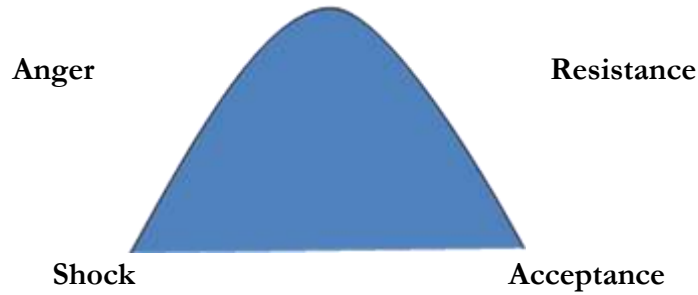




The S.A.R.A. Model – Aka, THE FREAK OUT

The process human beings go through when they experience change and get feedback.



Source: Adapted from Elizabeth Kubler-Ross



Name	Career Deal Breaker?	Pet Peeves at Work?	Work They Enjoy Doing Most?	Work They Enjoy Doing Least?



Setting Expectations When Starting Business Relationships

“I want a good relationship with you. I’ll do everything I can to support your efforts and ensure everything goes smoothly. And things happen. If we work together long enough, I’m sure there will be breakdowns. When there are, please come and speak to me directly. Give me a chance to make things right. I promise I will say thank you for the feedback.”



Setting Expectations When Starting Team Member Relationships

“I want this to be the best place you’ve ever worked and I want to be the best leader you’ve ever worked with. There will be days you love working here and for me, and there will be days you don’t. I want to know about both. I can’t fix what I don’t know is broken. Don’t let me find out your unhappy when I come across your resume on LinkedIn. I will ask for feedback regularly. Give me a chance to retain you.”





Manager's Role

Managing Employees:

- Get to know employees. Build trust.
- Set clear expectations
- Hold high standards. Coach and give feedback
- Repeat

** Talk with team members individually, once a week or twice a month

- Meetings can be short – 15 minutes
- Phone or video
- Debrief the week: Plus/delta
- The team member provides written updates



Be Transparent About the Methods of Decision Making

Transparency Builds Trust

Consensus – **Everyone** involved has the opportunity to influence the decision and agrees to support it

Majority Rule – 2/3 majority, derived from voting

Delegate with Constraints – **The** team or team members decide with guidelines from leader

Gather Input from Individuals and the Leader Decides

Decide and Announce – Someone in a position of authority decides

Talk about gossip. Create a practice for drawing attention to and reducing gossip.

Create Occasions for Candor. Debrief Everything.

Ask: “What should we start, stop & continue doing” after every meeting, project, hiring process, etc.





Reward People Who Speak Up - Contests & Awards:

Recognize the Person Who:

- Provided the Worst News
- Expressed a Counter Point of View
- Failed While Trying to Solve a Problem or Create Something New

Increasing Trust in the Leadership Team - Actions Leaders Can Take:

Strengthening Culture - Give more information than you think you need to.

- Host hybrid town halls.
- Leverage group voicemails.
- Send regular, brief, company-wide emails.

Giving leaders more visibility:

- Use 'Ask the Leader' boxes
- Leaders conduct small, roundtable discussions with employees in all roles and at levels. Large organizations - touch 10% of your population once a year.



Know employees:

- Know employees' names, talents, & career goals
- Be visible. Talk to employees.





Next Steps:

- Use the Candor Questions for Leaders and Managers to have conversations with the person you work for and the people who work for you and during roundtable discussions with leaders
- Teach employees at all levels to give useful, timely feedback
- Debrief major events and big decisions
- Agree to 'go direct' as a team



The Speaker: Shari Harley runs Candid Culture, a Denver-based training and keynote speaking firm bringing candid conversations back to the workplace, making it easier to tell the truth at work. Shari is the author of the book *How to Say Anything to Anyone*. She has a master's degree in Communication and taught leadership development at the University of Denver.

A former HR practitioner and operations leader, Shari's practical approach has led her to speak and train in Singapore, Thailand, Malaysia, India, Dubai and Australia. From 'Making Meetings Work' and 'Delegating Better' to 'Managing Your Career' and 'Saying Anything to Anyone,' Shari's tips are sure to delight and inform in a real, direct and very funny way.

Her clients include: SHRM, Johnson & Johnson, Pepsi Co., KPMG, NBC Universal, Uber, Lego, Stanford University, and the City of Denver.

Watch videos and learn more about our training programs: at www.candidculture.com.

Join Shari on LinkedIn: Search for Shari Harley. **Facebook:** Search for Candid Culture.





SHARI HARLEY'S

CANDID CULTURE

Creating a Culture of Psychological Safety
Making it Safe to Speak Up

FRONT

	You can SAY ANYTHING TO ANYONE when trust is present.
PEOPLE DON'T DO THINGS THE WAY WE DO , even when we think they should.	TELL PEOPLE WHAT YOU EXPECT when relationships begin. Ask what they expect.
Ask for feedback. SAY "THANK YOU."	People treat you AS YOU TRAIN THEM to treat you.
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BRINGING CANDID CONVERSATIONS BACK TO THE WORKPLACE.™

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	YOU ARE 100% ACCOUNTABLE for your career.
KEEP YOUR WORD. Do the things you say you will do.	KNOW YOUR REPUTATION. Ask how others perceive you.
DON'T GOSSIP. If you have something to say, say it directly to the person involved.	EVERYTHING makes an impression.
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BUSINESS RELATIONSHIPS THAT REALLY WORK.™

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BACK