

59 Shifting from feeling powerless to empowered with Tina Fr...

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SPEAKERS

Murielle Machiels, Tina Frey



Tina Frey 00:00

Fit Muriel it was it was the lowest point ever because as I flew back, I felt two different things to be direct one in a complete victim state victim mentality. I felt lost. I felt powerless like I had zero choice zero. And on the plane ride back, it flipped into complete and other anger. And I throw a tantrum. How dare they, they did not give me any support, no direction. They didn't even explain how to open a bank. And I got criticized for doing that real quick. So I did this flip flop in this blame game between anger, frustration and complete and utter victim state, which is when you're just lost, you're just absolutely lost.



Murielle Machiels 00:42

Have you ever felt like that? powerless, lost and angry? I know I did many times as a CEO, and I still do sometimes today as an entrepreneur. So how do you shift from feeling powerless to feeling empowered, and that's what Tina Frey will talk about in today's podcasts. I'm Murielle co mom, an educator, I used to work really hard and sacrifice the important things to me until I lost my motivation. Fast forward fast many failed attempts and lessons learned. And I found a way to reach great results while working less. Today, I'm obsessed with helping other leaders build meaningful lives. So each week, I'll be sharing inspiration to change your life and organization. This is rebel leader with a hearts digitalization was already fundamentally transforming organizations, teams and their

leaders. But the pandemic accelerated this transformation and complexified things working from home the lack of boundaries, the disconnection the increased workload, the increased time spent in virtual meetings, the anxiety of going back to the office, but also more time spent with family less traffic jams, more exercising. And so a lot of us are we arranging our priorities, because we've been in touch with our mortality and fragility. teams have been impacted heavily as well. And the hybrid model will probably be the new way of working. So leaders need to adapt to this new reality to get the best out of people and from their teams. So we are organizing a free two part webinar series on how COVID is impacting the people and leaders that is part one, and how it is impacting the teams part two. So if you want to participate, just go to [key leader.com slash events](https://keyleader.com), or to the show notes of this episode. And if you think you can go back to normal, think again, because the pandemic is accelerating the burden shifts of our society, and you choose if you want to be part of the bright future, or hold on to the crumbling past. So go to [key leader.com slash events](https://keyleader.com) to subscribe to our webinar. Now back to our episodes. Hello, Tina, nice to meet you. Nice to see you, my friend. Thank you so much for having me today. You're welcome. So could you tell us a little bit who you are. And maybe also a little bit about your origin story of when you started the company that you're still working in now.



Tina Frey 03:48

So after school, I started at a very small radio station, which was fantastic because they took advantage of me completely. They had me do everything for no money. But I was too stupid to know any better Thank God. So I did it all and I learned a lot about me and how business works, etc. From there went to HBO and was responsible for training, the dealerships, the cable stations on how to sell HBO, I did not know that adult learning was a path. When I started there, somebody thankfully tapped me on the shoulder and said, Hey, you be good. You be good at this. And I said what is what is training? What is learning and development? I had no idea. So I went down that path and really understood adult learning and, and fell in love with it. From there. I went to Volkswagen. Again, I got tapped angels everywhere. And I worked with dealers on again leadership, product training, human resources, back end training, etc, etc. From there I went to BMW and within BMW, not only did I work with the product, and dealers', I also ultimately was able to work within human resources. And that part of the journey going from learning and development and adult learning and training, etc, into this more philosophize support really shifted how I showed showed up and taught me the art of giving feedback. And really how critical it is, for an organization to be successful. You have to put people first that is your that is your entire obligation as a leader. So I'm so thankful for that accidental shift into human resources. And it was then that I got the tap to start the retail performance company. Now the retail performance company or RPC is a 5050 joint venture with the BMW group.

