



# Randstad World League Counsel NL 5 October 2017

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Place: Diemen  
Date: October 5th

by futureteaming<sup>o</sup>



H. M. Martin

"All those in favor say 'Aye.'"

"Aye."

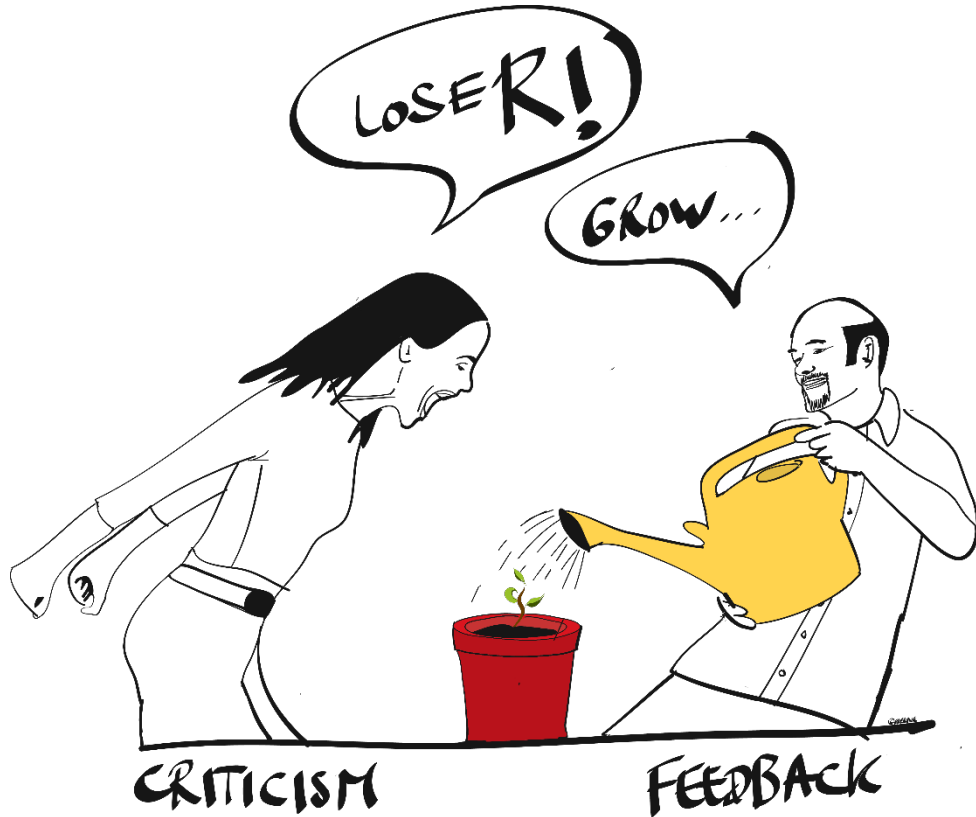
"Aye."

"Aye."

"Aye."

"Aye."

# Goals for this Workshop



Introduce CLEAR+CALM  
Feedback to Randstad Legal  
Netherlands so people feel safe  
& skilled to:

1. Recognize achievements
2. Confront problems
3. Learn from mistakes

# Agenda

- Barriers to Feedback
- CLEAR + CALM
- Introduction to CLEAR+CALM Leadership



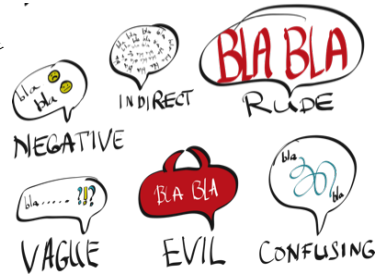
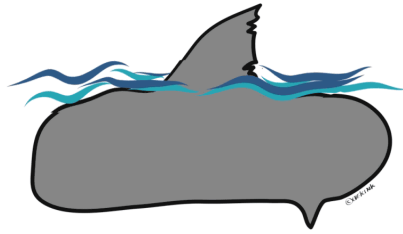
1.

