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**Newsletter Issue # 15**  
**1:1 Conversations**



**THE HUMAN FACTOR, Inc.**

... helping companies, teams & individuals be better, faster, stronger

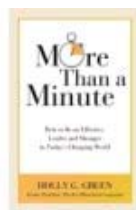
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## Book Buzz

You can't afford to be an OK leader or manager today. You have to be the best.

[Get the tools you need by ordering your copy of \*More Than a Minute\* today.](#)



**What are you waiting for? Your competitor may already have one.**

"*More Than a Minute* brings the principles of the first minute manager book to life by making them current. Ms. Green uses modern examples and ties them to solving the new (and renewed) problems in providing leadership. Today's world moves faster and places greater demands on our ability to manage effectively and empathetically. *More Than a Minute* gives the insight I need today."

## Keynote Presentations



Do you belong to a professional organization or industry group? Holly would love to speak to your group or conference.

You need real tools to thrive as a leader and manager in today's environment. Holly provides them in interactive keynotes and workshops. Contact [Holly](#) today to discuss how she can customize content to achieve the results you need.

## In The News

Did you see Holly quoted in USA Today, hear her on the radio or see her in California Executive? Check out some of the recent press surrounding *More Than a Minute* and Holly G. Green at our [news archives](#).



[msnbc.com](#)



Holly has been a guest on more than 30 radio shows, been quoted in numerous publications and had articles printed in more than 25 sources, both online and in print. Find out what all the buzz is about today!

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In the February newsletter (available on our [website](#)) I talked about the importance of 1:1 conversations. Having 1:1 conversations is even more critical as tough times continue for most businesses. High achievers need to know now, more than ever, where they stand individually, as well as how and why the company is going to continue to win. Giving and receiving constructive feedback as part of your 1:1's rounds out the conversation and further enhances the outcome and effectiveness of them.

I know you are thinking to yourself that offering constructive feedback can be intimidating and even somewhat painful. You might even be wondering if it is safe to provide constructive feedback to people when times are so tough and you have already scaled back so you can't afford to lose anyone or diminish their productivity. And, being on the receiving end of constructive feedback often can be even pricklier. However, there are some techniques that you can employ to make the process of contributing and receiving constructive feedback more palatable.

- Be direct and supportive. Effective providers of feedback know how to be clear and focused with their comments while remaining sensitive and respectful to the recipient.



Thank you again for all the notes, cards and good thoughts you sent her way last month. Her heart continues to get stronger day by day.

Holly is traveling to Shanghai, China for a client this month as well as San Francisco, CA, Pittsburgh, PA, Orange County, CA and Seattle, WA. Check out her [calendar](#) so you can connect with her live. And yes, she is back at it 110%, but she is walking much more slowly at the airports these days.

**Are you twittering? ...have any friends on Facebook? ...Linked In yet? ...gotten on Plaxo? ...are you getting the More Than a Minute weekly blogs? Social media is powerful and a great opportunity to do more than ever before with fewer dollars.**

**Connect to Holly via social media and learn even more about being a great leader and manager today!**

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- Give behavioral examples and data. What was done, when, in what context and what was the impact.
- Expose your thinking. State what you observed, your assumptions and conclusions. This gives the employee the opportunity to understand your thought processes as well as to refute any faulty information. Leave yourself open to glean insight into their thought processes.
- Solicit reactions to ensure that the employee feels open to responding to the feedback. Ask for their thoughts/views in order to create a two-way dialogue.
- Stay focused and on point. Ensure that neither person uses distractions and tangents to avoid having the conversation.
- Finally, get a commitment to action. Unless the receiver agrees and makes a commitment to modify behavior, the feedback may end up being misinterpreted and render itself useless.

I don't know if there are any Bronco fans out there, but if there are, and you have been following the saga of Jake Cutler, think about how different the outcome of Jake's (and the Bronco's) fate might have been if he and Coach McDaniel had been able to have a few candid 1:1 conversations.

If the coach had just met with Cutler 1:1 about trade talks for Cassel before Cutler heard it on the news, things might have turned out differently for the Coach, Cutler and the team. But just this one oversight led to an irreparably damaged relationship, the full consequences of which are yet to be known.

Even when the opportunity did arise for the two to meet 1:1, they ended up including the general manager (no longer making it a 1:1), and Cutler's final take was quoted:

"I went in there with every intention of solving the issue, being a Bronco, moving forward as a Bronco. We weren't in there but about 20 minutes, (McDaniels) did most of the talking, and as far as I'm concerned, he made it clear he wants his own guy. He admitted he wanted Matt Cassel because he said he has raised him up from the ground as a quarterback. He said he wasn't sorry about it. At the end of the meeting, he wasn't like, 'Jay, I want you as our quarterback, you're our guy.' It felt like the opposite. . . . Really, I figured we'd hash things out, shake hands, laugh a little and move forward. What happened (Saturday) was the last thing I expected."

[Cutler to Broncos: Trade me - Or Else What?](#) Bob Schultz, March 16, 2009

**What would you have done if you were the coach?**

I have 3 copies of *More Than a Minute* set aside for the 3 best responses as to what McDaniel should have done as a leader. Send your response to [holly@thehumanfactor.biz](mailto:holly@thehumanfactor.biz) & put 1:1 response in the subject line.

Answer to last edition's *Who said this?* "Go fast and the wrinkles won't show." Gertrude Boyle --84 year old spirited chairman and matriarch of Columbia Sportswear

This week's *Who said this?* "The single biggest problem in communication is the illusion that it has taken place." Find out who in the next newsletter.

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