

Speaking up Safely

with



E-learning delegate workbook

To be used in conjunction with Speaking Up Safely e-Learning by April Strategy LLP.

Name

**Editable PDF for you to make your own notes.
Be sure to save to your local drive, to save your notes.**

Introduction to Speaking Up

Key points from introduction video







To feel safe and confident to speak up, we need to know HOW to speak up.

BUILD is going to be our way of speaking up. Giving critical feedback without criticizing.

Through this training you will find BUILD to be the easiest, safest, kindest, quickest and most effective way to give feedback; and to receive feedback too.

Your notes

BUILD constructive feedback

		Describe the Behaviour . Observations not judgments.	
		(Understand their context. Step into their shoes. Unsaid).	
		Describe the Impact on... you, others, outcomes or the work	
		Listen to them. "What was happening there?" (<i>Don't ask 'why?'</i>)	
		Ask 'what might you Do differently? ' <i>It's a Dialogue</i>	

BUILD feedback model is © April Strategy LLP.

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Receiving feedback as a GIFT, a chance to learn

In order to give great feedback, we need to first learn how to receive it. That's why the first step in this journey is about accepting feedback as a GIFT.

When someone gives you feedback, It may not feel positive and may seem unfair. But what if they didn't give you feedback? You would never know that you have affected them in that way. And you wouldn't have the chance to learn and think about doing things differently.



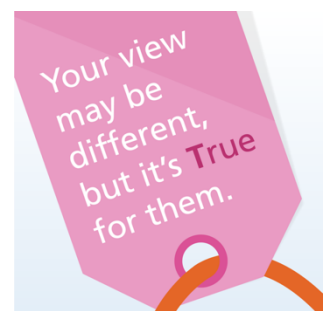
Thanking the other person acknowledges it can take courage in sharing feedback. This may be difficult but changing your perspective in this way can help make receiving feedback a more positive experience for you.

There may be something you could do better, or perhaps you've been misunderstood. Whichever, the feedback is still new information that you can choose how you use. We are only aware of 20% of how we come across to others. So, whatever your view on the situation, their feedback has given you a new level of self-awareness you did not have before.



- Listen – give them a chance to fully describe their experience
- Be curious – this is a new perspective you can learn from
- Empathise – step into their shoes for a minute
- Choose – you can choose to take it as an insult, or as constructive feedback. Only you are responsible for your reaction.

We all have different perspectives. There are always two sides to a story. You can leave any defensive reactions for a moment, and respect what is true for them.



The foundations of BUILD



Describe the Behaviour



- Tell the other person what you observed or heard them doing
- Describe the action or behaviour
- Use facts not judgments
- Facts are unarguable and true
- Your beliefs or feelings are not facts
- Use the word you. You did. You said.

Your notes



Understand their context



- Imagine what's going on for them
- Step into their shoes
- What are they going through?
- Do this in your own head – it must remain UNSAID
- Maybe they... Perhaps they...
- Builds empathy, changes your tone

Your notes



Describe the Impact



- Describe to them the impact their behaviour had
- Could be impact on you, another person, a project or outcome
- OK to describe your feelings here
- I felt... (not 'you made me feel')
- OK to say what you think the impact might have been on others

Your notes

The foundations of BUILD



Listen to their point of view



- Ask one simple question
 “What was happening there”
- Then give them a chance to speak
- Don’t agree or disagree
- Don’t say ‘yes’ or ‘no’
- Don’t interrupt or judge, just listen
- (Never ask ‘why’?)

Your notes



Ask what they could
Do differently



- This is coaching. Letting them take responsibility for learning / change
- Ask: “Is there anything you might do differently next time”
- Or: “What might you do...” and wait
- We will start expecting this question
- Resist any urge to suggest what they could do. Turns it into a ‘telling off’!

Your notes



Your notes

Rudeness

Key points from introduction video

- Top 3 drivers of a good day at work: appreciation, positivity, teamwork. ¹
- Single biggest driver of a bad day at work: incivility, rudeness, bullying. ²
- Incivility makes errors and mistakes significantly more likely. ³

Your notes

	Scenario 1 Shouting	Scenario 2 Aggressive email	Scenario 3 Being judgmental



Bullying

Key points from introduction video

People who experienced bullying also suffered: ⁴

- c. 50% depression, loss of affect , flashbacks
- c. 60% heart palpitations, raised blood pressure, insomnia
- c. 75% loss of concentration, memory, anxiety
- Over 80% ‘anticipation of next negative event’.

Your notes

Scenario 1 Banter	Scenario 2 Negative behaviour	Scenario 3 Workload concerns



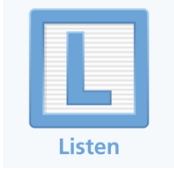
Performance

Key points from introduction video

- Three things managers can do to improve engagement at work: communicate, set goals together and let people know how they are doing in meeting goals (i.e. giving feedback). ⁵

Your notes

	Scenario 1 Resistant to change	Scenario 2 Not performing	Scenario 3 Accused of bullying



Getting into action

Your BUILD buddy

Practice builds confidence

Share your experience with each other. Making mistakes is normal and doing this in a safe environment will help you get better at using it.