The problem with  
feedback



# Feedback can trigger problems

Judge



Culture

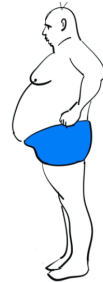


Defensiveness



Flight

Punish



Friendship



Silence

Identity

Ego

Fear

Hierarchy



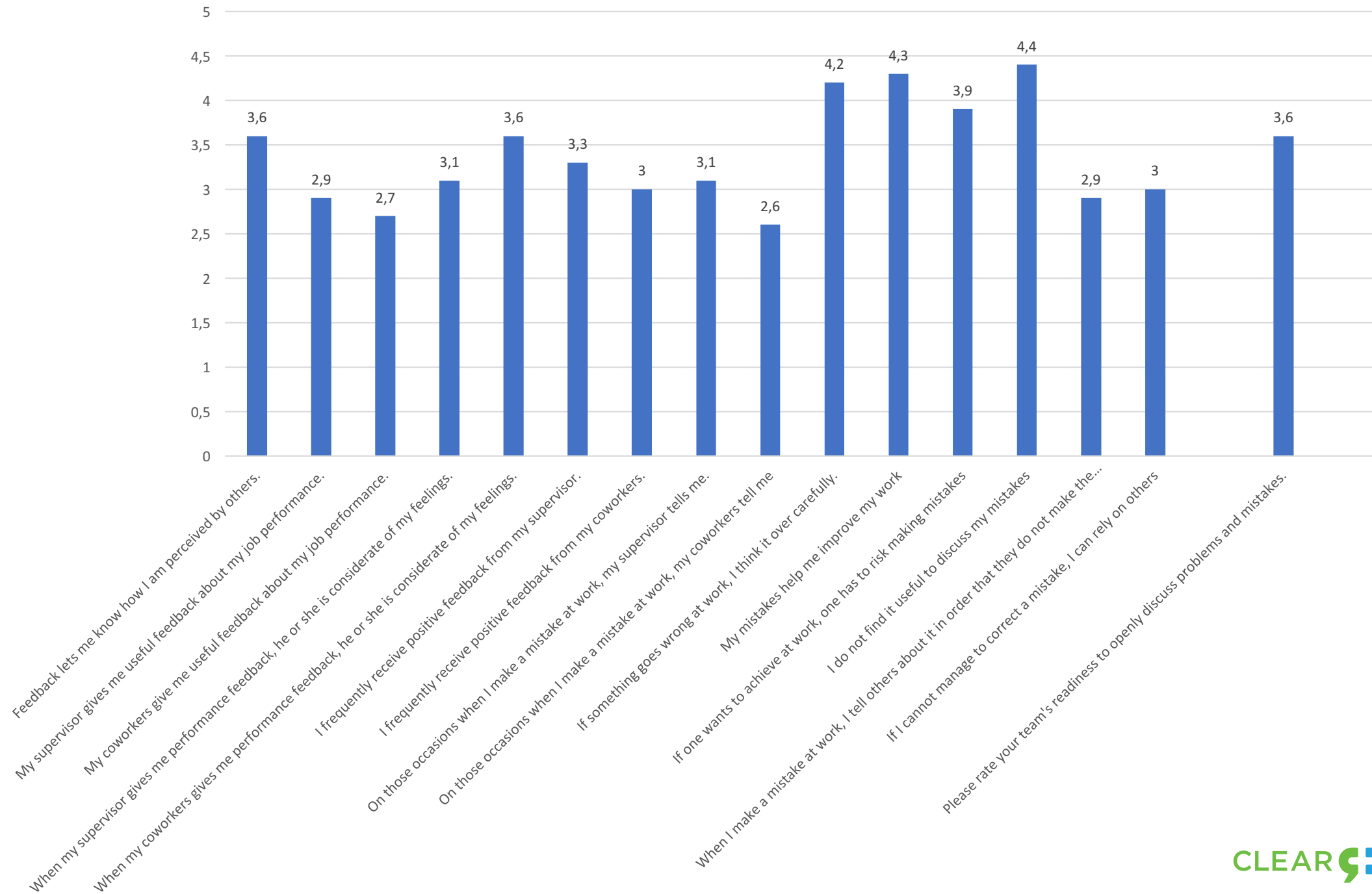
Assumptions

Respect

Anger

Sadness

Blaming



# Exercise: Barriers in Randstad

*In groups with sheet*

- Take into perspective hierarchy
- Think about giving and receiving
- Between different stakeholders





