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How to Say Something

*(When It Might Be Easier to Say
Nothing at All)*

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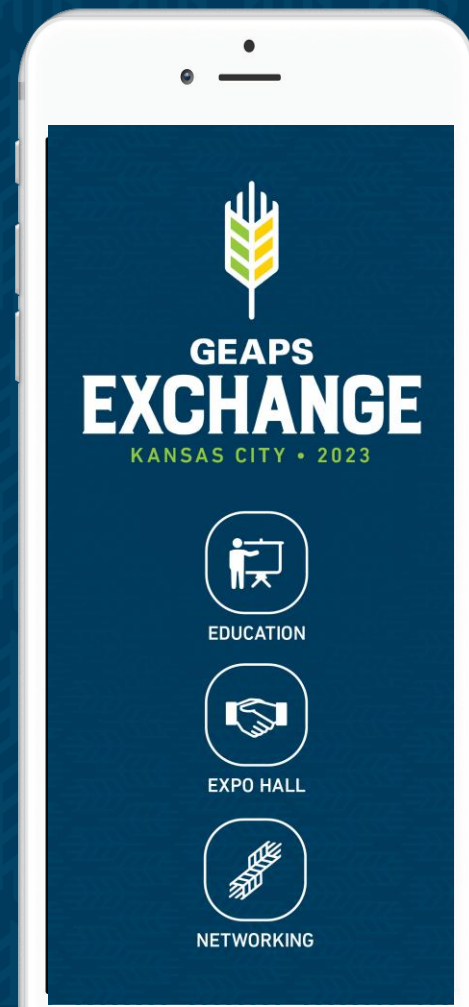
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How To Say Something

(When It Might Be Easier to Say Nothing at All)



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How To Say Something

(When It Might Be Easier to Say Nothing at All)



Takeaways

- **Be more aware of the behaviors of your team.**
- **Be clear about your intent of the conversation.**
- **Step confidently into conversations that can feel awkward or uncomfortable.**
- **Use these same tools to engage your team members everyday.**

What percent of the variance
between a lousy culture and a strong culture
is the knowledge, skills, and talent
of the team leader?

70%

Think of a time you wished you said
something but didn't.

What held you back from
saying something?



Takeaways

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Selective Attention





Takeaways

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- Be clear about your intent of the conversation.
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People don't question your words;
they question **your intent.**

Joseph Grenny, *Crucial Conversations*



Contrasting Statements

1

My intent is.....

2

My intent is not.....



Contrasting Statements

My intent is.....

To make sure we are on the same page with next steps.

My intent is not.....

To question your work or process.



Contrasting Statements

My intent is.....

To support you.

My intent is not.....

To be nosy.

Contrasting Statement Tips

No BUTS.

Useful at the
beginning of the
conversation or in
the middle.

Helps YOU be clear
on your intent.



Takeaways

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Three Simple Phrases

1

"I noticed....."

2

"It leads me to believe....."

3

"What are your thoughts?"



Three Simple Phrases

1

“I noticed.....”

2

"It leads me to believe.....”

Behavior or Assumption

You rolled your eyes at my last comment.

Behavior

You disagree.

Assumption

You have great attention to detail.

Assumption

You understand what great customer service means.

Assumption

You ask questions to understand customer concerns.

Behavior

You volunteer to work on this type of project every time.

Behavior

You really enjoy this work.

Assumption



Three Simple Phrases

1

"I noticed....."

2

"It leads me to believe....."

3

"What are your thoughts?"



Three Simple Phrases

- I noticed... You haven't been talking as much or sitting by your team during lunch.
- It leads me to believe... Something happened on the team.
- What are your thoughts?



Three Simple Phrases

I noticed... You sit back and cross your arms
when we are talking, and you don't
share your thoughts.

It leads me to believe... You disagree with what I
am saying.

What are your thoughts?

Negative feedback (attention) is **40x more effective**, as a team leadership approach, than ignoring people.

Positive feedback (attention) is **30x more effective** than negative feedback in creating high performance on a team.

8 Factors of Engagement

- At work, I clearly understand what is expected of me.
- I have the chance to use my strengths every day at work.
- I know I will be recognized for excellent work.
- In my work, I am always challenged to grow.

“ ME “

- I am enthusiastic about the mission of my company.
- In my team, I am surrounded by people who share my values.
- My teammates have my back.
- I have great confidence in my company's future.

“ WE “

Source: 9 Lies About Work, Marcus Buckingham and Ashley Goodall



Top 10 Phrases

- ✳ Say more about that.
- ✳ Help me understand.
- ✳ My intent is... My intent is not...
- ✳ Let me be clear....
- ✳ This is not okay.



Top 10 Phrases

- ✳ Thank you.
- ✳ I appreciate you.
- ✳ Yes, and...
- ✳ What am I missing?
- ✳ What I am hearing you say is...

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