and s	skills.		Avg:	8.00	9.00	-1.00
	ontribi team		mporta :.	ant ski	ills an	d abili	ities to	the		Avg:	8.20	9.00	-0.80
	ses tin ons firs		ectivel	ywoi	ks on	high-	priorit	ty					
8. Fo	ollows	throu	ıgh an	d deliv	/ers o	n proi	mises.	•		Avg:	7.80	8.60	-0.80
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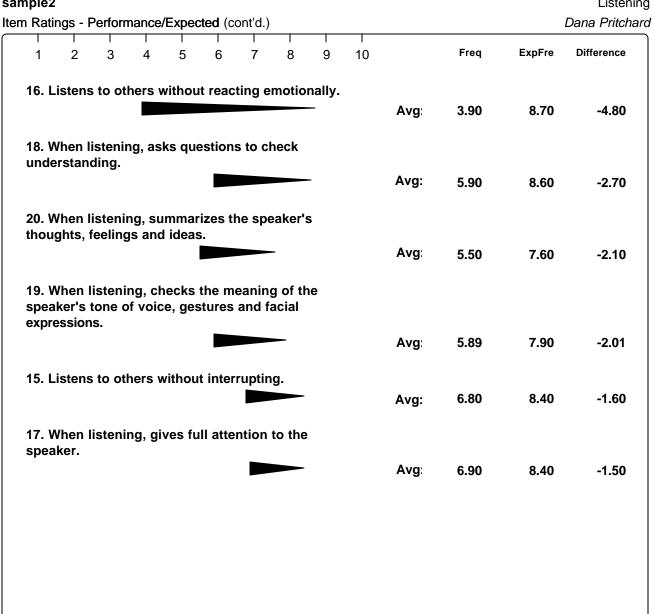
sample2 Feedback

Item Ratings - Performance/Expected (cont'd.)

Dana Pritchard

Rati	ngs - I	Perforn	nance	/Expec	cted (c	ont'd.)	1		1				Dana Pritc
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sample2 Listening



sample2

Dialogue

Item Ratings - Performance/Expected (cont'd.)

Dana Pritchard

Rati	ngs - F	Perforr	mance/	Exped	cted (c	ont'd.)							Dana Prito
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	ions.		.01 00	i i sti ut	ZIIVE E	vaiual	_	CWII		Avg:	5.10	7.80	-2.70
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υμιι	10113.									Avg:	6.00	8.30	-2.30
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24. E	Explain	s the	reaso	ning l	behind	d own	opinio	ons.		Avg:	7.80	8.30	-0.50
21. S	States	own c	pinio	ns cle	arly.								
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1	2	3	4	5	6	7	8	9	10				

sample2
Item Ratings - Performance/Expected (cont'd.)

Resolving Conflict

Dana Pritchard

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PEER:

DIRRPT:

MANAGR:

8.75

7.80

8.00

4

5

What you LIKE:

Behaviors or conditions you hope will continue

- You have what it takes to make your team successful.
- Highly efficient, focused. Hard-working problem solver.
- You seem to know about our business as well as any manager here. I like the way you show that you care about our products and the future of the company.
- You set a good example for the team by your strong work ethic. I also like the way you help us achieve our goals.
- You have an excellent work ethic that helps us achieve our team goals. You have a motivation and drive that just won't quit.
- Self: I like to work with the team and contribute ideas.
- Your ability to analyze a situation objectively has kept us from making some bad decisions.

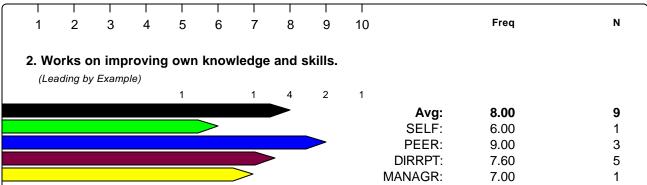
What you DON'T LIKE:

Behaviors or conditions that bother you and why

- More of an individual hard-charger doing your part, not so much of a supportive team player.
- You need to focus more on people skills. You're cutting people off. They seem to give up on getting through to you.

What you WANT:

- Focus on team members as much as tasks.
- More listening, more open-mindedness, more employees who believe they can approach you.
- Continue to be a good role model. Practice strong work ethic.
- More communication and listening on your part during a deadline may help alleviate harsh feelings.
- Continue to tell us when you think one of us is headed in the wrong direction.



What you LIKE:

Behaviors or conditions you hope will continue

- I would like to see you participate in peer groups that meet to talk about their office happenings. I think you need this external stimulation and knowledge base.
- Self: Like to learn and share knowledge.
- Every now and again, you will have a moment when you will admit that your own performance/management skills need improvement. I like those moments because it is a relief to think that you may see the error in your ways.
- You have good management skills, and you have worked on these over the years.
- A real student of learning new technology!
- I like the way you share what you've learned when you come back from conferences.
- I see you reading a lot of success books.

What you DON'T LIKE:

Behaviors or conditions that bother you and why

- I don't like how you frown on spending money when asked about conferences or training courses I would like to attend.
- I think it is great that you are always reading and learning about new software to use, but sometimes you are neglecting your duties and us.

What you WANT:

Improvements that you desire

- Time spend constructively with involvement in peer groups/professional organizations that would expand knowledge base and experiences.
- Learn how to be a better coach. Someone who grows people by helping them learn by experience.
- I would like it if you focused more on the team, but continue to look for new technologies.

- Keep on learning.
- I'd like you to share some of the success principles you read about with your team.

MANAGR:

8.60

9.00

5

What you LIKE:

Behaviors or conditions you hope will continue

- You're amazing I've never seen you tired!
- Always a whirlwind of action!
- You're willing to commit any level of energy or stay with it as long as needed.
- You never seem to tire.
- Energy is contagious. When your energy is positive, you leave the entire office feeling good all day.
- You are very high-energy and driven to accomplish your goals.
- Self: I put my all into my work.

What you DON'T LIKE:

Behaviors or conditions that bother you and why

- Maybe you should learn to relax as effectively as you work.
- Sometimes you push yourself too hard and then suffer later.
- When your energy is negative, that is also contagious. You usually end up taking out your frustrations on us.
- You seem to expect all of us to have the same level of energy that you possess.

What you WANT:

- Let the rest of us know how you do it!
- A balanced individual.
- I would like to see you moderate your energy level and not push too hard.
- I would like you to learn to be more professional. If you come into work and you are in a bad mood, try not to take it out on us. Close your door or go on a walk to try and shake the bad mood. We lose productivity when you are feeling negative. You are unapproachable and we are sometimes afraid to bother you when an important issue arises.
- I'd like you to recognize that we all work at different paces, instead of expecting us all to be on your energy level.

MANAGR:

8.00

8.00

5

1

What you LIKE:

Behaviors or conditions you hope will continue

- Your team can be relied on to meet its objectives.
- Because of your ambition, drive, and motivation, you always produce top quality work. The clients are always impressed with you and your team.
- We can count on you to pull your weight.
- You strive for excellence in all you do it's inspiring!

What you DON'T LIKE:

Behaviors or conditions that bother you and why

- Your team is actually capable of doing more. But it has to be though their effort, not yours. You need to distribute and coordinate more, do less yourself.
- The things I have mentioned previously about what we have to deal with sometimes in order for the work to be its highest quality. Sometimes your team pays a huge price.

What you WANT:

- Get more teamwork from your team.
- I would like to see us produce high-quality work without the expense of employee's feelings.

MANAGR:

7.20

9.00

5

1

What you LIKE:

Behaviors or conditions you hope will continue

- A no-BS businesslike approach to work. Get things done. No BS.
- You sort through priorities well. You know what's important and what's not.
- Most of the time we do work on high-priority actions first.
- You set priorities with very little effort. And you've helped me several times when I've needed help setting my own priorities.

