**Advice Giving**

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*Let me tell you …*

*What I did was …*

*You should ….*

Permission Getting

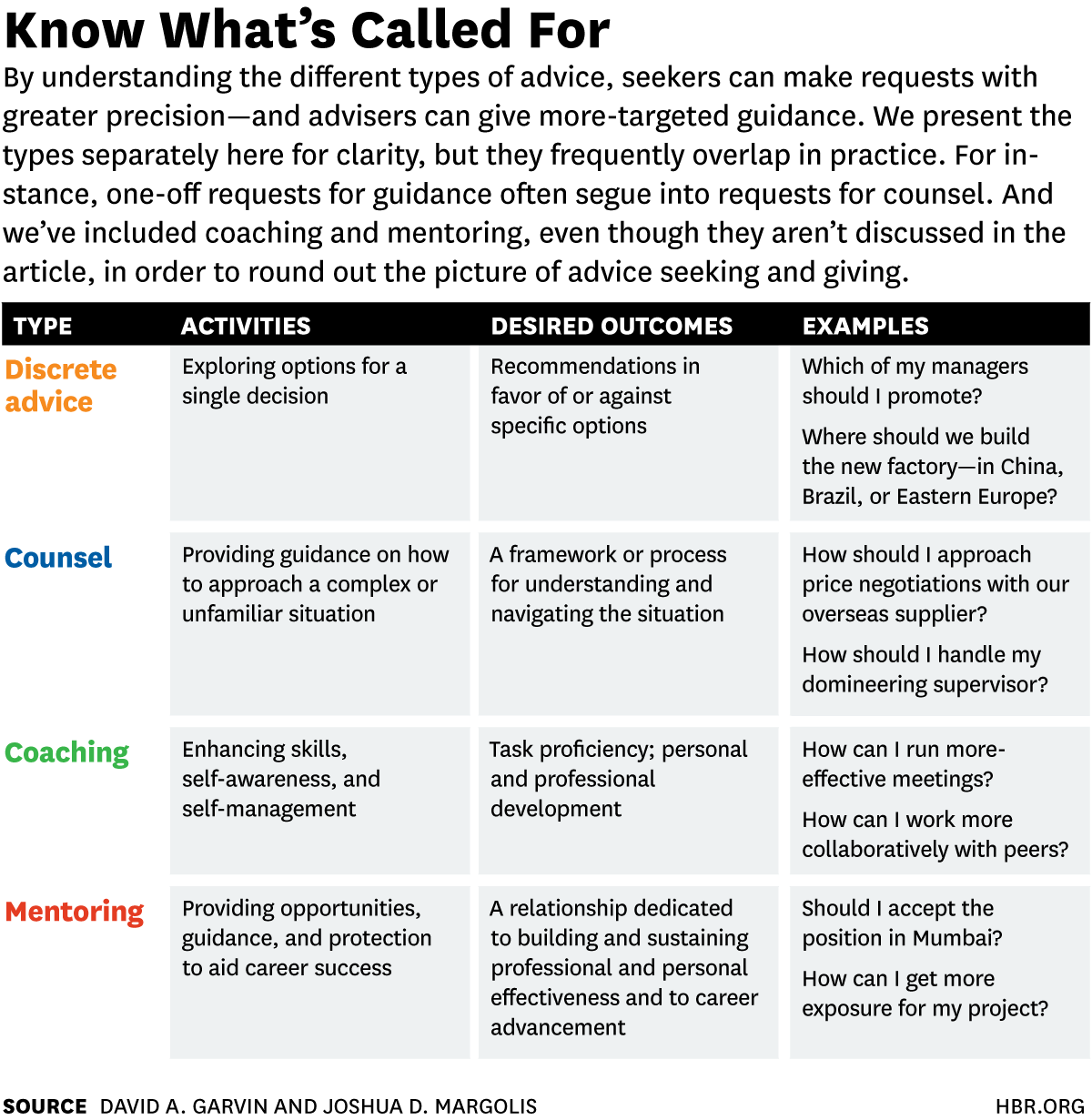
*Would you like feedback on this?*

*May I tell you what I see?*

*What is the bottom line on this for you?*

Asking permission is a sign of self-management and allows the other person to take

responsibility for managing their work.



Garvin, D. & Margolis, J., (2015). The art of giving and receiving advice. *Harvard Business Review,* *93* (1/2), 60–71.

**So … meet them where they are. The trick is to know where that is!**