

I am a professional

People Leaders' Guide

Week 2 – Common Ground

10–15 minutes

1 handout

Optional: PowerPoint

Purpose

To learn to express truthfulness and demonstrate transparency in helpful, not hurtful, ways that allow us to get to the root cause of our challenges and make continuous improvement.

Key Talking Points

- We have a responsibility to help our coworkers be successful by sharing information and providing feedback.
- When we speak, we need to be truthful, forthright, and transparent in a way that is helpful and not hurtful to others.
- When we listen, we need to listen for the real meaning and ask questions that seek to clarify our understanding.
- Raw truthfulness can erode trust and respect. Being truthful in a tactful way can build trust and create stronger working relationships.

Trust and Respect

I am a professional: The work I do each day plays an important role in the lives of our patients and in the experience of my customers. I bring the best of who I am to work every day.

Say: Today, we are going to talk about our **I am a professional** guiding principle. As individuals and as work teams, we often struggle with being truthful, forthright, and transparent in a way that is helpful to others.

Ask: Why do truthfulness and transparency matter in terms of how we work together?

Anticipated Responses: Being truthful and transparent builds trust; you know where a person is coming from; you know where you and they stand; they're part of our values; it is how we get to the root of our challenges and move forward.

Say: I am being truthful and transparent right now when I say that doing what we've always done in the past is not a formula for future success. We need to be able to engage in critical conversations with one another. And we have a responsibility to ask questions that challenge our processes, systems, and ideas so that we are prepared to meet the needs of our customers now and in the future.

Say: Raw truthfulness doesn't work because it feels disrespectful. Without trust, we can't move forward together. Without respect, we don't want to move forward together.

Say: This is why we need to be able to communicate with one another and ask and answer questions in ways that build trust and show respect.

Note: If it has been difficult for you and your team to speak truthfully with one another, you might say: "I know that we sometimes find it difficult to speak truthfully with one another. By acknowledging our own difficulty, we now have a place to start to work toward truthful and respectful conversations."

Do: Hand out the "Trust and Respect" worksheet.

Say: Take a few moments to review this list of "raw" statements in Part One.

Say: It can be awkward to admit that we have felt like saying some of these things, or that we have said one of these things to a coworker. I know that I have made one or two of these statements at one time or another myself.

Ask: Have you ever felt like saying any of these?

Anticipated Responses: Yes; I have said some of them; no.

Say: It's awkward to talk about because we know that, even if the statement is true for me, it doesn't mean that it will build trust, demonstrate respect, or make anything better. That is what we need to think about as responsible professionals. For example, if I am thinking, "This is totally lame," I can check myself. I can ask myself how I can share this initial reaction in a way that is positive, as opposed to complaining or judging. I could say, "I don't think I understand how that will help."

Ask: What else could I say instead of "This is totally lame"?

Say: Read the "Be Mindful" section in Part Two and pair up with a learning partner to complete. Select two statements on your worksheet and transform them into trust-building, respectful contributions.

Ask: What ideas have you come up with?

Do: Thank your team for their willingness to explore how to express truthfulness and transparency while building trust and demonstrating respect.



Everyday
Excellence

I am a professional

Trust and Respect

June 2016



I am a professional

The work I do each day plays an important role in the lives of our patients and in the experience of my customers. I bring the best of who I am to work every day.



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Trust and Respect

Which of the following statements have you ever felt like saying at work?

- This will never work.
- You never listen to me.
- It wasn't my mistake.
- If you had listened to me in the first place . . .
- That's a really bad idea.
- Who came up with that?
- That's not how we do it.
- We're short-staffed.
- They always mess up over there.
- You have a bad attitude.
- You never told me that. It's your fault.
- We already tried that.
- That's not my job.
- This is totally lame.
- We've never done it that way.
- We don't have the budget.

I am a professional

Trust and Respect

Be Mindful. Instead of blurting out your initial reaction, you can be truthful, forthright, and transparent in a way that is helpful.

For example, instead of saying, "This will never work," you might instead:

- **Express your understanding:** "I know this is really important to you and your team."
 - **Acknowledge their passion:** "You're excited about how this could make a real difference."
 - **Pose a question:** "Can you tell me how you think this will work, so I can understand better?"
- If you are thinking, "That's not my job," you might instead:
- **Express empathy:** "I know you really need some help right now."
 - **Be transparent:** "I'm not sure if or how I can help, but I'm willing to talk about it."
 - **Pose a question:** "How do you see me contributing?"

Re-do! Let's transform two statements in a way that builds trust and respect.

- 1.
- 2.

I am a professional

Trust and Respect

Part One

Place a check mark next to any statements you have ever felt like saying at work. Write in any other phrases you hear from your team.

- | | |
|---|---|
| <input type="checkbox"/> This will never work. | <input type="checkbox"/> They always mess up over there. |
| <input type="checkbox"/> You never listen to me. | <input type="checkbox"/> You have a bad attitude. |
| <input type="checkbox"/> It wasn't my mistake. | <input type="checkbox"/> You never told me that. It's your fault. |
| <input type="checkbox"/> If you had listened to me in the first place . . . | <input type="checkbox"/> We already tried that. |
| <input type="checkbox"/> That's a really bad idea. | <input type="checkbox"/> That's not my job. |
| <input type="checkbox"/> Who came up with that? | <input type="checkbox"/> This is totally lame. |
| <input type="checkbox"/> That's not how we do it. | <input type="checkbox"/> We've never done it that way. |
| <input type="checkbox"/> We're short-staffed. | <input type="checkbox"/> We don't have the budget. |
| <input type="checkbox"/> | <input type="checkbox"/> |
| <input type="checkbox"/> | <input type="checkbox"/> |

Part Two

Be Mindful. Instead of blurting out your initial reaction, you can be truthful, forthright, and transparent in a way that is helpful.

For example, instead of saying, "This will never work," you might instead:

Express your understanding: "I know this is really important to you and your team."

Acknowledge their passion: "You're excited about how this could make a real difference."

Pose a question: "Can you tell me how you think this will work, so I can understand better?"

If you are thinking, "That's not my job," you might instead:

Express empathy: "I know you really need some help right now."

Be transparent: "I'm not sure if or how I can help, but I'm willing to talk about it."

Pose a question: "How do you see me contributing?"

Re-do! Select two statements from above and transform them in a way that builds trust and respect.

Original Statement #1:

Rewrite:

Original Statement #2:

Rewrite:
