

## Healthy Dialogue Dashboard: This One-Page Reference Provides Strategies for Giving Feedback Especially When Negative Feelings are Present

What to do	Strategies	Helpful Language
Start the conversation	<ul style="list-style-type: none"> <li>-Ensure you have the right conditions for a healthy dialogue.</li> <li>-Make sure you have a clear purpose in your mind.</li> <li>-Use a respectful tone and open body language.</li> </ul>	<ul style="list-style-type: none"> <li>-Is this an okay time to talk?</li> <li>-I want to talk to you about_____ (e.g. the last email you sent, the meeting this morning).</li> <li>-Can we take a quick walk? I want to talk to you about_____.</li> </ul>
Describe the facts	<ul style="list-style-type: none"> <li>-Be factual, and direct. Remember, you're giving them <u>data</u> so they can change something.</li> <li>-Diffuse the conversation by owning your part of the story.</li> <li>-Tailor your approach to make the other person feel safe and you have -established a shared purpose.</li> </ul>	<ul style="list-style-type: none"> <li>-At the meeting this morning, I noticed _____ when you _____.</li> <li>-I observed you_____.</li> <li>-Here's what happened in my mind...</li> <li>-I'm telling you this because I know collaboration is important to both of us.</li> </ul>
Discuss the impact	<ul style="list-style-type: none"> <li>-Explain what impact their behavior had.</li> <li>-Be truthful about your feelings.</li> <li>-Discuss the result of the behavior.</li> </ul>	<ul style="list-style-type: none"> <li>-It made me feel disrespected.</li> <li>-It felt like you didn't respect my time.</li> <li>-Since then, I've noticed our productivity is going down.</li> </ul>
Get their view	<ul style="list-style-type: none"> <li>-Take ownership of your interpretation of the story.</li> <li>-Confirm with the receiver their point of view.</li> </ul>	<ul style="list-style-type: none"> <li>-I don't know if I'm right...</li> <li>-Do you see it differently?</li> </ul>

How to do it	Strategies	Helpful Language
Listen and reflect	<ul style="list-style-type: none"> <li>-Seek common understanding.</li> <li>-Focus on what the person is saying vs. what you're going to say next.</li> <li>-Give brief and informal affirmations.</li> <li>-Paraphrase and show understanding.</li> <li>-Ask open ended clarification questions.</li> </ul>	<ul style="list-style-type: none"> <li>-I see...I understand that you feel...</li> <li>-So you're saying that ...</li> <li>-What do you think the process should be like?</li> <li>-What could have prevented/improved the situation?</li> </ul>
Slow down	<ul style="list-style-type: none"> <li>-If the receiver is emotional or triggered, you might have to give them space to think and process.</li> <li>-If they are open, use their answers to your open-ended questions to establish what changes will be made.</li> <li>-Tailor your approach and review common feedback triggers (truth, relationship, identity).</li> </ul>	<ul style="list-style-type: none"> <li>-I can hear in your voice, you are upset. I'd like to hear your side, so I can better understand your feelings.</li> <li>-Do you have any suggestions for how we talk about this?</li> <li>-Can you tell me more about that?</li> </ul>
Share meaning	<ul style="list-style-type: none"> <li>-Paraphrase your shared purpose.</li> <li>-Summarize suggestions for going forward.</li> <li>-Highlight what you will do differently to support the change.</li> </ul>	<ul style="list-style-type: none"> <li>-It sounds like we both feel committed to more frequent communication.</li> <li>-What about an update every Tuesday?</li> <li>-Would it be helpful if next time if I...</li> </ul>

Special thanks to Jennifer Liberty Clark | Instructor of Psychology, Anoka Ramsey Community College & Steve Riccio | Lecturer, International Business & Management, Dickinson College, for supplying this resource.

References consulted: *Crucial Conversations: Tools for talking When Stakes are High* by Kerry Patterson, Joseph Grenny, Ron McMillan (2012); *Thanks for the Feedback: The Science and Art of Receiving Feedback Well (even when it is off base, unfair, poorly delivered, and frankly, you're not in the mood)* by Douglas Stone and Sheila Heen (2015).

### **Healthy Dialogue Fundamentals**

- ❖ Establish safety and tailor your approach. The receiver needs to be safe and know where they stand to hear what you have to say.
- ❖ Ask you colleagues how they'd like to receive feedback before a situation arises.
- ❖ Seek more understanding of their thinking and working styles (e.g. 5 paths) to ensure you understand their preferred communication styles.
- ❖ No matter how much you prepare, you can never control what is heard, be prepared for the unexpected.

### **Green Light Conditions for Constructive Dialogue**

- ✓ It's based on something specific.
- ✓ If it's based on an incident, the past 24 hours is ideal.
- ✓ There's a clear purpose for the conversation.
- ✓ The giver is prepared.
- ✓ There's something the receiver can do to change a behavior.
- ✓ The receiver has a growth mindset.

### **Red Light Conditions for Constructive Dialogue**

- ✗ The receiver is vulnerable or emotional.
- ✗ There's not enough information and/ or the information is second hand.
- ✗ It wasn't recent (more than 24 hours ago).
- ✗ There's nothing the receiver can do to change the behavior.
- ✗ There's no time for a dialog (schedule a better time).
- ✗ You only have criticism but haven't thought through what you want to change or a suggestion.

### **Mastering your own stories**

When we get upset we often fall into patterns of being a victim, *it's not my fault*, making someone into a villain, *it's their fault*, or being helpless, *there's nothing I could do*. The next time you're upset, try to identify what kind of story it is. Keeping these themes in mind can help you identify information that can interfere with your message.