# TRUTH TRIGGERS

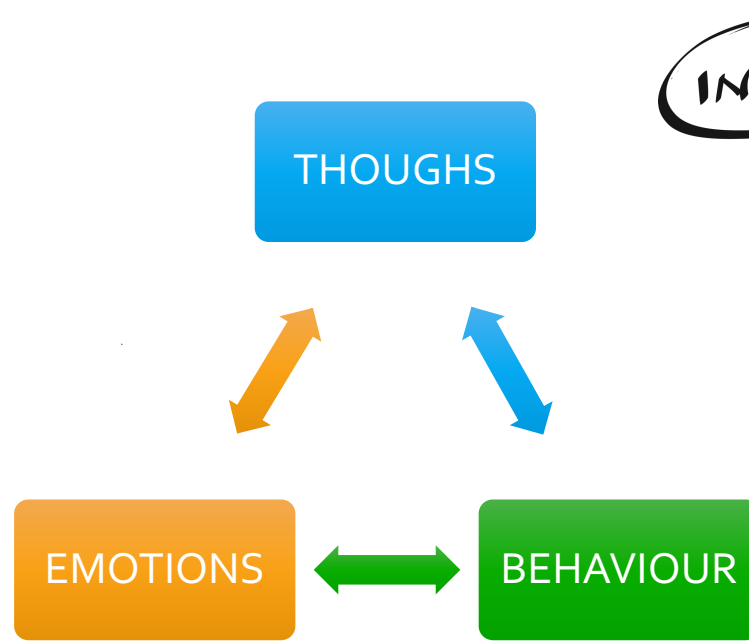


WHAT

# RELATIONSHIP TRIGGERS



WHO/HOW/WHY  
WHEN/WHERE



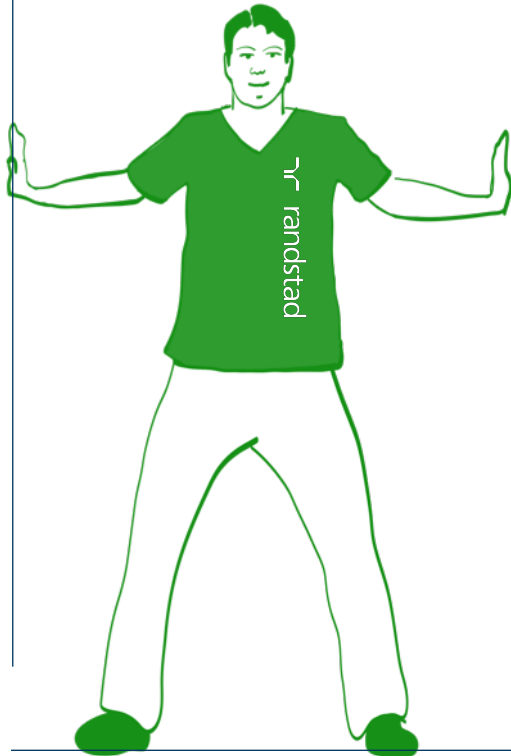


The monkey  
always opens  
the door...

# CLEAR

## PREPARE THE FACTS

Culture    Respect    Ego  
Biases    Ego  
Memory    Friendship  
Facts    Hierarchy  
Identity



