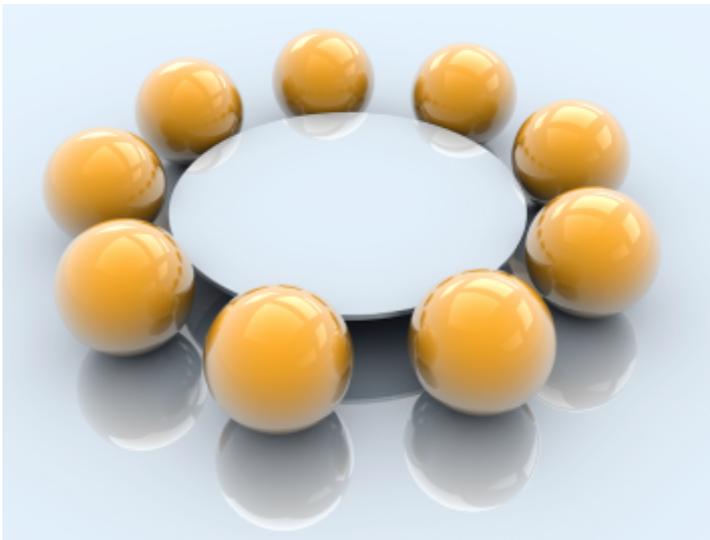


# Having rpDiscussion

*The vigorous exchange of ideas and perspectives to expand understanding, sponsor personal ownership and create shared accountability of Relationship Performance™.*

## 1. Set the stage for open, "safe," authentic, (... even contentious) discussion, debate and collaboration.



Offer opening remarks to the *rpDiscussion™* by:

- A) ***Sharing why you have enthusiasm and are making a personal commitment to Relationship Performance (RP).*** (Your personal perspectives and motivations are critical to others' engagement and acceptance!)
- B) Explaining that ***RP entails a 2-way street of shared attention and accountabilities.***
- C) Emphasizing ***RP is not a "new thing," but rather simply a set of principles explaining work's present realities.*** It must be pursued in a manner that seeks and addresses the needs of ***both*** parties from work.
- D) Conveying that ***the quality of work*** will now become better understood, monitored and improved as needed, through the use of rpPaq tools monthly.
- E) Encouraging everyone's authenticity and open sharing of ideas, concerns and questions during this session. Assure everyone that this session is a "safe harbor" to express their thoughts. Assure everyone that in this session, ***everyone should be considered as an equal player with equal voice and deserving of equal respect.***

F) Inspiring each person to make a sustained collective effort in achieving *better work in better lives*.

E) Ask that everyone keep this period of exchange **constructive, fun and productive**.

**Stories and metaphors can be very important** during rpDiscussion, whether they are related to the negative that you want to leave behind, or the positive that you seek.

A good resource to better enable you to create lasting impact on others through your words is the book *Made To Stick* by the Heath Brothers: [http://www.amazon.com/Made-Stick-Ideas-Survive-Others/dp/1400064287/ref=sr\\_1\\_1?s=books&ie=UTF8&qid=1291917028&sr=1-1](http://www.amazon.com/Made-Stick-Ideas-Survive-Others/dp/1400064287/ref=sr_1_1?s=books&ie=UTF8&qid=1291917028&sr=1-1)

There is also a related web site which you may find to be useful: <http://www.madetostick.com/>

## 2. Be supportive as the moderators engage and provoke others about their chosen or assigned topics.



After your opening remarks, invite the moderators to take over with their topics. Anticipate that some will be meek or shaky, while others may try to hog or dominate. Serve as a facilitator only, with gentle encouragement, aid or redirecting as needed. Let them shine and help them to do so. Do not dominate or overpower them. Be sensitive to the passage of time, so as to ensure all topics will be adequately addressed and discussed.

**Note: Always keep in mind that in a workplace *authority suppresses authenticity*, ... and does so in both directions.** Therefore, strive throughout the discussions to minimize the effects of the work role authority differences which may exist between persons in the group, including yourself. *It's impossible to fully eliminate this phenomenon* when differences are present, but be alert to where this effect may be inhibiting and suffocating expression. Most importantly, be realistic and recognize that if you are in authority, you never have total transparency into subordinates' thoughts (but QR™ will sure help!!!).

## 3. Leverage the power of questions and provoke exchange

regarding RP topics that have been avoided, but need to be discussed.



Apply the power of questions to stir up, expand discussion or to tighten up a point or topic.

