



Speaking truth to power: How does power play out in appraisals?

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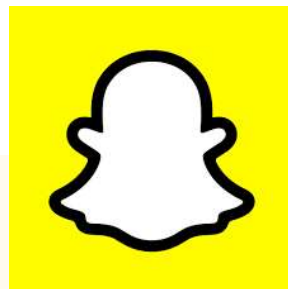
Conversational Habits ...



... individual, team and organisational 'stuck' patterns around what gets said and what doesn't what gets heard and what doesn't ...



.. have *huge* consequences ...

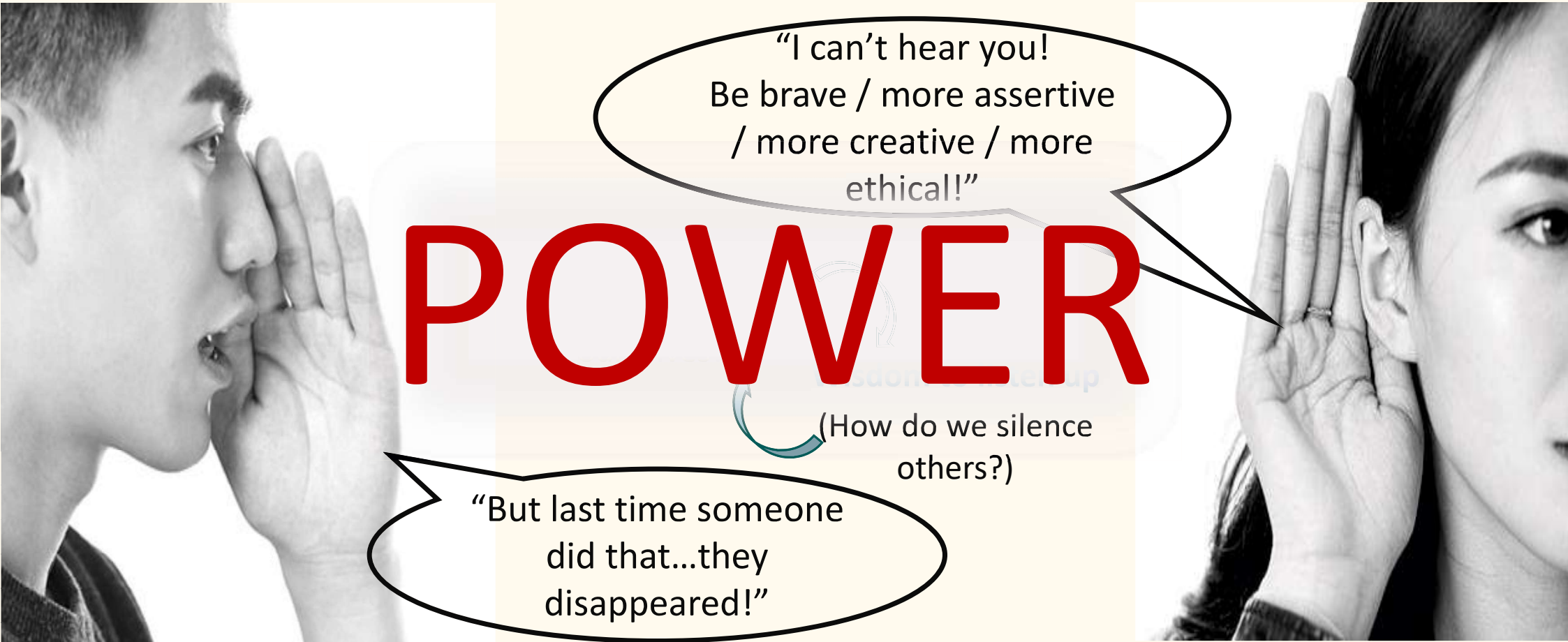


... they can even cost lives.



Reitz, M. and Higgins, J. (2021)

We try to fix the individual, rather than the system



"I can't hear you!
Be brave / more assertive
/ more creative / more
ethical!"

POWER

(How do we silence
others?)

"But last time someone
did that...they
disappeared!"

What affects speaking up and listening up?




Trust
Risk
Understanding
Titles
How-to





Are you aware of the TITLES and labels we attach to one another - and how they shape what gets said and heard?

The optimism bubble....

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- Superiority illusion
 - Advantage blindness
 - A dearth of (truthful) feedback

Listen up traps – advice to appraisers



See ourselves as *others* do

Invite others in a way that suits *them*



Question the 'list'

Own personal prejudice /
bias – seek to change

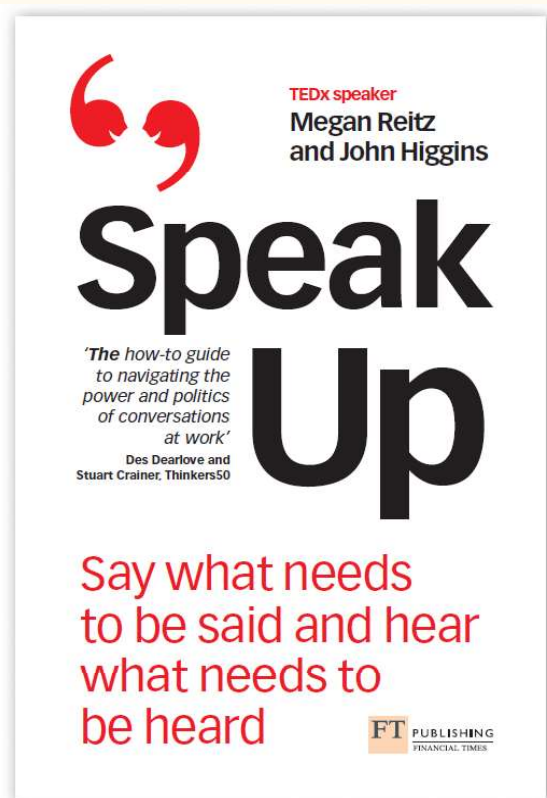
Connect with people who
are 'other'



Know your face....

Respond well

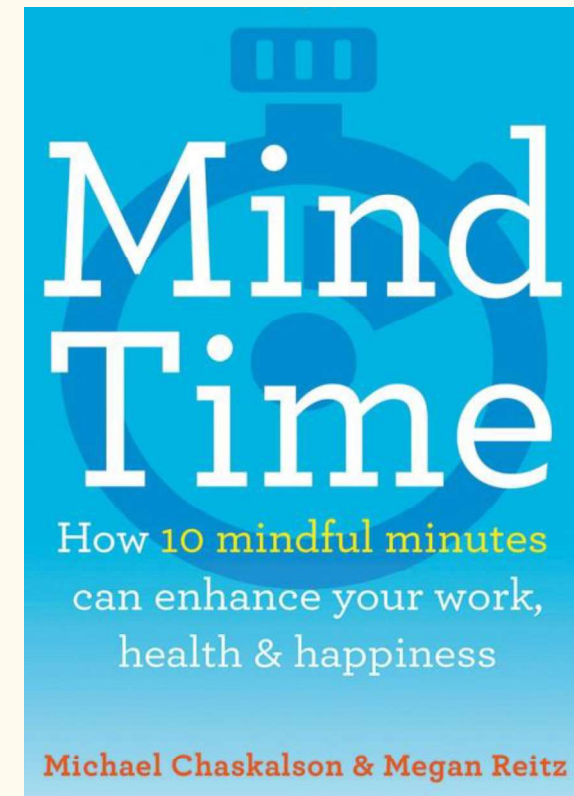
Find out more



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