1. Practice regularly together
 - Practice for everyday situations.
 - Something that's happened in the past
 - Small and trivial – have some fun.
2. Rehearse before you give feedback
 - Practice this with someone first
 - Plan what you want to say and ensure your feedback is delivered in the most helpful way.

BEFORE

Remember **your reasons** for having this conversation. How might a change make things better? Reminds you why you are speaking up. Builds your **MOTIVATION**, keeps the discussion on topic.

DURING

Be kind. Remember you're doing this to be helpful. You don't want to 'tell them off'. **TONE OF VOICE** is as important as what you say when giving feedback.

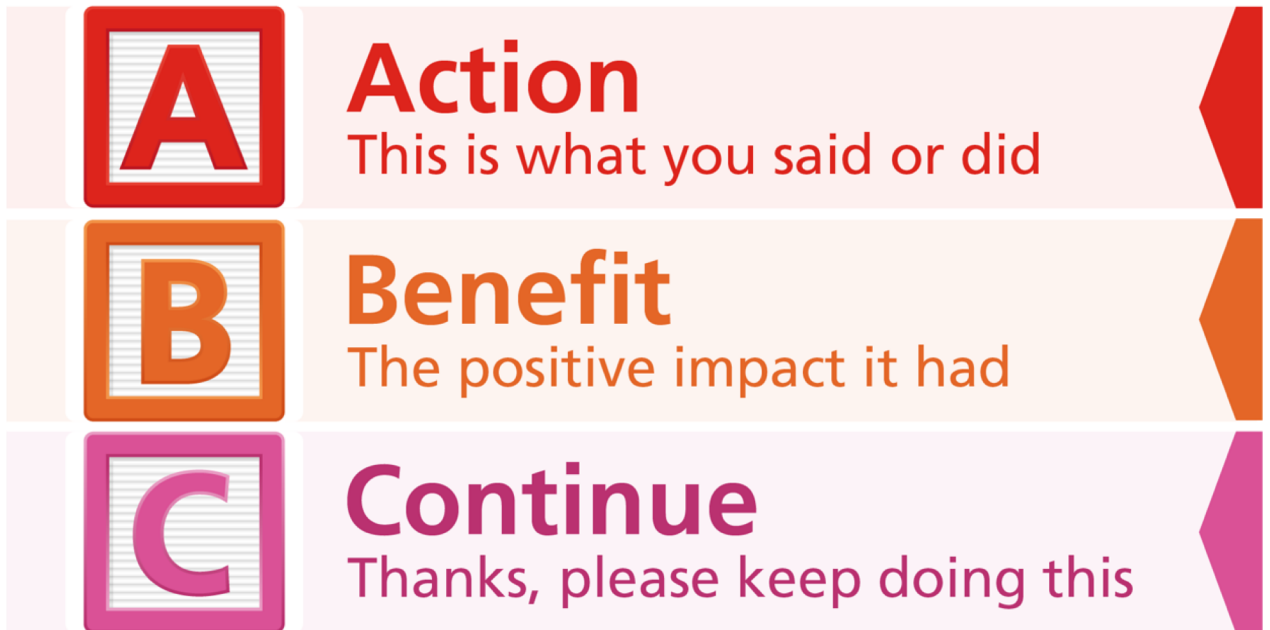
AFTER

Might not be a great outcome. May not recognise the situation or do anything differently. That's okay. You needed to say something, and you you've done what you can. **BUILD is giving gift of self-awareness**, not immediate behaviour change.

"I JUST THOUGHT YOU MIGHT LIKE TO KNOW."

If they don't change, and it continues to affect you, raise it with someone else.

The ABC of Appreciation



All feedback is positive because it helps us learn and grow. Giving appreciative feedback about things that work for us is just as important to help others feel valued. Studies show that successful teams receive around five times as much appreciative feedback as ‘constructive feedback’. The ABC of appreciation is another simple tool we can use to make sure our positive feedback is delivered in the most effective way.

- Positive feedback improves performance.
- People know what they should be doing.
- It boosts confidence.
- It makes us feel noticed and valued.

5:1 Successful teams get five times as much appreciation as critical feedback. ⁶

Your notes

References

- 1 / 2 Drawn from April Strategy LLP unpublished research based on work with more than 35 healthcare organisations
3. Riskin A et al, The Impact of Rudeness on Medical Team Performance: A Randomized Trial, Pediatrics, September 2015
4. G Namie, Workplace Bullying Institute, Impact of workplace bullying on individuals health, 2012
5. The state of the American Manager, Gallup, 2015
6. Zenger, Harvard Business Review, 2013