*For those topics that haven't been chosen by others, but that you believe need to be surfaced and discussed, pose questions about those topics to the group to get exchange underway.*

Refer to your rpDiscussion Guide for such topics: [http://www.rppaq.com/Discussion\\_Guide.html](http://www.rppaq.com/Discussion_Guide.html)

#### **4. Discuss the concerns, challenges, toxins and obstacles that may be in front of you.**



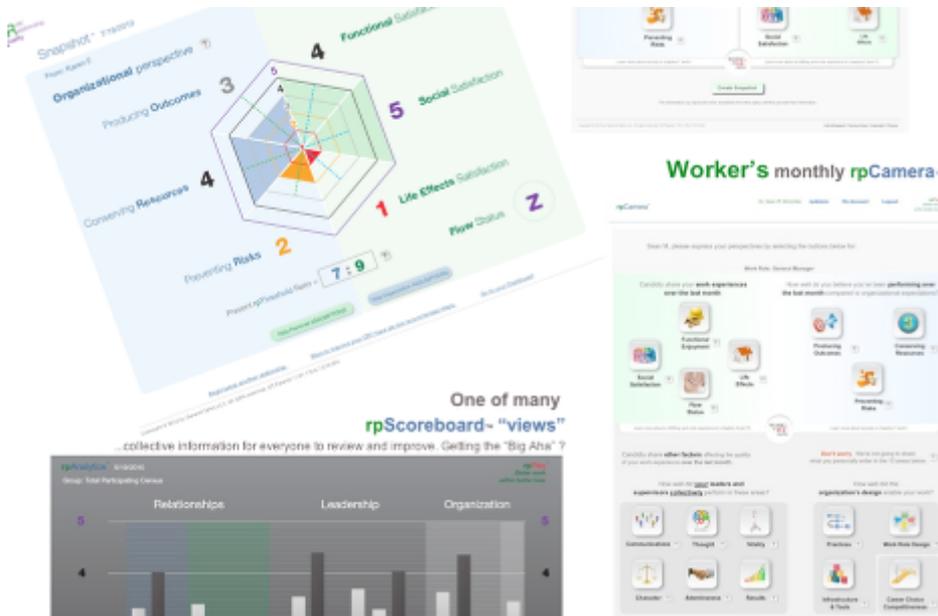
**Don't fear, suppress or downplay negative expressions that may arise.**

Encourage everyone to bring their frustrations and concerns into the light. As these appear, respect each person's viewpoints and strive with each surfaced item to **address remedies through the applications of the principles and shared accountabilities of Relationship Performance.**

**Keep the discussion pointed toward constructive remedies.**

Stay pragmatic and realistic. **Provide assurance that you will be serving as an advocate and "stewardship bridge"** between organizational and personal responsibilities for work improvement.

## 5. After topics are discussed, offer an explanation about QR™ work quality framework, its importance and the related rpPaq tools.



As the discussion matures, begin "anchoring in the QR." Ensure that everyone understands that QR is the "vital sign of good work." Explain the QR framework, and point out it's simply a combining of the two respective "triangles" and "Flow" ... which are described in ***Elli's Notes*** (removable insert in *Work's a We Thing*). Explain how QR will take place each month through the use of rpCamera, which creates a QRSnapshot™ for both to see.

**Need help introducing and explaining QR?** See this quick guide: <http://www.rppaq.com/Content/html/QRexplain/QRExplanation.html>

Make sure all the 7 basic contexts of the QR framework are understood. Instruct that this single, composite view "illuminates" the full picture of work quality in a manner that serves both parties' best interests.

Convey the importance of being honest and straightforward in the monthly ratings.

**Explain that the "bottom 10" items of the worker's rpCamera are never known or revealed as to the personal source of the input.** This information is strictly used in a manner for workers to express their concerns in these important aspects that impact their work. Explain that these (only within a group composite of 5 or more) are then used in rpScoreboards™ so that all can review and seek improvements as needed (*especially so leadership can do so!*).

Provide an overview of how the rpMat™ and rpWeaver™, which are found in each person's rpDashboard™, should be used for dialog and agreement whenever QR improvements or repairs/remodeling are needed.

## 6. Impart "sponsorship," and by doing so, instill ownership and accountability in every person.



It is advised that supervisors, as representatives of the organization, clearly impart that ***Relationship Performance and rpPaq tools are being sponsored by the organization for the benefit of each worker and their life and career betterment.*** as well as for the benefit of the organization.

