

Recognize Approachability Tool

CHECKING IN

The Connection Model



TOOL IN PRACTICE

Right Space

- Physical space: Welcoming? Inviting? Open door? Comfortable place to sit?
- Warmth: Genuinely glad? Appropriate touch? Eye contact? Body language?
- Availability: Make time to meet? Walk around to others' space? Keep appointments?
- Present: Limit distractions? Single tasking? Sole focus on the individual?

Right Feeling

- Stop: Full stop. Eliminate distractions. Reschedule if not able to give complete attention.
- Listen: Use *Active Listening* Tool. Show you are listening, provide nonjudgmental feedback.
- Confirm understanding: You feel [emotion] because of [reason]. Do I have that right?
- Gestalt mindset: Empathy. No advice. Share experience of similar emotion (don't "one-up").

Right Action

- Solution-focused questions: How do we solve? Who can help? What's our goal?
- Follow up tool: Use *Right Action* Tool. Inbox always with you. Routinely empty. Schedule.
- Follow up rule: Touch only once. Do it now. Return calls and emails on schedule.
- Get help: Accountability partner. Reminder if not back when promised.

Power distance gaps cause major problems. But how can you tell if there is a gap? This tool helps you recognize behavior that suggests a power distance problem.

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Tool in Brief

- **Physical Gaps** physical avoidance behavior can suggest a gap
- **Verbal Gaps** mitigated or indirect speech may express power distance
- **Behavioral Gaps** many times actions speak louder than words – watch for gaps between what someone says and what they do

TOOL IN PRACTICE

Use the tool to recognize signals of power distance. When you notice one use the discussion starters to help shrink the gap.

Physical Gaps

- Physical distance, turned toward an “exit”
- Avoiding eye contact, looking at ceiling
- Closed body language (arms crossed)
- Distracted, seems lost in thought
- Holding back or agitated body language

Behavioral Gaps

- Promising one thing, doing another
- No follow through or follow up
- Passive aggressive actions
- Being “too busy” or procrastinating
- “Changing mind” about importance of issue

Verbal Gaps... These are the most recognizable signals of power distance

- Watch for mitigated speech like **hints** (“I wonder if...”); **preference** (“perhaps we should...”); **question** (“do you think ___ would work?”); or **team suggestion** (“why don’t we try ___?”)
- Look for attempts to “sugarcoat” or downplay bad news
- Being overly polite or deferential
- Quickly deferring, backing down when rejected by someone in power

Discussion Starters... Once you notice a gap, try this to close it

“You seem uncomfortable. It’s OK – I really want to know what you think.”

“I’m not 100% sure what I think about this myself. Tell me what you really think.”

“OK, that’s what I do [name behavior] when I’m not sure if I should say something. What’s up?”

“I need your help. Can you be honest and tell me exactly what you think about this?”

“I may be completely off base here, I don’t know. Can you tell me what you really think?”

Exercise One Worksheet

In your groups of three, review the Recognizing Gaps Tool together and compare your tally sheets from the pre-workshop assignment.

Discussion topics:

- What type of Gap did the behaviors I was looking for fall into?
- Other than the behaviors that were on my list, do any of the other examples on the Recognizing Gaps Tool seem familiar – have I recognized them in myself or others?
- What can I do to beginning shrinking these Gaps and strengthen the relationships with associates?

Empathy is hard. Leaders often feel like they need to have all the answers or they'll be seen as weak. Use this tool to help build your empathy skills and grow relationships.

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Tool in Brief Empathy is the opposite of sympathy. Here is how to express it:



TOOL IN PRACTICE

Use the tool to use the Stop, Listen, Confirm, + Collaborate model.

Stop. Give your attention, full stop.

- Put away your phone, close your laptop
- Remove any distractions
- If you can't pay attention reschedule
- Block uninterrupted time to meet
- Close your door – ask for privacy

Listen. Use active listening skills.

- Show speaker you are listening
- Provide feedback (summarize, reflect)
- No judgment, encourage more
- Respond appropriately (validate, restate)
- Focus on them – not what you will say next

Confirm. Make sure you understand the situation and the feeling.

- “You sound _____ because of _____. Do I have that right?”
- Give them space to correct your interpretation
- Remain in Gestalt mindset – don't give answers or advice
- Sit with that feeling you just described, think about a time you felt the same way
- Make sure you have confirmed understanding before moving to the next step

Collaborate. If you are asked, use solution-focused questions to find an answer.

Avoid problem-focused questions.

1. What's wrong?
2. Why do you have this problem?
3. Whose fault is it?
4. How long has this been going on?
5. What is this costing you?
6. Why haven't you overcome this problem?

Ask solution-focused ones instead.

