LISTENING SKILLS
SCENARIO #1

An employee says to you, "I just can't work with Pat! We seem to have a personality conflict. No matter what I say or do, we always end up spending half our time arguing instead of working on the project."

Your response:

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LISTENING SKILLS
SCENARIO #2

An employee says to you, "We sure waste a lot of time around here because we have to work with these outdated computers and old software. Are we ever going to upgrade?"

Your response:

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LISTENING SKILLS
SCENARIO #3

An employee says to you, "I thought I should let you know I'm considering some offers from other companies. The opportunities for promotion here seem to be pretty limited, and they are offering me some pretty attractive deals. I wanted to be fair and give you the chance to discuss my options if I stay here."

Your response:

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ACTIVITY: FOLLOW-THE-LEADER
SCENARIO #1

Manager: You were out of the office yesterday afternoon and you asked your employee to turn in a report for you. It's normally your job, but you felt confident delegating it to this employee who in the past has been very trustworthy. In your conversation with the employee two days ago, you felt you were very clear on what needed to be done, and the employee seemed to understand the expectation. When you came in to the office this morning, you had an urgent message from your boss asking where the report was.

How will you demonstrate respect, care, and reassurance?

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Which mistake of your own will you share?

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Ask, "What happened?" and listen.

Ask, "How can you fix it?" and listen.

Ask, "How can you make sure it won't happen again?" and listen.

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ACTIVITY: FOLLOW-THE-LEADER SCENARIO #1 (CONT'D)

Employee: You feel terrible because the day before yesterday, your supervisor told you he/she was going to be out of the office and talked to you about a report that was due the next day to your supervisor's boss. The two of you discussed how to run the report and when it needed to be turned in. Yesterday afternoon you got distracted by a problem that came up with a project one of your co-workers was working on. You forgot to run the report and didn't remember until you came in to work this morning. You pride yourself on being trustworthy, so you're very upset that this happened.

What will you say when your supervisor asks, "What happened?"

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How will you fix it?

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How will you make sure it doesn't happen again?

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ACTIVITY: FOLLOW-THE-LEADER SCENARIO #2

Manager: Your employee has responded enthusiastically to your challenge to improve the production reporting. He/she has designed a new form for supervisors to use in reporting information to data processing so they will have what they need to get a newly designed report to you. The employee went ahead and gave the supervisors the new form and now they, and their boss, are all upset and calling you. You asked your employee not to implement any big changes without running them by you first.

How will you demonstrate respect, care, and reassurance?

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Which mistake of your own will you share?

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Ask, "What happened?" and listen.

Ask, "How can you fix it?" and listen.

Ask, "How can you make sure it won't happen again?" and listen.

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ACTIVITY: FOLLOW-THE-LEADER SCENARIO #2 (CONT'D)

Employee: Your boss asked you to take a look at production reporting and see if you could improve the process. You created a great new form that's going to streamline the process and get your supervisor the information he/she needs in a more timely fashion. You ran off some of the forms on a copier and gave them to the production supervisors so they could try them out and you could see how it would work. Your supervisor had asked you not to implement any big changes without discussing them with him/her first, but in your mind this was just a test, so you are surprised to find out that the supervisors and the production director are upset and have called your boss to complain.

What will you say when your supervisor asks, "What happened?"

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How will you fix it?

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How will you make sure it doesn't happen again?

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ACTIVITY: FOLLOW-THE-LEADER SCENARIO #3

Manager: Your employee is one of the best and hardest workers on your staff. He/she gets along well with other people on your team and in the company. Right now, he/she is working on a big project and is having computer software problems. You overheard a conversation he/she had today with Joe, one of the IT support people. Your employee lost his/her temper and told Joe, "Why are you even here? You never give us the support we need!" Then he/she marched off. Several people heard the conversation. You know this isn't the way for your employee to meet deadlines on the project.

How will you demonstrate respect, care, and reassurance?

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Which mistake of your own will you share?

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Ask, "What happened?" and listen.

Ask, "How can you fix it?" and listen.

Ask, "How can you make sure it won't happen again?" and listen.