What you DON'T LIKE:

Behaviors or conditions that bother you and why

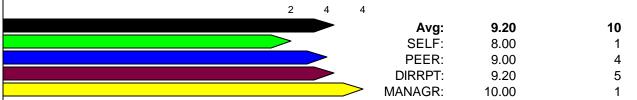
- Sometimes people don't rise to the level of priority I feel they deserve.
- We don't always use our time effectively because we're trying to skate around your temper or mood swing.
- Self: Sometimes feeling overwelmed with tasks at hand.
- I've seen you get distracted at times by less important tasks that could have been delegated to someone on your team.

What you WANT:

- More consideration of the needs of your team.
- I would like to see you call the group together at the beginning of each week to go over our priorities for the week.
- To be able to address the weak areas so our team can be more time efficient.
- Before you take on responsibility for something, make sure it's really yours to do.

6. Takes initiative--does what needs to be done without being asked to do so.

(Leading by Example)



What you LIKE:

Behaviors or conditions you hope will continue

- This is related to setting priorities. Once you have them set, you're off and running!
- I never have to tell you that something needs done. I feel you always sense this and just do it.
- You are a professional, through and through. You know what has to be done. You believe in what's going on around here. Total self-starter.
- Self: Gives me a sense of pride in my workmanship.
- You are always on the ball when it comes to a deadline.

What you DON'T LIKE:

Behaviors or conditions that bother you and why

- Sometimes you tend to just try and do everything yourself instead of giving one of us a chance to try it and grow.
- You sometimes step on people who get in your way.

5

What you WANT:

2

- I'd like to see you trust us to do some of the tasks that you feel you need to handle yourself.
- Address weak areas and try to improve them.

MANAGR:

3.60

6.00

5

1

What you LIKE:

Behaviors or conditions you hope will continue

- You willingly address issues created by you or your team.
- Sometimes you DO accept responsibility for your mistakes. When this happens, I'm always glad.
- Self: I feel free to own up to my mistakes without feeling put down.

What you DON'T LIKE:

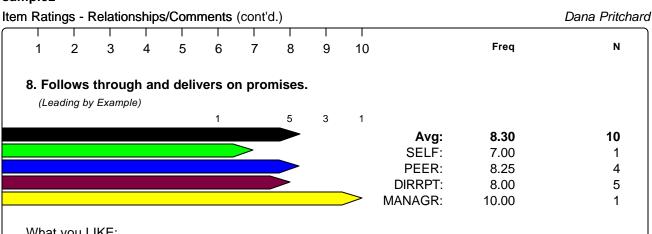
Behaviors or conditions that bother you and why

- All too often, you focus on the actions of your team members when something goes wrong. We know that both triumphs and setbacks are a team effort, not the sole doing of the leader. But it shows character to own bad outcomes along with the good.
- You seem to look for someone to blame when you make an error in judgement.
- When things go wrong with a project, I feel that you want to find fault with one of the other team members, even though the mistake was caused by something you did.
- You seem to want to come across "perfect." Sometimes a little defensive when things go wrong.

What you WANT:

- More: "That was my responsibility." Less: "Brandy should have checked the scheduling beforehand."
- I'd like to see you take more ownership and admit it when you make a mistake. It makes you more human to us.
- I would like you to practice looking at the situation and its causes before lashing out at one of the team members and blaming them.

sample2



What you LIKE:

2

5

6

7

Behaviors or conditions you hope will continue

- I can always count on you to do what you say you'll do.
- You never break a promise and that is a trait to be admired.
- This is one of the things I like most about you No BS. You do what you say. Very consistent.
- It's nice to know I can count on you.
- I like when you follow through with the promises you have made to us.
- I trust you a great deal because you do what you say you will do.

MANAGR:

8.40

7.00

5

What you LIKE:

Behaviors or conditions you hope will continue

- It really is encouraging to me the way you mention specific details about a project and how I handled them.
- When one of us has done something outstanding, you praise us extremely well. You get the group together and explain the good deed and why you are so proud of that employee.
- I liked it when you sat in on a presentation I had done and gave me feedback about how it went.

What you DON'T LIKE:

Behaviors or conditions that bother you and why

- It's rare that you give me positive feedback or affirm me when I have accomplished something.
- I'm sure that most of your positive feedback is done in private, but I've noticed a few missed opportunities, and you seem to be a little vague with your praise.

