

## Mistaken Goal Chart in the Workplace

Empowering People in the Workplace

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Team member's goal may be:	If you feel:	And tend to react by:	And if your team member's response is:	The Belief behind his or her behavior may be:	How you may contribute:	Coded messages	Encouraging and empowering responses include:
<b>Undue Attention</b>  (to make you responsible for his/her happiness)	Annoyed Irritated Worried Guilty	Reassuring. Accepting that it is your job to make him/her happy. Trying harder. Doing things for your team member that he/she could do for him/herself.	Feels belonging temporarily, but later resumes insecure behavior. Happy only when he/she is the center of your Universe.	"I count (belong) only when I'm being reassured or getting special attention." "I'm important when I keep you focused on me."	"I believe it is my job to make you happy and feel I'm failing if you aren't."	<b>Appreciate me. Involve me usefully.</b>	Say what you will do, "I respect you and myself, and look forward to working with you and I need time for myself." Offer minimal reassurance. Have faith in team member to deal with feelings, (listen without fixing or rescuing). Create nonverbal "I have faith in you" signals. Suggest putting some challenges on the Team Meetings agenda. Share appreciation often.
<b>Misguided Power</b>  (to be in charge)	Challenged Threatened Defeated	Fighting or giving in. Wanting to be right or in charge. (Believing your way is the right or best way.)	Fights back or gives in. Defiant compliance. Passive Power (Says he/she will do something, but then doesn't.)	"I feel secure (belong) only when I'm boss, in control, or proving no one can boss me." "You can't make me."	"I have to fight or I'll lose." Or, "It is easier to let you win than to fight."	<b>Acknowledge my strengths and let's work together for win/win solutions</b>	Acknowledge that you can't make him/her think like you think. Redirect to positive power by asking for help. Learn respectful problem-solving. Withdraw from conflict (Positive Time-Out) and calm down. Learn the language of kindness AND firmness. Decide what you will do respectfully. Write challenges on your weekly Team Meeting Agenda and find win/win solutions. Share appreciations often.
<b>Revenge</b>  (to get even)	Hurt Disappointed Disbelieving Disgusted	Retaliating. Getting even. Thinking, "How could you do this to me?" Taking behavior personally. Silent treatment.	Gets even (revenge cycle). Escalates the same behavior or chooses another weapon. Says mean things as a "joke." Withholds respect. Puts you down in front of others or behind your back.	"I believe I don't belong; so I'll hurt you as I feel hurt."	"I'm trying to change you for your own good." Or, I believe I can't be successful unless you change."	<b>Validate my hurt feelings</b>	Acknowledge your hurt feelings. "That hurt my feelings. Is that what you meant to do?" Take responsibility for your part. "I'm feeling hurt by what you did, and I can now see what I did to hurt you and invite you to hurt back. I'm sorry." Make amends: Take some Positive Time-Out and then focus on solutions. Ask for objective help during a weekly Team Meeting. Share appreciations often.
<b>Assumed Inadequacy</b>  (to give up and be left alone)	Despair Hopeless Helpless Inadequate	Giving up. Taking too much responsibility. Showing a lack of faith in your ability to encourage improvement.	Retreats further. Passive. No improvement. No response. Avoids trying	I don't believe I can belong and contribute, so I'll convince you not to expect anything of me. There is no use trying because I can't get it right.	"I thought it was my job to motivate you." Or, "I expect you to live up to my high expectations."	<b>Don't Give Up On Me. Show me small steps.</b>	Agree together to take time to focus on solutions. Stop all criticism. Appreciate your team member exactly as he/she is. Encourage any positive attempt, no matter how small. Show faith in team members' abilities—and your own. Seek help during weekly Team Meetings. Focus on assets and show appreciation often.