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ACTIVITY: FOLLOW-THE-LEADER SCENARIO #3 (CONT'D)

Employee: You've been working on a big project. This one will really have an impact on several departments and could save the company a lot of money. The one glitch you've been running into lately is with the computer software you've been using. You've been getting repeated errors and it's beginning to hold you up. You're worried you won't make your next deadline. Since only a few people in the company use the software you're working with, there's only one person in IT who can support it—Joe. Joe, of course, is very busy and doesn't seem to understand the urgency of your need to get your software problems resolved. You went to speak with him yesterday and when he told you he couldn't get to it for another couple of days, you lost your cool. You told him, "Why are you even here? You never give us the support we need!" and then marched off, fuming.

What will you say when your supervisor asks, "What happened?"

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How will you fix it?

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How will you make sure it doesn't happen again?

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ACTIVITY: YOU MAKE THE CALL

Several workplace situations are listed below. Choose which accountability "tool" you'll use from your toolbox in each situation.

Accountability Toolbox

1- Establishing positive expectations	6- Creating rapport
2- Listening	7- Relationship contract
3- Goal setting	8- Delegation
4- Coaching through mistakes	9- Personality/Behavior types
5- Caring confrontation	10- Giving positive feedback

1. An employee says to you, "I just can't work with Pat! We seem to have a personality conflict. It doesn't matter what I say or do, we always end up spending half our time arguing instead of working on the project."

   Tools you'd use:

   _____

2. You have a newly formed group with people who have come from various areas of the company. Your company formed your group because of a long-term project you'll be developing and implementing over the next couple of years. Although many of these people are familiar with the organization, they don't know you or one another. You are meeting with them this week for a kickoff meeting.

   Tools you'd use:

   _____

3. Yesterday your boss met with you about implementing a new procedure. You are already maxed out with work, but this would be good experience for you and your team. One of your employees, Kathy, has been around for quite a while and has proven her ability to complete her work efficiently. She's great at getting the cooperation of other staff members. You are looking at the work to be done and trying to make a plan.

   Tools you'd use:

   _____

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ACTIVITY: YOU MAKE THE CALL (CONT'D)

4. Tom, one of your staff members, has been the lead on a new project. Yesterday you heard him speaking harshly to Sonya, blaming her for a mistake that he'd made. Sonya came to you upset and refuses to work with Tom on the project any longer.

   Tools you'd use:

   _____

5. One of your employees, Carol, implemented a new customer response plan about six months ago that reduced customer complaints by 40%. Your group just received a letter of commendation from the president of the company for exemplary internal and external customer service.

   Tools you'd use:

   _____

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ACTIVITY: YOU MAKE THE CALL
ANSWER KEY

1. An employee says to you, "I just can't work with Pat! We seem to have a personality conflict. It doesn't matter what I say or do, we always end up spending half our time arguing instead of working on the project."

   Tools you'd use: *2 (Listening)*, *7 (Relationship contract)*, *9 (Personality/Behavior types)*

2. You have a newly formed group with people who have come from various areas of the company. Your company formed your group because of a long-term project you'll be developing and implementing over the next couple of years. Although many of these people are familiar with the organization, they don't know you or one another. You are meeting with them this week for a kickoff meeting.

   Tools you'd use: *1 (Establishing positive expectations)*, *2 (Listening)*, *3 (Goal setting)*, *9 (Personality/Behavior types) 6 (Creating rapport)*

3. Yesterday your boss met with you about implementing a new procedure. You are already maxed out with work, but this would be good experience for you and your team. One of your employees, Kathy, has been around for quite awhile and has proven her ability to complete her work efficiently. She's great at getting the cooperation of other staff members. You are looking at the work to be done and trying to make a plan.

   Tools you'd use: *3 (Goal setting)*, *8 (Delegation)*

4. Tom, one of your staff members, has been the lead on a new project. Yesterday you heard him speaking harshly to Sonya, blaming her for a mistake that he'd made. Sonya came to you upset and refuses to work with Tom on the project any longer.

   Tools you'd use: *2 (Listening)*, *7 (Relationship contract)*, *4 (Coaching through mistakes)*, *9 (Personality/Behavior types)*, *5 (Caring confrontation)*

5. One of your employees, Carol, implemented a new customer response plan about six months ago that reduced customer complaints by 40%. Your group just received a letter of commendation from the president of the company for exemplary internal and external customer service.

   Tools you'd use: *10 (Giving positive feedback)*

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