What you WANT:

- Consider affirming what you like in the people around you.
- Focus in on what they did well and describe it to them.
- Please continue to recognize attention to detail and praising good actions.
- I'd like you to sit in on more presentations in the future. It helped me to get your ideas about how I presented.

PEER:

DIRRPT:

6.25

7.00

4

5

What you LIKE:

Behaviors or conditions you hope will continue

- You are very careful when giving constructive feedback. You use caution and you gather both positive and negative traits about the person so that it seems to balance out.
- Very direct and honest. You focus on the important stuff.

What you DON'T LIKE:

Behaviors or conditions that bother you and why

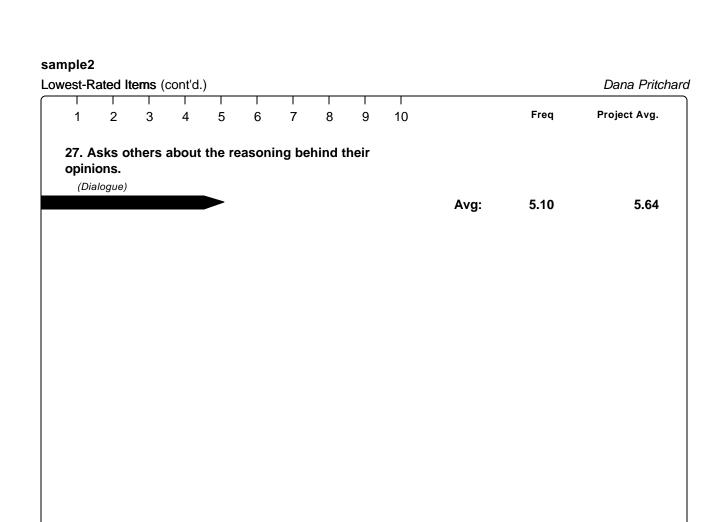
- This is the only time we see you acting with any caution and reserve for other people's feelings.
- I've observed you several times giving feedback when you're angry. It's during those times that you have nothing positive to say to the employee you're counseling.
- You seem "in your face" when others let you down. Need to say something, but maybe there's a better way to say it. You can hurt people's feelings, leave a bad taste.
- I don't see you do this much, and the people on your team could probably use it since you all work at such a high pace.
- More often than not, you just start right in with the criticism.

What you WANT:

- I wish this behavior could be displayed on a daily basis. It would make life much easier at work.
- I'd like to see you take your anger out of all constructive feedback. It might help you to wait a day or two in order for your anger to subside. Also keep in mind that people aren't perfect, and we all make mistakes.
- Say something good along with the bad. Usually, things are not all bad.
- Try to think of something positive to say before you start criticizing there needs to be a balance.
- Let us know when you notice we're doing something especially well so we'll know to keep doing it.

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(Re	esolving (Conflict))							_		
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(Lee	When ir sible ar esolving (Demonstion. alogue) Asks otions.	confice conflict	ilict wif agree	ith a cemen	owork t. ess to	cer, di	scuss			Avg:	4.50 4.70	5.43 5.14
(Lee	When ir sible ar esolving (Demonstion. alogue) Asks otions.	confice conflict	ilict wif agree	ith a cemen	owork t. ess to	cer, di	scuss			Avg:	4.50 4.70	5.43 5.14







Dana Pritchard

1 2 3 4 5 6 7 8 9 10 Freq

16. Listens to others without reacting emotionally.

(Listening)

Avg:

3.90

Sometimes what people tell each other can be upsetting. They may express a point of view that others strongly disagree with. Hearing unexpected news about accidents, mistakes, errors, opposition or other problems can cause an immediate reaction. Especially upsetting is criticism or the message that others are responsible for something bad that has happened. Feelings of concern, disappointment, frustration and anger can quickly cascade into an outburst.

Under pressure, listeners who show their feelings easily may react with an emotional outburst. Behavior such as this can create barriers to communication. People may decide to filter the information or keep it to themselves rather than deal with this person's negative reaction.