1. What result do we really want?
2. When can we start?
3. What do we need to get started?
4. What resources are available?
5. Who can help?
6. What can we start now?



| Approachable Behaviors | Unapproachable Behaviors |
|---------------------------------------------|------------------------------------------------|
| 1 Available when needed | A. Not available |
| 2 Makes time to talk | B. Too busy to talk |
| 3 Cares how others are doing | C. Doesn't care about others |
| 4 Shows interest in others | D. Not interested in others |
| 5 Hears others all the way out | E. Interrupts and takes over |
| 6 Does not cut off others | F. Cuts others off |
| 7 Follows through on commitments | G. Doesn't follow through |
| 8 Glad to see others | H. Feels like others are an interruption |
| 9 Wants to hear questions or concerns | I. Not interested in questions or concerns |
| 10 Wants to hear suggestions or opinions | J. Not interested in suggestions or opinions |
| 11 Makes sure others have what they need | K. Doesn't care if others need resources |
| 12 Asks others how to make the job better | L. Doesn't care if work is frustrating |
| 13 Talks to others about their progress | M. Doesn't care about the progress of others |
| 14 Tells others how they are doing | N. Doesn't tell others how they are doing |
| 15 Open to new ideas | O. Not open to new ideas |
| 16 Pushes others to do their best | P. Doesn't push others to do their best |
| 17 Believes in others and expects a lot | Q. Doesn't seem to believe in others |
| 18 Does what they say they'll do | R. Doesn't do what they say they'll do |
| 19 Reliable | S. Unreliable |
| 20 Positive and Encouraging | T. Negative and discouraging |
| 21 Listens well | U. Doesn't listen |
| 22 Cares about the personal lives of others | V. Doesn't care about personal lives of others |
| 23 Doesn't play favorites, is consistent | W. Plays favorites, is inconsistent |
| 24 Easy to find | X. Hard to find |

My Two Strengths:

My Two Opportunities:

Know PetSmart Protocol

Speak Up Resources:

Open Door is more than just a policy, it's our leadership promise to keep open and direct communication with our Associates.

BEING the TRUSTED PARTNER.

Being the **Trusted Partner** means **Speaking Up** when you have a question or concern.

Our **Speak Up Resources** include:

- Your Leader**
- District Leader**
- Associate Relations**
866-263-8411
associaterelations@petsmart.com
- The CareSmart Hotline**
1-800-738-4693
http://caresmart.ethicspoint.com
- The Legal Department**
ethicsandintegrity@petsmart.com

PETSMART
CODE OF ETHICS & INTEGRITY

Policies & Procedures:

Pro-Associate & Solicitation & Distribution policies help you understand PetSmart's position regarding 3rd parties.

| | | |
|--------------------------------------------------------------|----------------------------------|----------------------------|
| | Policy Owner: Human Resources | Effective Date: 08/2012 |
| | Policy Approver: SVP, HR | Version: 2 |
| Policy Title: Solicitation and Distribution Policy | | |
| Department: Human Resources | | |

- Purpose**
PetSmart has standards in place to limit unnecessary distractions during work time, prevent unnecessary flyers and other materials in work and sales areas, and provide our customers and associates with an exceptional store experience. While we appreciate the many beneficial organizations and causes that our associates participate in, all PetSmart associates must abide by the standards set forth in this policy. Violations may lead to disciplinary action up to and including termination from employment.

This policy seeks to prevent flyers, etc. from being distributed in work areas.

| | | |
|----------------------------------|--------------------------------------------------|----------------------------|
| | Policy Title: Pro Associate Philosophy | Effective Date: 06/2018 |
| | Policy Approver: SVP, HR | Version: 1 |
| Policy Owner: Human Resources | | |
| Department: Human Resources | | |

- Purpose**
PetSmart is pro-associate and believes in working directly with its associates without the involvement of third parties.
- Scope**
- This policy applies to all U.S. and Canada PetSmart associates.

- Policy**
All associates play a role in our success. Our associates' diverse perspectives and ideas help strengthen and grow our business. We have created a work environment that values and encourages our associates' diversity. We seek out our associates' perspectives, support their projects and listen to their unique needs. We strive to maintain an environment with fair employment practices, competitive pay and benefits, and career growth opportunities.

Note: see Open Door Policy for more information.

Distribute this policy to all associates.

Collaboration is a big part of how we do business. We believe in partnering to help each other in all areas of our business. This helps us remain focused on, and strengthens our commitment to, our business strategies.

We believe the best way to get things done is to work directly with one another, without interference from an outside group such as a union. We've built a successful work environment company-wide without union representation. Working together as a team creates a strong partnership between us that not only makes our business successful, but makes each of our associates successful too.

If you have any questions or concerns about this policy, please reach out to your leader or any other contact available through the Open Door Policy.

PARs Leadership Engagement Guide:

Knowing when to ask for help is critical to maintaining a positive work environment.

Positive Associate Relations:
DC Leader Engagement Reference Guide

PARs Leadership Engagement Guide
Stop to listen, confirm understanding, act: Pro-Associate Culture Assessment and Action Step Matrix

| Assessment | DC Leader | DC Associate | DC Leader |
|----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Assessment Identify the issue/area of concern. | <ul style="list-style-type: none"> Identify the issue/area of concern. Identify the issue/area of concern. Identify the issue/area of concern. | <ul style="list-style-type: none"> Identify the issue/area of concern. Identify the issue/area of concern. Identify the issue/area of concern. | <ul style="list-style-type: none"> Identify the issue/area of concern. Identify the issue/area of concern. Identify the issue/area of concern. |
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Reach out to your HR Business Partner for more information.