

## Activity 4.4: Relationship Techniques

### Small Business Senior Leader Roles and Responsibilities

One of your responsibilities as a Small Business Senior Leader is to counsel employees who are struggling to meet expectations. This can be a challenging process, but there are some tools you can use to be more successful. Situation, Behavior I, Impact (SB) allows you to provide feedback in a more objective manner, and Perceptual Positions allows both you and your employee to view the situation from multiple perspectives.

#### Purpose:

Practice the SBI and Perceptual Positions relationship techniques.

#### Instructions:

For this activity, you will be working with your Leadership Partners using the same office scenario that you used in Activity 4.1. The instructor will provide you your roles individually. You will have an opportunity to play the role of Director in one role-play scenario and one of the employees of the office for a different role-play scenario.

#### 1. For the first role-play:

- a. Person A will act as the Director and Person B will act as the Deputy Director.
- b. Person A will practice providing feedback as the Director using SBI. Person B will practice receiving feedback as the Deputy Director.
- c. Person A will then guide a discussion with Person B using Perceptual Positions. Ask Person B to describe the situation from his or her point of view. Then ask Person B to describe it from a third person's point of view. Ask if that changes his or her perception of the situation.
- d. After the discussion, Person A will make a Request for Action.
- e. Once the role-play is complete, use the rubric to offer feedback on your partner's participation.

#### 2. For the second role-play:

- a. Person B will act as the Director and Person A will act as the Small Business Professional.
- b. Person B will practice providing feedback as the Director using SBI. Person A will practice receiving feedback as the Small Business Professional.
- c. Person B will then guide a discussion with Person A using Perceptual Positions. Ask Person A to describe the situation from his or her point of view. Then ask Person A to describe it from a third person's point of view. Ask if that changes his or her perception of the situation.
- d. After the discussion, Person B will make a Request for Action.
- e. Once the role-play is complete, use the rubric that follows to offer feedback on your partner's participation.

#### 3. Be prepared to share your insights during the discussion that follows.