## MANAGE EMOTIONS

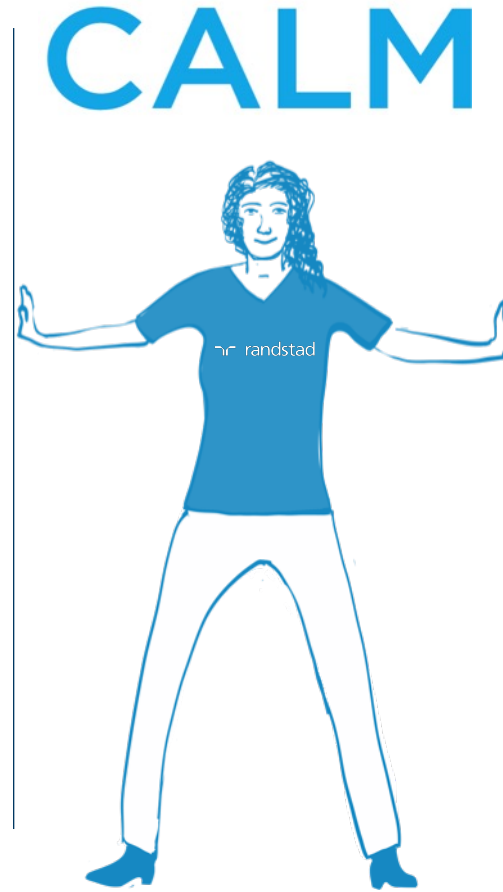
Fear    Anger    Sadness  
Anxiety

## ACT WHEN READY

Non judgemental  
Respectful    Listening  
Curious  
Accountable  
Empathic  
Courageous  
Factual    Calm

## EXAMINE THE FEEDBACK

Listening      Thinking  
Relationship      Fairness  
Biased      Power  
Cruel      Friendship  
Identity



## MANAGE EMOTIONS

Fear      Anger      Sadness  
Disgust      Anxious

## REACT WHEN READY

Curious  
Calm  
Empathic  
Self-aware  
Responsible  
Questioning  
Listening  
Accountable

2.

CLEAR+CALM



## CLEAR GIVING

### CONSTRUCTIVE

Assign the role

**C**

- ✓ Be clear about the purpose of the feedback
- ✓ Choose the right time and place for feedback
- ✓ Take into account the position of the receiver

### LANGUAGE

Be direct

**L**

- ✓ Use positive language
- ✓ Use direct and action-focused statements
- ✓ Use relevant facts

### EVALUATE

Manage emotions

**E**

- ✓ Don't allow your emotions to take the lead
- ✓ Acknowledge your own emotions in the problem

**A**

### ACTION

Describe the problem

- ✓ Focus on a shared future
- ✓ Involve the receiver
- ✓ Agree on SMART targets

### RELATIONSHIP

Share it

**R**

- ✓ Re-establish the relationship
- ✓ Offer a fresh start
- ✓ Ask for feedback on the feedback

- ✗ Give feedback without knowing what you want to achieve
- ✗ Treat other people disrespectfully, e.g. by addressing people in front of others
- ✗ Fail to consider or take account of the position or personality of the receiver

- ✗ Make vague statements that can be misinterpreted, misheard and/or go unnoted
- ✗ Make sweeping statements that can be seen as attacking character or featuring a problem with personality (e.g. 'incompetent')
- ✗ Use incorrect or non-relevant facts

- ✗ Don't allow your emotions to take the lead
- ✗ Don't involve the receiver in the problem
- ✗ Don't agree on SMART targets
- ✗ Don't involve the receiver in the problem

- ✗ Don't allow your emotions to take the lead
- ✗ Don't involve the receiver in the problem
- ✗ Don't agree on SMART targets
- ✗ Don't involve the receiver in the problem

- ✗ Treat receiver differently after feedback conversation
- ✗ Show receiver hostility in ongoing work relations
- ✗ Ignore or discount feedback from receiver

## CALM RECEIVING

### CONSIDER

Be honest & listen first

**C**

- ✓ Show empathy
- ✓ Update feedback for deeper meaning
- ✓ Separate the message from the message

### AWARENESS

Take account

**A**

- ✓ Engage your emotions
- ✓ Be aware how you tend to react to feedback
- ✓ Understand how others perceive you

### LISTEN

Understand

**L**

- ✓ Show interest
- ✓ Control the impulse to act
- ✓ Stay open to new information

### MANAGE

Be open & listen

**M**

- ✓ Use the CLEAR steps for feedback
- ✓ Repeat back words for understanding
- ✓ Take responsibility for an issue

- ✗ Fail to consider receiver's situation or personality of giver
- ✗ Fail to look for the deeper meaning of feedback
- ✗ Reject the validity of the feedback because of the credibility or status of the giver

- ✗ Fail to recognise and manage emotions
- ✗ Lack awareness about personal problems when dealing with negative feedback
- ✗ Lack understanding of how others see you

- ✗ Become defensive, angry and/or conflictive
- ✗ Try to prove giver wrong, blaming giver or winning the argument
- ✗ Interrupt, talk over giver or finish their sentences for the giver

- ✗ Fail to actively ask open clarifying questions to understand the facts of the situation
- ✗ Fail to give rise to and show empathy and understanding to the giver
- ✗ Deny blame of feedback to deflect feedback

