



*Institute for Conservation*  
**LEADERSHIP**

# Tools for Talent

Choose Clean Water Coalition  
Conference

May 2019

Sarah Clark



**Use Yourself**

# Session

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Have practical ways to:

Manage Up

Receive/Give Feedback

Negotiate

# Manage Up

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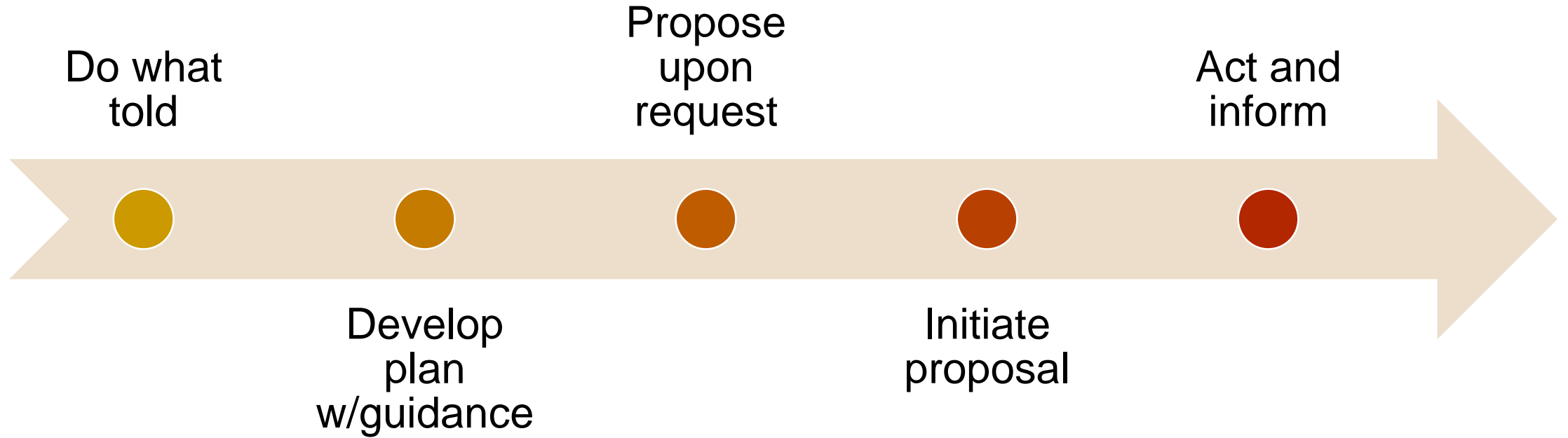
# Seeing the Light

Photo by [Marty Finney](#) on [Unsplash](#)



# **Principles of Managing Up**

1. Anticipate needs
2. Understand & accommodate style
3. Understand goals, objectives, outcomes
4. Advise how to best use your talents
5. Develop positive relationship, build trust
6. Be a well-rounded source of help
7. Honor time
8. Don't blindside
9. Use collaborative tools



# Options for Action

# Receive/Give Feedback

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# Feedback

Photo by [Wynand van Poortvliet](#) on [Unsplash](#)

All the information  
available to you about  
you

How we learn about  
ourselves and the  
impact we're having

Formal/informal

Spoken/unspoken

Heen and Stone

# Where to Start

If you want to be good at giving  
feedback, become great at receiving  
feedback.

Douglas Stone & Sheila Heen

*of the Harvard Negotiation Project and coauthors of*

**DIFFICULT CONVERSATIONS**

# Thanks for the Feedback\*

THE SCIENCE AND ART OF  
RECEIVING FEEDBACK WELL



*\*even when it is off-base, unfair, poorly delivered,  
and, frankly, you're not in the mood*

# Three Types of Feedback

Heen and Stone

**A Appreciation** (motivation)

**C Coaching** (improvement)

**E Evaluation** (rate/rank)



# Try to Understand

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- Don't decide quickly
- What do they mean?
- Can this help you see yourself more accurately?



# Feedback



```
graph TD; A((Feedback)) --- B[Ask permission; state positive intent]; B --> C[State specific observation]; C --> D[Explain impact (feeling)]; D --> E[Pause (reaction)]; E --> F[Request];
```

Ask permission; state positive intent

State specific observation

Explain impact (feeling)

Pause (reaction)

Request

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PLURAL NOUN

# Feedback Mad Lib

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When you \_\_\_\_\_  
(*observation – not evaluation*)

I felt \_\_\_\_\_  
(*state feeling and impact*)

In the future \_\_\_\_\_  
(*make a request*)

# Negotiate

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THE INTERNATIONAL BESTSELLER

# GETTING TO

# YES

UPDATED  
and  
REVISED

NEGOTIATING AGREEMENT  
WITHOUT GIVING IN

ROGER FISHER AND WILLIAM URY  
AND FOR THE REVISED EDITIONS BRUCE PATTON  
OF THE HARVARD NEGOTIATION PROJECT

## Negotiation

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“Back and forth communication designed to reach an agreement when you and the other side have some interests that are shared and others that are opposed.”



# Bring Intention

System 1: intuition – quick, automatic, effortless, influenced by emotion

System 2: slower, more conscious, effortful, logical

# Harvard Method

Goal: Win-Win

- See each other as partners instead of opponents
- Solution: works for both parties, doesn't impair relationship

1. Discuss the subject matter – with respect; detach relationship
2. Focus on interests vs position (not about right/wrong)
3. Develop alternatives
4. Create decision making criteria to evaluate the results

# Closing

One thing I learned .....

One thing I relearned .....

I was surprised that I .....

I was pleased that I .....

I noticed that I .....