

## *My Beliefs About People at Work: Two Activities From The Everyday Leader<sup>®</sup> book*

*Exploring one's beliefs, mindset, biases and fears is essential to maintaining healthy self-awareness. The interplay of these aspects of your worldview and identity work in the background of everything you undertake and with the people with whom you interact. Being aware of these is key to growing and exploring new and better perspectives as you lead your team. Page 100*



**People Beliefs:** Take a moment to consider your beliefs about people in the workplace.

**Do any of these 20 people beliefs resonate with you? Indicate Y (Yes), N (No) or M (Maybe) for each one. (Page 109-110)**

<b>Belief statements</b>	<b>Y, N, M</b>
1. People need some autonomy and empowerment to do their best work.	
2. The people I lead belong to me; I'm the boss, they're my subordinates and should fall in line behind me.	
3. I don't need to compliment people for doing what they are supposed to do; the paycheck does that.	
4. People will try to get away with whatever they can, so I have to supervise closely.	
5. Taking time to learn and develop is fluffy stuff that takes away from doing the work.	
6. I trust that people want to do a great job, so my job is to provide the support to help them do that.	
7. If people disagree with me as the leader, it means something is wrong with me.	
8. Staying super busy with many tasks is a key indicator that I am dedicated and a high performer.	
9. People are generally capable, committed, and want to do a great job.	
10. If I'm not aggressive, people will run over me and not do their work.	
11. Most people don't believe in the organization and only work to get a paycheck.	
12. I believe in the dignity and worth of each person.	
13. Everyone on the team can learn and grow.	
14. I believe people are generally out for themselves.	
15. People deserve the best, supportive environment when they come to work.	

16. People are always waiting for others to fail.	
17. It's people's own fault if they leave work feeling stressed and anxious.	
18. A happy work environment is a sign of weakness.	
19. People should have time for work, home and recreation.	
<b>20. Others (list any others of your own)...</b>	

**What 1 or 2 beliefs do I need to adopt to be more effective leading and working with others?**

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## Beliefs about giving quality and consistent feedback, pg. 227

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**Developing your feedback muscle will give you greater value to your direct reports.**

**Reflection: Beliefs and intention matter.** Take a few moments to explore your thinking about giving and receiving feedback.



1. What are your feedback habits (whether offering positive or corrective information)?

2. What beliefs might be holding you back from giving more positive feedback?

3. What attitude might be holding you back from giving more corrective feedback?

4. What, generally, are your intentions when giving feedback?

5. What is a recent situation in which you wanted to give better, more useful feedback? (Keep this example in mind as you review how to improve feedback skills.)

*Tips on providing quality feedback:*

- Reorient yourself around the *benefits* of feedback.
- Remember, feedback is ongoing. Behavior change requires many conversations. Habits are pesky, but not irreversible. So, keep at it, acknowledging incremental growth.
- Know it's a two-way process, a conversation that includes good advocacy and inquiry to foster better understanding and best actions going forward.
- All feedback should be about behavior, not the person.
- The more trusting the relationship (the CONNECT key), the more likely the feedback will be valued.
- Be specific about the behavior and the *Why*—its impact on the job or people (whether positive or corrective feedback).
- Provide it in a timely manner. Set aside a private time for more complex or difficult feedback.
- Apply balanced feedback, that is, more positive than corrective. An ideal ratio is at least 3:1 (positive/corrective)
- Practice and build comfort giving feedback regularly.