# Build the Randstad C+C



DO



DON'T



DO



DON'T

## CONSTRUCTIVE

Prepare the case



## LANGUAGE

Words matter



## EVALUATE

Manage reactions



## ACTION

Reach an agreement



## RELATIONSHIP

Move on



## CONSIDER

Put yourself in other shoes



## AWARENESS

Know yourself



## LISTEN

Control yourself



## MANAGE

Actively question





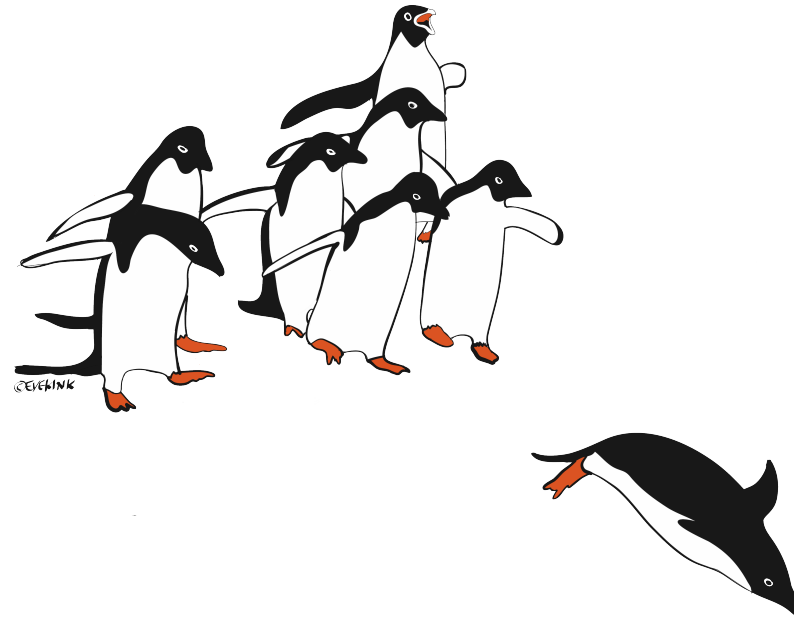
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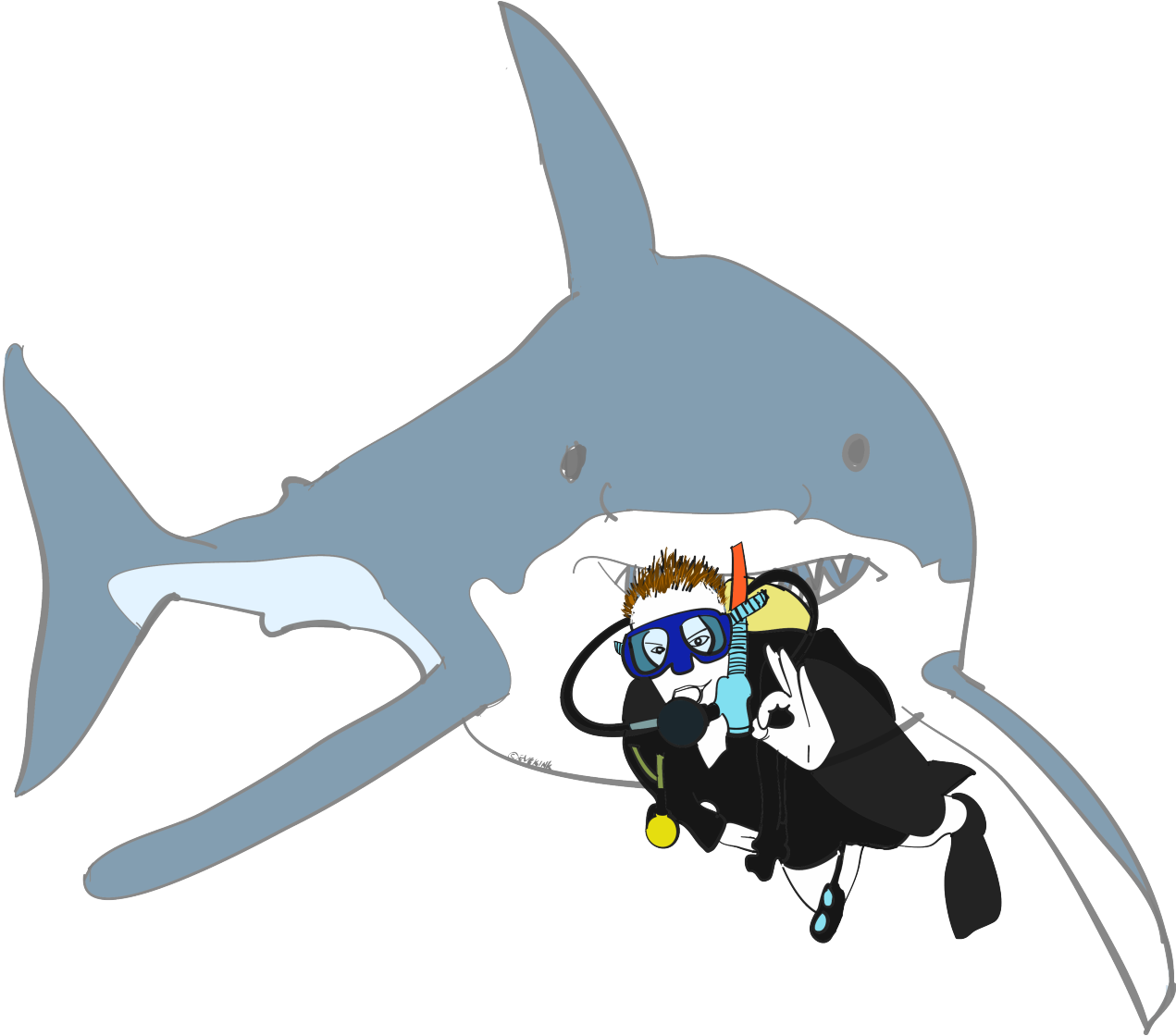
Leaders go first!