What lower ratings may mean:

The people who gave you feedback may feel uncomfortable with the way you express negative emotions.

- They may have noticed that you lose your temper when you hear bad news.
- They may be afraid to tell you things that may set you off.
- Maybe you've experienced a number of disappointments recently.
- You may feel that it's good and natural to express how you feel.
- Perhaps you grew up with people who shouted when communicating.
- You may not realize the adverse impact your outbursts can have.
- You may believe it's better for people to know when you are upset.

Recommended follow-up development actions:

- If the comments in your report don't describe in enough detail why you received a
 relatively low rating, consider asking the people who rated you for more specific
 examples of your actions.
- Perhaps the people who work around you expect more of you than you realize. Tell them
 that you don't want them to feel uncomfortable with the way you react to unpleasant
 news. Ask them what improvements they would like to see in the way you express your
 emotions.
- Identify one or two individuals who never seem to lose their cool. Arrange a meeting so that you can ask: "Surely you get mad from time to time, but you never seem to lose your temper. What's your method for staying cool when you are feeling upset?"

- Appreciate that few people will interpret an emotional outburst in a positive way. They may think of it as a temper tantrum. They may see your outbursts as immature or aggressive behavior. You can be sure that displays of anger make others feel uncomfortable. People want their coworkers to think clearly in adversity, and they may doubt your effectiveness. They may think, "If you are capable of this, what else are you capable of?"
- If you become upset while listening to someone, put your feelings aside until the conversation is over. If you have an outburst during the middle of a conversation, you are likely to create a major barrier to communication. Get the message first; react later.
- Consider that showing anger is not the only way to express it, and it is probably not the best. There is a big difference between acting out your emotions--shouting, accusing, cursing, slamming doors or throwing things--and stating, "This is upsetting. I'm angry about this."
- The best way to deal with your anger is to give constructive feedback to the people who are responsible for whatever has upset you. The following approach is recommended:
 - 1. Put the behavior in context. "Normally your estimates are close."
 - Describe the behavior. "The May estimates didn't take our new product line into account. They are 50% under our actual expenses, so we're going to have delays."
 - 3. State how you feel and why. "I'm upset and disappointed. We've been talking about the new product line for months, and now this error will cost us several thousand dollars."
 - 4. Reaffirm the desired performance. "I know you can handle this, and I trust there will be no more oversights in the future."
- Consider believing in and doing things based on these positive attitudes:
 "It's OK for people to know I'm upset-- it's not OK for me to act it out."
 "When the messenger brings bad news, I won't shoot him."

Recommended Resources

Bolton, Robert. People Skills. New York: Touchstone Books, 1986.

Burley-Allen, Madelyn. Managing Assertively. New York: John Wiley & Sons, 1983.

Gordon, Thomas. Leader Effectiveness Training. New York: Bantam, 1980.

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30. Uses consideration and tact when voicing disagreement.

(Resolving Conflict)

Avg: 4.00

Although most professional people have good judgment, some coworkers may not always agree about what to do. Faced with opposition and the pressure of time, members of the work group could easily become impatient and come on too strong. Instead of using dialogue or negotiation, they may use argument, intimidation or authority. Most people would be inclined to let head-strong individuals have their way. But that could have several bad consequences. First, the needs of other people would not be satisfied. Further, they might harbor resentment. Most important, the alternatives that are generated through creative negotiation are typically breakthroughs--superior to the initial desires of either party. These benefits would be lost.

When coworkers experience opposition, they need to make an effort not to be overbearing. They need to voice disagreement in a neutral way that invites further dialogue. They need to ask about the needs of the coworkers who oppose them and listen actively. They need to set the stage for the process of creative negotiation.

What lower ratings may mean:

The people who gave you feedback may feel that you are often hard to deal with when you are trying to get your way.

- They may want a better chance to state their cases.
- They may feel that you're overbearing when you disagree.
- You may feel strongly about what you want to do.
- You may have a very intimidating or abrasive personality.
- You may feel that you have a right to try to make people to go along.
- Perhaps you're used to getting your way.
- Maybe you see conflict as winning or losing.

