



# Speaking truth to power in appraisals

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# What affects speaking up and listening up?

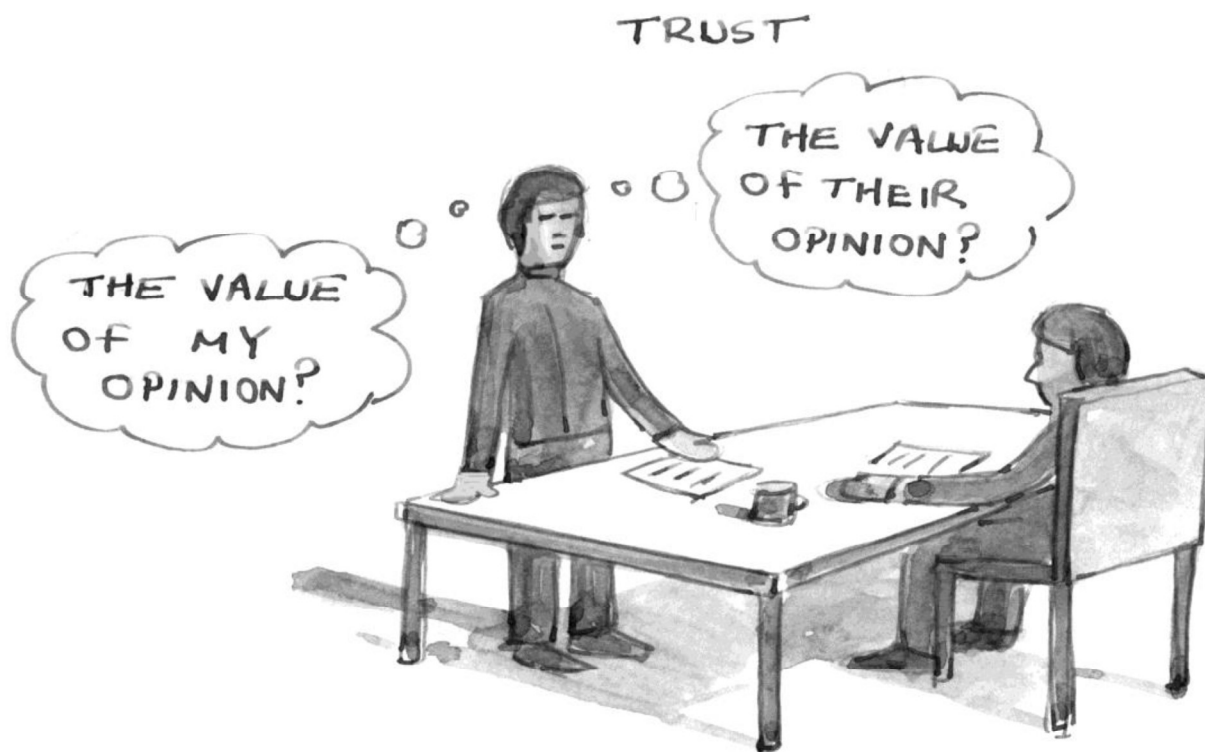


Think about a recent or upcoming appraisal.

Recall something you feel you could or should speak up about – but you didn't / probably won't.

What causes you to stay silent?

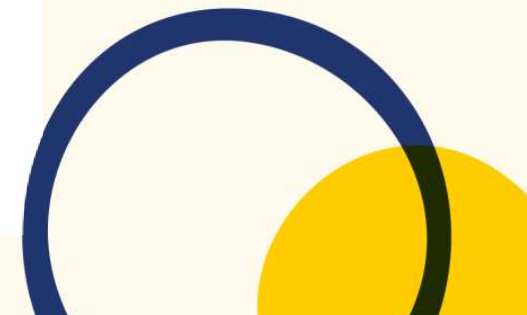




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How much do you TRUST the value of your opinion and the opinions of others'?

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





What are the RISKS involved when you or others speak up?



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Do you  
UNDERSTAND  
the politics of  
who says what to  
who... and why?



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

# How often do people in your organisation speak up? UK Healthcare

Usually-always %	Junior		Middle		Senior		You	
<b>Malpractice</b>	59	62	66	75	70	84	80	95
<b>Challenge ways of working</b>	21	25	46	54	63	76	48	88
<b>Idea</b>	31	36	56	64	64	81	65	91

UK Healthcare respondents. n=1,539

Black – junior respondents, red – senior respondents

# How often do you and those senior to you listen up? UK Healthcare

## Malpractice:

## Ideas:

## Challenging ways of working:

Those senior (according to junior employees):

**68%**  
Usually / always

**40%**  
Usually / always

**35%**  
Usually / always

Self (according to senior employees):


**98%**  
Usually / always

**97%**  
Usually / always

**95%**  
Usually / always



# The 'optimism bubble'...

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

Do you know HOW to choose the right words at the right time in the right place...

...and HOW to listen in a way that helps others to speak?