# SAFE Leadership

- Setting boundaries
- Activate Feedback
- Failing Better
- Empower team members



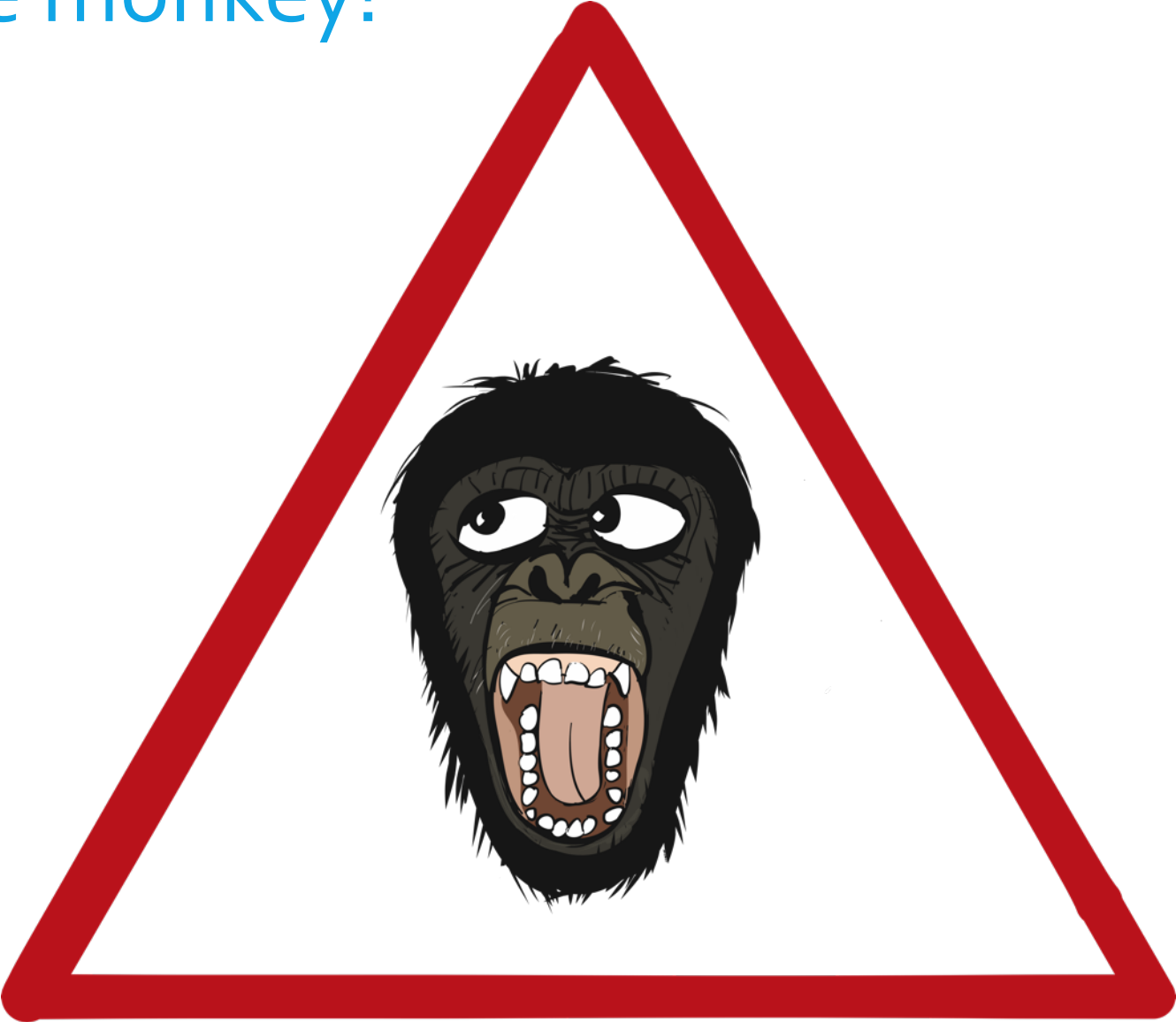