Recommended follow-up development actions:

- If the comments in your report do not describe in enough detail why you received a
 relatively low rating, consider asking the people who rated you for more specific
 examples of your actions.
- Perhaps the people who work around you expect more of you than you realize. Tell them
 that you want to be considerate and tactful. Ask them what improvements they would like
 to see in the way you voice disagreement.

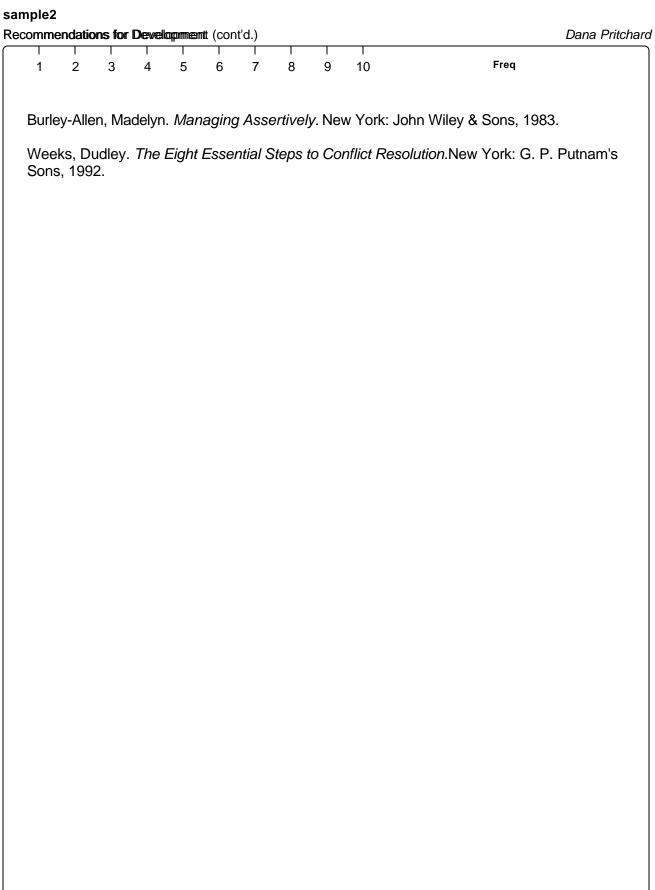
- Identify someone noted for showing respect when voicing disagreement. If possible, study this person's on-the-job behavior. Consider asking this person to observe you and give you feedback.
- Think of a time when someone who was in conflict with you was harsh and intimidating. How did you feel? What impact did this have on your ability to resolve the conflict?
- The next time you find yourself in opposition to someone, pay attention to the way you express yourself. Are you coming on strong? Are you forceful and argumentative? Consider voicing disagreement and expressing your needs in a calm, neutral, open-ended way. Examples:
 - "I understand your position now. I need something a lot different."
 - "At first glance it seems we disagree. Here's my view of it."
 - "I believe we want different things. Let me see if I have it right."
 - "I appreciate your needs. I think I need something different."
- Make it a habit to inquire into the needs of other people. State your own needs, but ask about the needs of the people who want something different. Examples:
 - "Maybe you folks want something different."
 - "So that's why I like my plan. Why do you like your plan?"
 - "But I'm open to other possibilities. What are you thinking?"
 - "Let's try to address all our needs. What do you want out of this?"
- Consider letting other people state their desires first. This act of courtesy will ensure that you hear them out, and it will make them more willing to hear you out. Example: "Becky, I'll tell you what I have in mind. But first, what about you? How did you want this to turn out?"
- Beware of these aggressive behaviors:
 - Making demands or stating ultimatums
 - Promising bad consequences
 - Arguing or debating
 - Making critical or abusive comments
 - Interrupting people or raising your voice
 - Invoking your authority
- Consider believing in and doing things based on these positive attitudes:

"Others have a right to needs and opinions that are different from mine."

"Courtesy is essential to resolving conflict."

Recommended Resources

Bolton, Robert. *People Skills*. New York: Touchstone Books, 1986.







