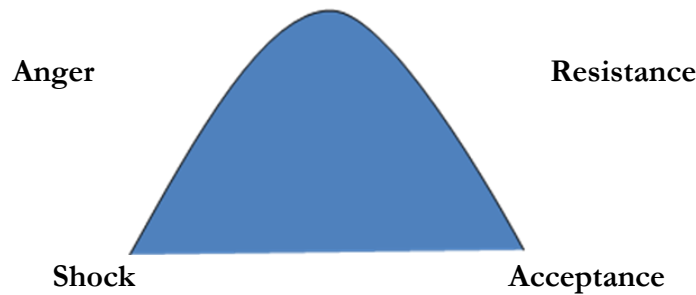


The S.A.R.A. Model – Aka, THE FREAK OUT

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



Source: Adapted from Elizabeth Kubler-Ross

Who are your most important customers?

Customers Defined: People you need to get your job done. People who need you to get their jobs done.

Pick five – internal or external – people to focus on.

1. _____
2. _____
3. _____
4. _____
5. _____



Reality Check

Name	How They Like to Communicate? In-Person, Phone, Email, Voicemail, Text?	How Often They Want Information? How Much? In What Format?	Pet Peeves at Work? How Would You Annoy Them and Not Even Know It?	How They're Evaluating You? What a Good Job Looks Like?

Which questions will you ask?

1. _____
2. _____
3. _____
4. _____
5. _____



Get More Candor Questions at www.candidculture.com/freestuff.

Creating Powerful Working Relationships

Request Candor

“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.**”

Ask Permission to Give Feedback

“I’d like to be able to do the same with you. If something is preventing me from doing the best work for you or providing you with the best service, is it ok if I tell you?”

Don’t Guess

“I’d like to know about your working-style preferences, so I work with you how you like to work. Can I ask you a few questions about how you like to receive information?”

Set Expectations

“I’m periodically going to check in and ask how things are going and may revisit some of these questions. Is that ok with you?”

The Feedback Formula

1. Introduce the conversation
2. State your motives
3. Describe the behavior – **“I’ve noticed”**
4. State the impact of the behavior
5. Ask the other person for his/her perception of the situation – Both people talk.
6. Make a suggestion or request – **If s/he knew another way to do it, s/he would do it that way.**
7. Build an agreement on next steps
8. Say “Thank You”

Notes:

Notes:

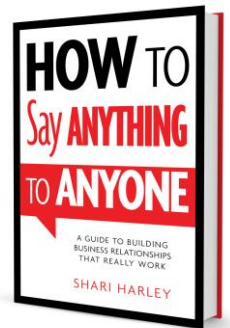
Next Steps – Yes, there’s homework!!

- Using the Candor Questions, have conversations to get to know your internal and/or external customers better.



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. Before launching her business, Shari led leadership development training for OppenheimerFunds, conducted customer service training for American Century Investments, and facilitated training for Dale Carnegie Training. 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. Her clients

include Pepsi Co., Uber, Johnson & Johnson, Texas Roadhouse, Noodles & Company, KPMG, MPI, HSMIA, ASAE, SHRM, the cities of Denver, Golden, and Colorado Springs, and Sam Houston University.



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

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