



SPEAK UP HR — DESK ACTION CARD (WEEK 4)



WEEK 4 MINDSET: FROM DEBATE TO JOINT PROBLEM SOLVING

When a conversation hits a hard 'No' or deadlock, your goal is **not** to win an argument or repeat 'It's policy'. Move from enforcing rules to **unblocking movement**. Mirror their concern, connect to a **Shared Goal**, and ask an open question to co-create a way forward.

♦ STEP 1: ACKNOWLEDGE (MIRRORING)

Reflect their exact concern or keyword back to them so they know they've been heard.

- "I hear you on **[their exact keyword/concern]**..."
- "I get that **[their constraint]** is top priority right now..."
- "I see why **[their focus]** comes first for your team..."

♦ STEP 2: THE SHARED GOAL

Connect the discussion back to a common objective you BOTH want to achieve.

- "...and we both want to **[Shared Goal]**."
- "...and our shared objective here is to **[Shared Goal]**."
- "...at the end of the day, we both want to make sure **[Shared Goal]**."

♦ STEP 3: PIVOT (OPEN QUESTION)

- "What's possible [within the current constraints]?"
- "How can we make this work [within the current constraints]?"
- "What data would you need to reconsider this?"
- "What needs to happen before we come back to this?"
- "What would need to change for us to [Action]?"
- "When would be a better moment to look at this again?"



THE WEEK 4 GOLDEN RULE

Anchor body → Acknowledge with Mirroring → Connect to Shared Goal → Pivot with an Open Question.