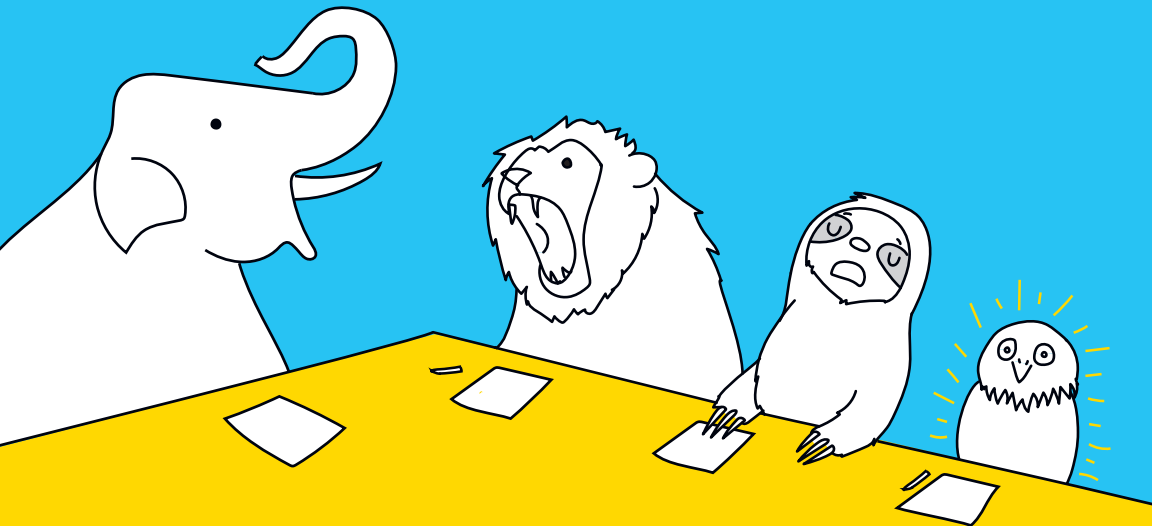


NO HARD FEELINGS

DISCUSSION GUIDE



HOW TO USE THIS BOOK

Our goal is for *No Hard Feelings* to be as useful and actionable as possible. One of the best ways to start putting everything you've learned into practice is to discuss the book's takeaways in a small group. In workshops we've run at organizations like LinkedIn, Adobe, the American Gas Association, and IDEO, we've seen how much these conversations help colleagues learn from and about each other.

In this booklet, you'll find discussion questions for each of the book's eight chapters. The questions for Chapter 1 can be used as a set of general prompts that speak to organizational culture at large.

To bring Liz and Mollie into your company for a workshop, email kberner@penguinrandomhouse.com.

For discounted bulk book orders, email aadler@penguinrandomhouse.com.

CHAPTER 1: General Discussion

1. What does “professional” mean to you? How do you think you formed this definition?
2. Which emotions do you feel most comfortable expressing at work? Which do you feel least comfortable expressing?
3. What activities or experiences have helped you feel more connected to your colleagues?

CHAPTER 2: Health

1. What is your office’s norm about taking time off? Is it acceptable to take vacations or to take nights off?
2. How could you (and your team) build more mini-breaks or nights off into your weeks?
3. How have you successfully established digital boundaries for yourself?
4. Do you tend to ruminate? What techniques have or might help you stop ruminating?

CHAPTER 3: Motivation

1. What small changes to your schedule would increase our autonomy?
2. What parts of your job do you find most meaningful?
3. What new skills do you want to acquire in the next year?
4. How can your organization create more opportunities for you to form work friendships?

CHAPTER 4: Decision-making

1. Think back on an important decision you made. What relevant emotions helped you select one option over the other(s)?
2. Take a moment to reflect on how you are feeling. What irrelevant emotions (i.e. not related to this discussion) are you experiencing right now?
3. What questions do you ask candidates during an interview? How might you improve those questions?
4. What is your individual negotiation style? What do you do to prepare for a negotiation?

CHAPTER 5: Teams

1. Describe a time when you were on a team and raised an issue or admitted a mistake. What made you feel safe speaking up in that moment?
2. What actions can you take to create psychological safety for your teammates?
3. What ground rules has your team set for working together? What additional ground rules might help you collaborate?
4. Have you seen task conflict turn into relationship conflict? How could this have been prevented?

CHAPTER 6: Communication

1. Have you had a difficult work-related conversation that went well? One that went poorly? Why do you think it did or did not go well?
2. What miscommunications have you had at work? How were they resolved? How could they have been avoided?
3. Are you an introvert or an extrovert? What communication preferences do you have based on this tendency?
4. Describe a time you received negative feedback but found it to be helpful? How did the person giving you feedback make it easier for you to hear?

CHAPTER 7: Culture

1. What are some of the emotional norms at your organization?
2. Talk about a time when you did not feel belonging. What actions did others take that made you feel excluded?
3. Talk about a time when you did feel belonging. What was different about this situation?
4. Do you know someone who does an excellent job of making sure others feel belonging? What micro-actions do they take to create belonging?

CHAPTER 8: Leadership

1. Who are the best leaders you've worked with? How much vulnerability do they show?
2. As a leader, what strategies do you use to help your reports manage their own emotions?
3. As a leader, how do you practice emotional self-care? Who are the people you turn to for support?
4. What challenges have you faced as a leader? How can others help you overcome them?

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