# The 5 Ws of speaking up



**Who** needs to hear you – and is it you who needs to speak up?

**Why** do you need to speak up – and what's your positive intent?

**What** verbal and body language should you use to be heard?

**Where** should this conversation take place so the other can hear?

**When** should this conversation take place so the other can hear?



# The 5 Ws of listening up



**Who** se voice do you need to hear?

**Why** do you need to hear them? What are the consequences of not hearing them?

**What** verbal and body language should you use to help others to feel safe to speak?

**Where** should this conversation take place so the other feels able to speak up?

**When** should this conversation take place so the other feels able to speak up?



# 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

# The 5Ws: How to have the conversations you need to have



Breakout groups:

Apply the 5Ws / traps to an appraisal conversation. How could you speak up or listen up differently in order to have an even more productive conversation?

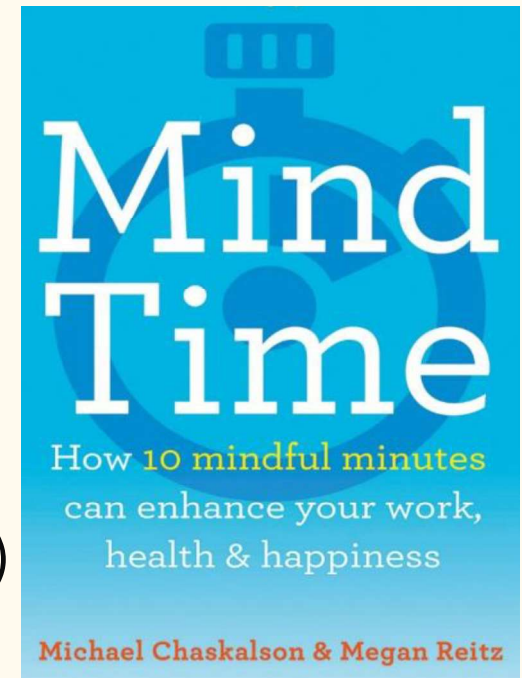


# Changing conversational habits

## The moment of choice

‘The first step in deepening the conversation is to stop having the one you are having now’

(David Whyte)

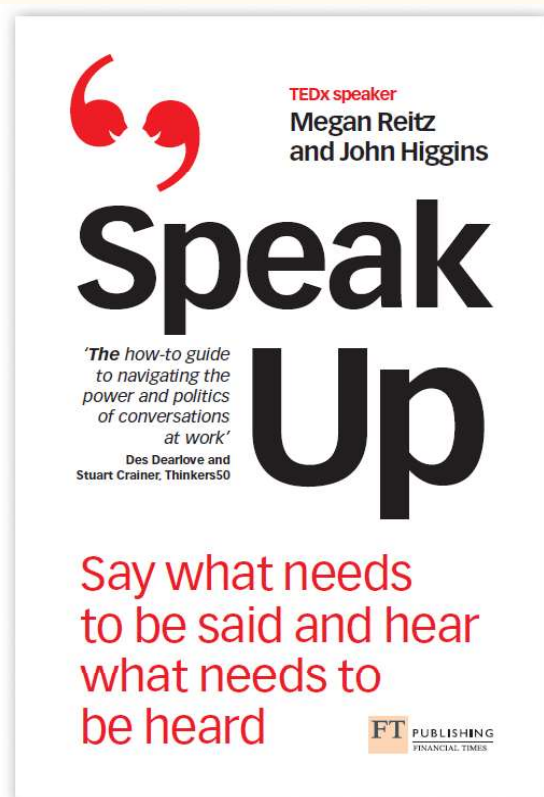


# Summary

- Speaking up and listening up are **personal and organisational imperatives**
- We blame others – but speaking up is **relational** – listening up is perhaps even more important
- We're probably **not as good as we think we are** at both speaking up and listening up
- The **more senior you are the more optimistic** - you are likely to think others are speaking up around you....when they aren't
- The **TRUTH framework helps** us to identify why we have the habits we do – and how to disrupt them
- Changing culture and developing leadership capacity cannot happen unless you **change conversational habits**



# Find out more



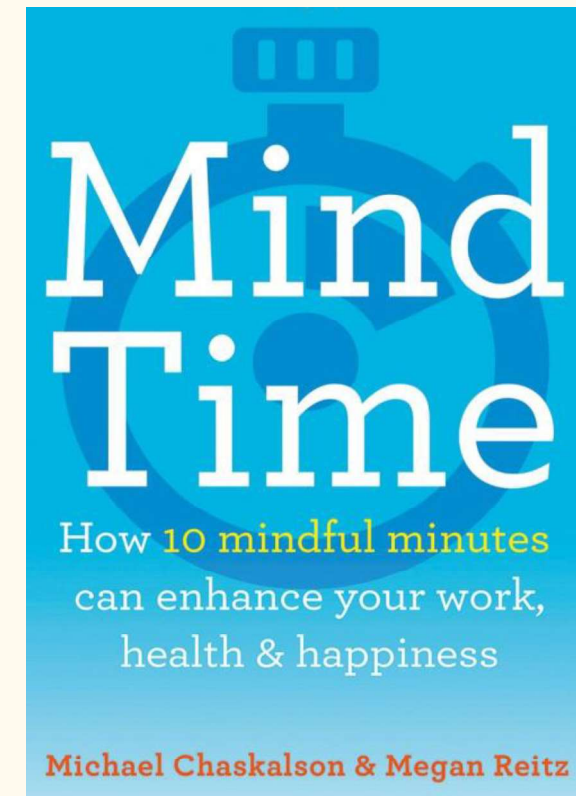
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Reitz, M. and Higgins, J. (2021)