We're a consultancy. We're pretty special. We're all about performance. We offer people solutions, to support organizational blocks. And when they asked me, typical Tina, and I ready fire aim, I just said yes, the question mark Murielle was still hanging in the air, would you like to do this? And I said, Yes, without research and one thing. And the next thing, you know, eight years ago, I'm launching this international company in the United States. So the question you asked was about that particular. And that's where I am today here at RPC. And the question you asked is what happened there that that launch, and that was arguably the most challenging and most difficult, and the lowest part of my career? Because the ESA was exciting for 20 minutes. And then the reality set in that I had no idea what I was doing, how do you start a company, by yourself as an LLC? That is a joint venture, not your funding, all of the questions. So as the story goes, I still was half excited, half nervous, whatnot. And within my first days, I was told Well, you have to be in Germany in 10 more days, with the complete strategy and how you not only will launch this company, but this company will be successful here in the United States. I had never written this strategy before. Not at that, that magnitude. So of course, the Google strategy, right, so I put everything together. And they're sticky notes and whatnot. And I get on the plane, and I fly across the pond. And I meet all of these German leaders, who are just the stereotypical tall and brilliant and, and I walked into the room with my clickety, clack, PowerPoint, and present my ideas, still terrified, not really believing in myself, not understanding all of the business acumen and all the things. And at the end, I said, gentlemen, would you agree that this is the best path for the United States? And I was greeted with? No. And I was blown away. And there wasn't a no but let us help you? Or a no, but hey, we have a different idea, or no, but let's talk about it. It was a no. And in my memory, the CFO at the time, there were four gentlemen in the room, looked at my boss, the president of our office who hired me, didn't say a word. But in my head, what he said was, what were you thinking? This and in that moment, I agreed, and I was completely lost. So long story short, I will read and how did



Murielle Machiels 08:29

you feel? How did you feel inside also?



Tina Frey 08:34

I felt Muriel it was it was the lowest point ever, because as I flew back, I felt two different things. To be direct one in a complete victim, state victim mentality, I felt lost. I felt powerless, like I had zero choice zero. And on the plane ride back, it flipped into complete and other anger. And I throw a tantrum. How dare they, they did not give me any support, no direction. They didn't even explain how to open a bank. And I got criticized for doing that real quick. So I did this flip flop in this blame game between anger, frustration, and

complete and utter victim state, which is when you're just lost, you just absolutely lost. And so I took all of that. And I'll be honest with you, I tried a few a couple more things because that was my job. And it within the world of BMW it kept I was being validated by others. And people whom I had known for a decade would say, this is never going to work. Tina, do you have a plan B. That was said to me by a leader within the organization. I hope you have a plan B and it's not their fault. They were just they were being realistic. They were looking at the the environment, the culture, all the things, but I believe them. So what I did was I decided that I did have a choice. I quit. So I found myself writing my resignation speech, and I got my boss on the phone and Wouldn't you agree, sir, that it's best for the company? If I go back to BMW, actually, I have an idea of who can take my place. And he god bless us all said, Yeah, Tina, you are funny. No, I don't accept. That's a horrible German accent. I apologize to you and everyone. I mean, just that was terrible. But he said, No, take the weekend, you'll be fine. I'll talk to you on Monday. And I looked around and I said, What? So he removed my choice to leave. And I had no in my head. Now the other consequence was to be successful. So it was in that moment that I shifted my perspective. And I said, we're gonna figure this out. And I just said,



Murielle Machiels 10:34

Do you remember first, you know, because you you tell a lot about how you felt the stories you were telling yourself? Do you maybe remember also how you felt in your body? Oh,



Tina Frey 10:47

that is a fabulous question. I do. And interestingly enough, I process everything physically. And that is the and i and i don't know if this happens for you. And I'm sure those of you watching and listening it. Trust your body. Right trust. And I remember the when I made the decision to quit, I did have a visceral, I had a reaction. Like I had an out, right. However, there was something still even when I said the words to him on the phone. I was cluttered. They weren't clear. And I knew. And it was a deep knowing this is not right. That moment now I have to be honest with you, I was sitting in my house. So this is years ago, remember, when I called him so I wasn't in the office. I called him from home and the whole thing. And I remember hanging up, I like how I did this with my hand as if it was a real phone from 19. And my I went, so there was a thread that was fast. But it was a breath when when a decision when a choice is made. And it's the right correct decision. I shouldn't say right, but correct decision for you. Your body will tell you. And there's proof behind this. I'm sure you know this, there's scientific proof. The question is, do you listen to it? People call it gut intuition. And really, it's sophistic. It's the Mind Body Body connection coming together. I truly believe that. So I did have a alward. Like that. And then I just got

to work after that. And I don't know that it was a conscious awareness. At that time, I'll be honest with you, because I was so overwhelmed with emotion. However, I definitely had had a wonderful, okay, well, this is it, this is my new reality. Let's go Yeah,



Murielle Machiels 12:37

I'm asking this because often, but we have, like, we've always been successful. And probably you have always had a very successful career and student time, and then you have even bigger challenge and, and you have the feeling that you might fail. And that's often very uncomfortable in our body. So we feel all kinds of things. For me, for instance, it's almost always like a vise is compressing my chest. And I want to escape it and escape it by also having these ideas of I'm going to quit, or I'm going to stop or, and that's why I'm asking. And it's often it's only because we want to escape the physical sensations we have in our body.