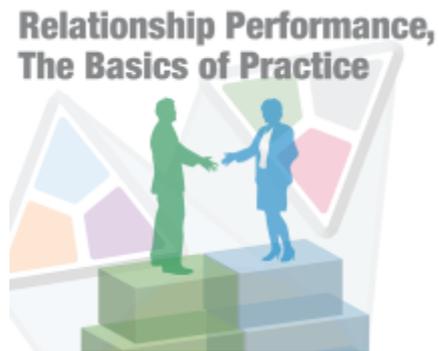
Thus, just like other benefits, perks, and things the organization sponsors or subsidizes for workers (ranging from healthcare coverage to vending machines to softball), it's up to each worker to "own" and to be personally accountable for the practice and enjoyment of Relationship Performance.

For more on this, see the related *Career Fulcrum Illumination, "Relationship Performance, The Basics of Practice" #232* [http://whispersandshouts.typepad.com/career\\_fulcrum\\_/](http://whispersandshouts.typepad.com/career_fulcrum_/)

Likewise, ***the worker should be empowered and supported to hold the supervisor and organization accountable to practices, principles and behaviors deemed proper in Relationship Performance.***

It should be pointed out that ***rpPaq is neutral, balanced and equally supportive of workers and supervisors,*** thus each has equal access to everything therein and all assistance.

## 7. Bring the rpDiscussion to an end by reaffirming your commitment to Relationship Performance.



As you conclude, summarize and reinforce the points with which you opened (step 1 above). If any item, concern or circumstance was brought up requiring action and resolution, share how and when this will be done. Tell everyone when you will be initiating *rpCamera* with them, and let them know that they will be notified by e-mail when you do so. Wrap up by (again) expressing your enthusiasm and commitment to creating *better work in better lives* through the practice of *Relationship Performance* and use of *rpPaq* tools for achieving high quality *QR*.

# 8. Conclude by reminding everyone that whenever in doubt, or when lost, refer to "Elli's Notes" and the "QR Improvement Tips" (found in the rpDashboard).

## Improving Your QR

rpPaq  
Better work  
with better lives

STEPS	1	2	3	4
	Seek Understanding	Pursue Dialog & Collaboration	Establish Agreement	Share Accountability
<b>DO</b>	<ul style="list-style-type: none"> <li>Apply rational, rigorous and objective thought</li> <li>Use correct organizing principles and framing</li> <li>See the insights of others</li> <li>See underlying causes</li> <li>Evaluate from both parties perspectives</li> </ul>	<ul style="list-style-type: none"> <li>Conduct in neutral, undistracted setting</li> <li>Listen well</li> <li>Be articulate</li> <li>Be empathetic</li> <li>Think creatively</li> <li>Be reasonable</li> <li>Be authentic</li> <li>Extend respect</li> </ul>	<ul style="list-style-type: none"> <li>Define the positives needing to be added</li> <li>Define the negatives needing to be removed</li> <li>Define each party's accountabilities for all areas of improvements</li> <li>Be explicit and complete</li> <li>Be realistic</li> <li>Get both party's requirements</li> <li>Gain both party's acceptance of each item</li> </ul>	<ul style="list-style-type: none"> <li>Provide peak performance to the other party (as defined by the other party, not you)</li> <li>Be accountable</li> <li>Expect accountability immediately</li> <li>Continuously improve</li> <li>Relentlessly innovate and collaborate</li> <li>Remain vigilant and attentive</li> <li>Have QR dialog periodically</li> </ul>
<b>DON'T</b>	<ul style="list-style-type: none"> <li>Allow thinking short-cuts or shallow thinking</li> <li>Let emotions distort perspectives</li> <li>Use one-sided, self-centered, non-"we" thinking</li> <li>Be without alternate options and choice</li> <li>Permit the presence of assumptions</li> </ul>	<ul style="list-style-type: none"> <li>Bully and exert power-plays (subtle or overt)</li> <li>Play unconstructive games</li> <li>Be passive aggressive</li> <li>Be self-centered</li> <li>Be without alternate options and choice</li> <li>Permit the presence of assumptions</li> </ul>	<ul style="list-style-type: none"> <li>Rely on optimism</li> <li>Be vague, unclear or incomplete</li> <li>Leave imbalanced accountabilities</li> <li>Permit absence of choice</li> <li>Be without alternate options and choice</li> <li>Permit the presence of assumptions</li> </ul>	<ul style="list-style-type: none"> <li>Become complacent or apathetic</li> <li>Have an entitlement point of view</li> <li>Be inauthentic in rpCamera input</li> <li>Be uninformed</li> <li>Be unresponsive</li> <li>Return to the suboptimal</li> <li>Fail to act or remedy in a timely manner</li> <li>Be without alternate options and choice</li> <li>Permit the presence of assumptions</li> </ul>
<b>USE</b>				