# 3.

## CONCLUSION



# Manage the monkey!



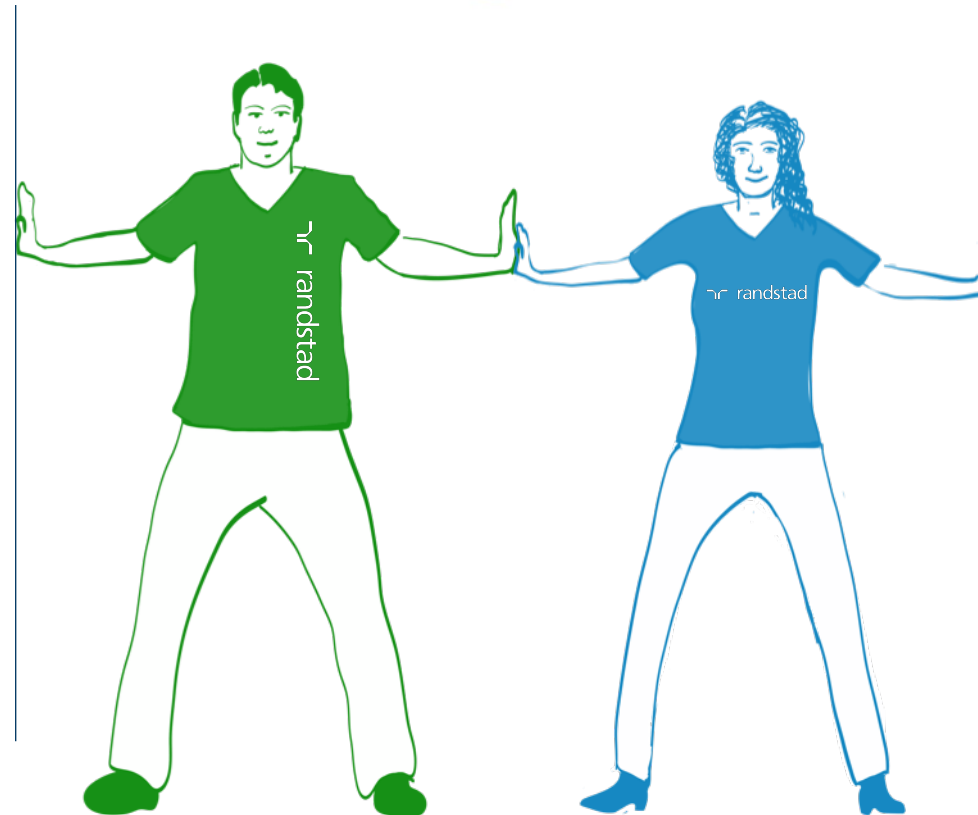
# Creating space for courageous conversations