Tina Frey 13:27

Mm hmm. Agreed. And the irony of what you're saying is, when we choose to remain in that victim state, it's more physically taxing, then even choosing to leave it or to shift your perspective around it, or to confront it, or to accept it. So when you say in that blame game, it is more, that's where you're swallowing. You gain weight, I'm pointing to myself, right? That's when you because you're you're you're holding on to this quite frankly, negative, emotional esque feeling. Right? So you're that's very interesting, and a really critical point for all leaders to understand that when you do what's right, and you make the right choice, and you confront the thing. And I know you mentioned feedback, it's right, then we're able to release and move through it. It's the fear that holds us back.



Murielle Machiels 14:21

Yeah. But but also sometimes when we just accept the feeling in our body. When we accept that feeling in our body, where we get the strength to move forward, despite feeling and when we realize that I'm still going to be alive. I'm still surviving despite this feeling. And that's when it goes away.



Tina Frey 14:45

What you're describing to in my experience, and I'm curious to know if you've experienced working with so many leaders also, some leaders feel like the processing of the physical component is a little little Fufu Little too warm and fuzzy is a little stop at please, they just

want to move on and, and the C suite in the executives in these real high powered men and women with whom I've worked, they discharge what we're talking about. And as you know, coaching goes deep, you're asking the big, fat hairy questions that a human isn't asking him or herself. And it can be painful. And it's funny because it's even more challenging to do that kind of deep work to put the mirror up to yourself and acknowledge unflinching something in that I'm feeling it physically, because I'm feeling it emotionally. And again, people do not want to go there because they think it's, it's not, what is the word, it's not mature, it is not executive. So it's not, it's not not rational. This is business. It's not professional, exactly. When it quite frankly, is the hardest work than an executive could do.



Murielle Machiels 15:54

Yeah. Yeah. And it's true that I still need traditional leaders who view that as Woo. But I meet more and more leaders that realize that just putting more pressure on people, or working harder is simply not possible anymore. So they have to go another way. And that's always working differently and changing your habits and behaviors is going into your emotions and your body because everything is conditioned there.



Tina Frey 16:27

Mm hmm. And it's a skill set. It takes time and effort and work to really be able to air quote here yourself. Yeah, right. Okay. And I work on it every day. I'm not there. On 2%. I know, it's happening that Oh, but it took some conscious, it took conscious work. And again, the path is long. We all but the start is to start. And that's massive to get some of these, again, executives to just stop and go. I think there's something to this. And listen to myself. Let me let me shift a little bit again, shift that perspective. And again, ironically, some of them are swimming in victim state in that blame game, and they don't want to look at it around this topic itself. Yeah, the only way to elevate is to really shift and then and start to change it.



Murielle Machiels 17:16

Yeah. And to go inside and to watch yourself inside. Mm hmm. So yeah, maybe we can shift into that topic. Because you're a specialist and you have a great talk about, I don't have a choice. And I meet so many leaders who tell me I don't have a choice, or I don't have the power to or people that think that you have to be the CEO. And when you are the CEO, then you will have a choice. But then you are the CEO and you still have shareholders or board then. So this this, I don't have a choice that is limiting so many

people and keeping them small, huh, oh, how do you help leaders with that feeling that I don't have a choice or I don't have the power?



Tina Frey 18:10

The story I told earlier was the catalyst for this conversation because I felt I had no choice. I have no choice. I have to quit. I have no choice. And that was a lie. You always have a choice when you hit the roadblock. The obstacles Matter of fact, you have five, which we reviewed. And your to your point, I see it every day. Tina, I don't have a choice, the price the purchasing process here. It just stinks. I can't wait to I don't have a choice. My computer doesn't have it. But there's there's no there's actually a five. Now you might not like the consequence of one of these five choices, but you always have five. So one of the choices is to remain a victim to it is to choose to remain in that and do not argue it is a choice. It is a subconscious choice to remain in that victim safe. The another choice is to accept it now. Acceptance sounds so easy all just accept it. But we all have that friend for whom we've asked the question, Hey, are you over it? And they go, Oh, yeah, I'm fine. Everything's fine. And you know full well, that person has not accepted acceptance means you've forgiven, that you have legitimately moved on. And if somebody brings up the topic, you do that? Oh, yeah, remember that? And then you put it away. Now that doesn't mean the lesson was forgotten. But it was forgiven and you were accepted. And then you moved on another choice. So victim remain a victim to it, except another choice is to shift your perspective around it. Now shifting your perspective around something is ridiculously hard. It's something Listen, we're humans, and when we feel something, which is the biggest it's our superpower, right? When we feel and don't argue with me, any business people out there, all of us emotion, feeling we feel stuff, right? So when you feel it, you you it's hard to be able to say Okay, stop What's going on? In this situation, what's going on for the other person. And then to shift, I was once told that I was approaching a business matter and too much of a childlike way for which I was, quite frankly, pice and felt all of the things. And it took me quite some time to be able to shift my perspective and say, so that leader was giving me that feedback, actually, to help me. Because in this environment that I was in at the time, that was frowned upon my behavior was, even though I knew it was working, and I was teaching and all the things right. But it took me to stop, okay, what's going on for him. And when I shifted my perspective, I was able to accept. So those are three choices choice for us to change it. So in that example, I just gave my shifted my perspective, probably within that minute, I accepted that leader for who he is. And then I went about changing how I approached something in his purview, so that I can be seen a certain way. So again, all but all choices. So these are the five choices or so to remain a victim to it. And again, in my story, initially, I was a massive victim, I was in the blame game, it was that my boss's fault for not setting me up, I was able to shift my perspective and say, okay, what's really going on? Can I make this a success, I accepted the situation, I