22. Communicates without ridicule, threats or emotional outbursts.

(Dialogue)

Avg: 4.20

When exchanging thoughts and ideas with coworkers, people may hear things they don't agree with or something they didn't expect. They may hear bad news: a problem, a mistake or a setback. Especially upsetting is criticism or the message that they are responsible for a problem. Anger and emotional outbursts can make a person seem unpredictable, out of control and threatening.

It's natural and important to express feelings, but not in a self-indulgent, hurtful way. Intense, negative emotion can alarm people. They may interpret the outburst personally. People could decide to filter the information or keep it from each other rather than deal with the anger. To be establish trust, people need to be objective, reasonable and in control. Coworkers need safe, constructive ways to communicate their feelings.

What lower ratings may mean:

The people who gave you feedback may feel that you sometimes "lose it" when things don't go your way.

- They may find it hard to trust someone who has a mean temper.
- They may have felt hurt or fear because of your outburst.
- Maybe you don't like people to disagree with you.
- Possibly you are the kind of person who shows feelings easily.
- Maybe you get upset easily.
- You may believe it's more honest to express your feelings.
- You may think that it is better if people know when you are upset.
- Perhaps you feel it's healthier to let your anger out.

Recommended follow-up development actions:

- If the comments in your report do not describe in enough detail why you received a
 relatively low rating, consider asking the people who rated you for more specific
 examples of your actions.
- Perhaps the people who work around you expect more of you than you realize. Tell them
 that you intend to express anger appropriately. Ask them what improvements they would
 like to see in the way you express emotion.
- Identify one or two individuals who never seem to lose their cool. Arrange a meeting so

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that you can ask: "Surely you get mad from time to time, but you never seem to lose your temper. What's your method for staying cool when you are feeling upset?"

- Think of a time when someone became angry and berated you. How did you feel? What impact did this have on your relationship with the person?
- The next time you feel angry, consider ways to communicate your feelings without being aggressive. Talk about your anger in an honest, objective manner.
- Appreciate that most people will rarely interpret an emotional outburst in a positive way. They may think of it as a temper tantrum. They may see your outbursts as immature or aggressive behavior. You can be sure that displays of anger make others feel uncomfortable. People want their coworkers to think clearly in adversity, and they may doubt your effectiveness. They may think, "If he is capable of this, what else is he capable of?"
- Remember that words can hurt. An assault can be verbal, as well as physical. If you get
 a reputation for being mean or aggressive, people may stop trusting you. They may even
 avoid communicating with you. And people do not give all of their talents and energy for
 someone they don't trust. They may withhold vital information or try to sabotage you.
 Examples of aggressive, hurtful remarks:
 - ◆ Threats: "You'd better not do that again." or "You can be replaced."
 - ◆ Put-downs: "That's stupid, Charlie."
 - ♦ Commands: "Put that down!" or "Shut up!" or "Get out!"
 - ♦ Criticism: "This is awful!"
- If you become upset or angry while listening to someone, the best thing for you to do is to
 put your feelings aside until the conversation is over. If you display your emotions during
 the middle of a conversation, you will probably close it down. Get the message first;
 react later.
- Consider that showing anger is not the only way to express it, and it's probably not the
 best. There is a big difference between acting out your anger--shouting, accusing,
 cursing, slamming doors or throwing things--and stating, "This is upsetting. I'm angry
 about this."
- Rather than demonstrate how you feel, state how you feel and why. Example: "This
 mismatch has me upset and disappointed. We've been talking about the new product
 line for months, and now this error will cost us several thousand dollars."
- Consider believing in and doing things based on these positive attitudes:
 - "It's OK to be upset, but it's not OK to hurt people's feelings."
 - "I will communicate my feelings in positive, constructive ways."

Recommended Resources

sample2

Recommendations for Development (cont'd.) Dana Pritchard 10 Freq 2 3 5 6 8 Bolton, Robert. People Skills. New York: Touchstone Books, 1986. Burley-Allen, Madelyn. Managing Assertively. New York: John Wiley & Sons, 1983. Gordon, Thomas. Leader Effectiveness Training. New York: Bantam, 1980. 2 5 6 9 10