CLEAR  CALM

PREPARE THE FACTS

MANAGE EMOTIONS

ACT WHEN READY



EXAMINE THE FEEDBACK

MANAGE EMOTIONS

REACT WHEN READY

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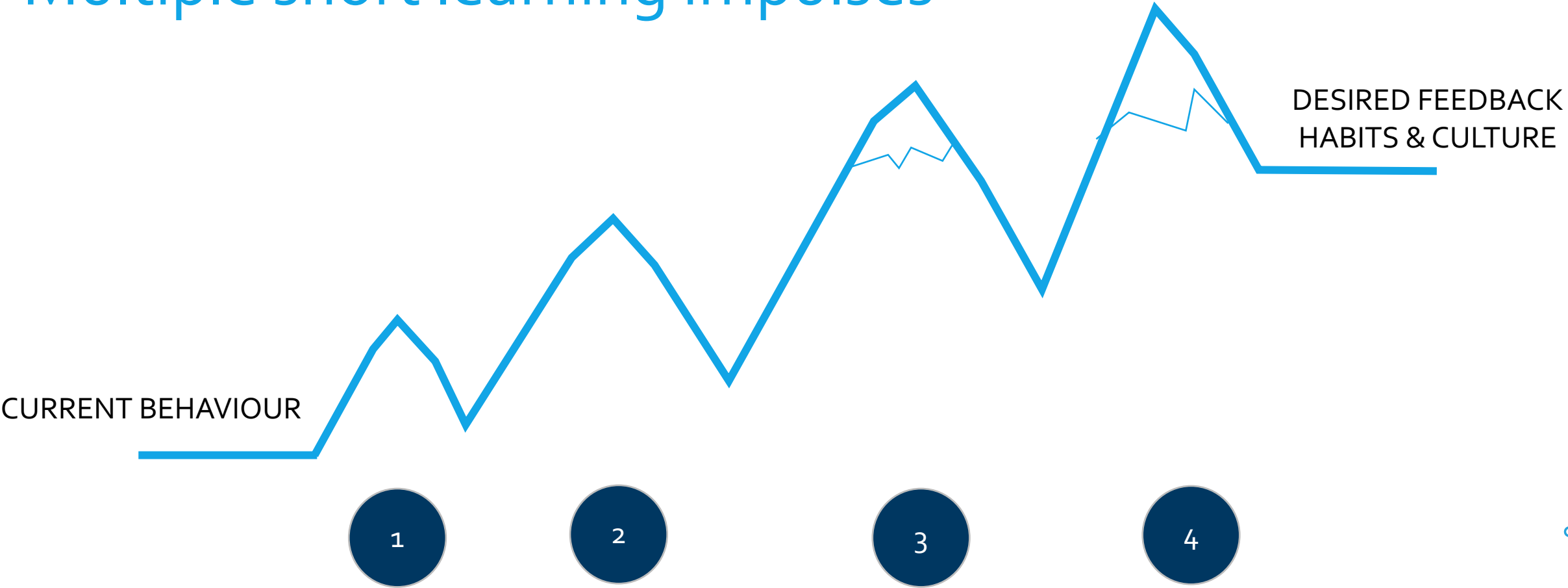
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CLEAR  CALM®

# Use CLEAR+CALM outside the team

- Explain to stakeholders with script (available on community site)
- Feedback toolkit
  - Deepen knowledge
  - Role model scenarios
  - And more...
- Role model

# Multiple short learning impulses

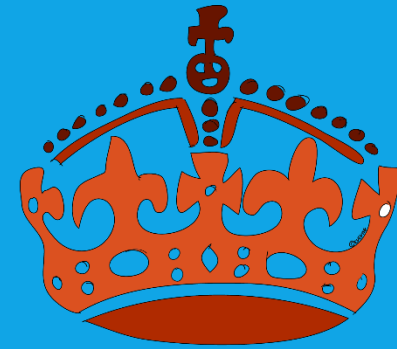




Thank you...your feedback  
please!

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BE  
CLEAR  
STAY  
CALM

CLEAR  CALM<sup>®</sup>