went about changing it to the point where we are now a successful entity here in the United States, I could have left it but thankfully, my boss took that decision off the table. So within those five choices, we always have one when we hit the Roadblock, Oh, you don't understand my boss will never give me a race. Oh, you understand my marriage? This is this is he's just like that. Or she just treats me or whatever the thing is sort



Murielle Machiels 21:49

of fun defiance, I have to say you're in this job, or in this marriage or for the Yeah.



Tina Frey 21:56

Yeah, that is a big one of really good example. Right now you don't have a choice. I can't go anywhere else. I have to stay here. Yeah. Let's walk through the choices. Alright. Now again, its consequences, which that will drive the choice. But you can't unknow what we just talked about. There is always a choice. As a matter of fact, there are five and I am so thankful to have gone through my painful lesson. And there's more than one. That's a whole other podcast, right of all the different failures that I've experienced as a leader and in my personal life as well. It's but without those lessons, we wouldn't an understanding the five choices, I wouldn't be able to be successful today, and move forward much more fluidly. Whenever I hit an obstacle. Yeah, you know, the pandemic is a great example for our company. Because my team and our company, they're so sick of my five choice, the hero. So what choice Are you in? JOHN? So what choice? Are you in there? Like? I know, I mean, right. So but when the pandemic real was real, and we had to acknowledge it, of course, we were in victim mentality. And we acknowledge that for one another, and we swam in it. Sometimes However, because we all speak this language. We were also able to take turns and and say, okay, so john, what, how long do I'm gonna let you be a victim? Just today, okay. I'm not having a great day. That's great. Tomorrow, what are we going to do? Yep, tomorrow, I'm going to make change, but really, and hold each other to it. And because again, that my team can't unknow it? Haha, either. Right? So there's that.



Murielle Machiels 23:31

And that's where I find that energy is so important because being a victim is also a normal face. It's a face where you don't feel able to cope unconsciously, you don't feel able to cope. And so you fall into this victim, it's not my fault, or there is no issue or it's no one else. But then when you have high energy, that's when you are able to get out also of the victim position. That's why I often tell CEOs and leaders that managing your energy is your number one job, because if you don't have energy, you don't you're not able to grow

into face challenges.



Tina Frey 24:17

Mm hmm. You know, I heard a quote, actually, my daughter was watching something relatively awesome. And the quote was, you cannot heal if you don't reveal. And part of being a great leader is to reveal and sometimes be vulnerable. I know vulnerable is such a, like a bingo word, right? And everybody says it, however, to be vulnerable sometimes to say, Hey, I'm in I'm being a victim right now, as a leader, because I'm feeling things. We're not robots. And it's really hard to say that I don't know what to do, or I'm scared or today I'm just not feeling it. And I'm saying whatever the thing is, and I'm not saying as a leader should walk around every day and say that know the whole thing, but when it's there, it's there. And The team consensus just like animals can smell fear. And to just say, So today, I'm not feeling it, I got you, though. I've got your back. We're still a team, we're going to be great. I just want you to know, this is how I'm showing up. There is a tension reduction with other humans when you are truthful in that way. And that's actually being stronger as a leader than weaker. And we've been taught the opposite. Yeah. I wish there was Leadership School that teach all this good stuff, right from when we come right out of the box. And sidebar, it's actually an improv technique. I was, I pretended to be a comedian for 20 minutes 25 years ago, which is to say, you know, it was on the bucket list, right? So with an improv class, that is, that's rule number one is to acknowledge the truth. So if you're on stage, and you're just sucking wind, or you're just saying you Say it, say I don't know what to say right now, and the audience will go, Oh, thank God because they know it. They already know. So to to allow yourself be vulnerable and go, I'm in victim safe. Tomorrow, hold back, but right now, that's what he will humanize you. It will there'll be a tension reduction, and you will have trust. And that's what it's all about.



