

Two Questions to Save Us All

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About Me

- Management-side Employment Attorney & HR Consultant
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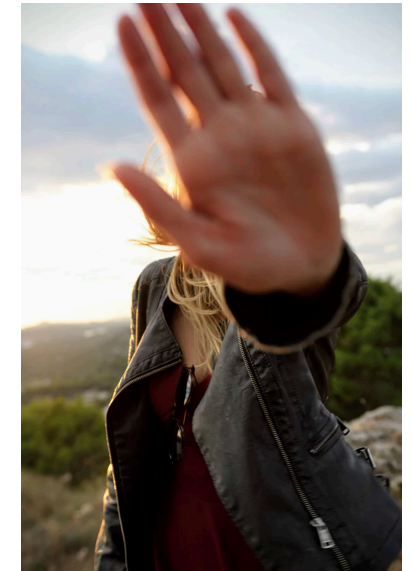
FOCUS





What I Want You to Know

- Work problems
- Misconduct
- Harassment
- Discrimination
- Need for a reasonable accommodation





HOW ARE YOU
DOING?



Why This Question?

- Elicits important information
- Demonstrates empathetic leadership
- Builds a relationship
- Builds a connection

How to Ask

- Genuinely ask
- Genuine curiosity
- Ready for any answer





HOW CAN I HELP
YOU?

Why This Question?

- Elicits important information
- Relational question
- We all have a role in success for each employee



Shola Richards ***Go Together***

We are social beings whose natural state is to care for others.



How to Ask

- Genuinely ask
- Know you can't always help, but often you can
- Accommodations can be made
- Saying “no” is a first step to overcoming problems too





Possible Responses

- Nothing
- I need time off for...
- Can you run interference with this manager?
- I don't feel comfortable around Jimmy
- Can you get XYZ resources?
- I need more time







Bischoff, You're Crazy!

- Jennifer Eberhardt – *Biased*
- Brené Brown – *Dare to Lead*
- Daniel Coyle – *Culture Code*
- Minda Hart – *The Memo*
- Adam Grant – *Give & Take*
- Amy Edmondson – *The Fearless Organization*
- Kim Scott – *Radical Candor*





Middle Managers

- Most often “unseen” themselves
- Required to “manage up” & “manage down”
- Closest to the actual work, closer to the solutions to the problems
- First-time or new managers that are still trainable
- Like all of us they want to succeed

Psychological Safety

- “The term is meant to suggest neither a careless sense of permissiveness, nor an unrelenting positive affect but rather a sense of confidence that the team will not embarrass, reject, or punish someone for speaking up.” - Edmondson
- Willingness to be vulnerable – admit our failings – is the most powerful contributor to psychological safety. - Eurich/Brown





Caution!

- We are NOT family
- Hard & fast rules will still apply
- Watch for “ruinous empathy”

Push Back

- I don't have time to do this
- I'm not all touchy-feely
- I don't want people to tell me their personal stuff
- We're not all going to be happy all the time





What Failure Looks Like

- People won't bring up problems:
 - Someone else will
 - I am probably wrong
 - I don't want to rock the boat
- We can't solve the problems we don't know
- We continue to guess as to what our people need to succeed
- We don't move forward together



What Success Looks Like

- Lower turnover
- Higher retention of diverse candidates
- More inclusive
- Ability to solve problems before they get out of hand
- Know about big compliance issues



**What's the harm
in trying these
questions?**

Thank
you!



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