

Giving Praise

- Be genuine, sincere, and specific
- Use the Situation, Behavior, Impact Model
- Share what the positive behavior shows you about that person
- The best praise not only makes people feel good but it also challenges them
- Be aware of how praise can go wrong
- Spend as much time getting the facts for praise as critique

Example:

"You're a genius!"



"In this morning's meeting, the way you talked about XYZ was very persuasive because you showed everyone that you heard the other point of view. Your ability to see things from multiple perspectives is something I really value about you as an employee. Please keep speaking up like that in meetings."

Performance Concerns

**BATTLE OF
MESSAGES**



**LEARNING
CONVERSATION**



Difficult conversations are really 3 conversations in 1

Stories

- The facts
- Perceptions, interpretations, conclusions
- Who did what
- Who meant what
- Who's right
- Who's to blame

Feelings

- What emotions are involved or evoked?
- How should I interpret those feelings
- How should I handle those feelings?

Identities

- What does this say about me?
- What impact does it have on my self-image, self-esteem, future, well-being?

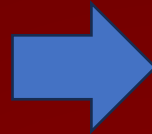
Stories – Certainty vs. Curiosity

The situation is more complex than either person can see

Battle of Messages

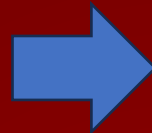
Learning Conversation

I know all I need to know to understand what happened



Each person brings different information and perceptions

Persuade them that I'm right



Stop arguing about who's right and start exploring each other's stories: how we understand the situation and why

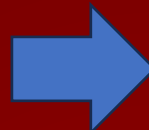
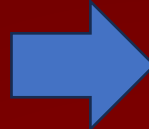
Stories – Intentions & Impacts

The situation is more complex than either person can see

Battle of Messages

I know what they intended

Make sure they know what they did was wrong



Learning Conversation

I know what I intended, and their impact on me. I don't know their intention or my impact on them

Share the impact on me, find out what they were thinking/intending. Share my intentions, find out what impact I'm having