Murielle Machiels 26:14

Yeah. Yeah. And that's why I wanted to, to ask you also the question, because the five choices you're talking about, for me are not opposite choices. Often. Like being a victim, sometimes it's by accepting that you're feeling that way that you will find the energy to then accept the situation and then find the energy to change it and shift your perspective. So it's not always opposing each other. And on the contrary, for change. For me, the first step before change is accepting a situation.



Tina Frey 26:56

Yeah, that's, I think you said that very articulately. Also, because it's, we've put names to it.

Now, these choices, but you're exactly right. It's not like you go, I am in acceptance mode. I am now shifting my purse, right? It happens probably like that. And for sure. In my story, it was probably I probably went through every choice within milliseconds, boom, boom, boom, boom, like fireworks. You're 100%. Right. And, you know, you said something, also, sometimes with that whole victim mentality. Don't fight it sometimes. Let yourself to your point, right, if you need to swim in it. Listen, has there been a night when I ate ice cream right out of the carton. And I'm watching that flicks until two in the morning. And I've said I've said it out loud. I'm going to be in victim mode today. That's and this is where this is as much energy as I have. I don't have the energy. I don't have the positive energy I don't have. So approve it. It's okay. Right? Don't Don't fight it. Now. To your point. Also, you have to then stop and maybe not consciously, but stop and go, how's this serving me? How's this working out for me? How? Okay, I'll do this for two days. But then I have to make a decision because this is not who I want to be. This isn't the health that I want to be at. Right? And all of the other things, but you make a really good point. It's they all they're complimentary. They work. There's a synergy,



Murielle Machiels 28:23

yes. Or maybe the decision you need to make when you feel like blaming and in this victim mode is to just be nice with yourself and manage your energy. And once your energy is back to you. It's almost automatically that you want to get out of that and want to do something about it. Yes,



Tina Frey 28:45

exactly. Validate. That is an excellent point. Excellent point. Love yourself. It's okay. We all go like this huge knowing it is 99% of it, I think because how many people walk this planet and don't even know that there are choices and don't know that there's such a thing as this victim mentality, this victim state for which we choose to be in and I pity them, they're lost souls, right? They don't they can't even acknowledge it validate in an elevator.



Murielle Machiels 29:14

Yeah. But that's hard because we're very solution oriented. And so we immediately want to do something to to get the results that we want. But something I learned in coaching and I found very powerful is that sometimes when the other person is in the suffering in the mess in the Yeah, in the negative emotions, sometimes they told us, you have to keep the person there a little bit longer, because it's from that place that he or she will find the energy to get out of it. And if you get out of it too rapidly, well, maybe you will not have

the transformation.



Tina Frey 30:00

It's, it's, there's this thing called freewill. And nobody can affect it, there's Oh, that's the one thing that we have complete control over. It's our own selves, right? And you, you cannot point a picture, excuse me, point your finger at at a human being and say, change. If they're not ready to do it. You're exactly correct. So if a person needs to stay in that state for whatever they're, then the worst thing that you can do to your is to rip them out of it. Right? It's all you can do is support and you can't coach the uncoachable. So all we can do as coaches and leaders, is to create an environment where people can thrive by making sure that they are safe. They are heard asking the questions that need to be asked and all the things. But to your point, you cannot The worst thing you could do is rip them out of it. So you're wrong change now, and many leaders do it.



Murielle Machiels 30:52

Yeah. And then it's too fast. And then it's superficial. And it doesn't stick the transformation. Yeah, exactly. And this this morning, I was I love going for a walk and listening to podcasts or audibles this morning, I was listening to accurate Stoli. And he was telling that the suffering is in fact, importance because it's from the suffering, that you get your transformation moments, and that you realize, and now it's enough. So sometimes you need that part to be able to transform



Tina Frey 31:30

it, you know, as parents, we are built, again, physically in our DNA to not let our children suffer. But that's what they need to suffer. So they'll grow and they'll learn and they'll change. And your employees are no different. Sometimes they need to suffer. And as much as we want to do. Some leaders don't give feedback, because they are trying to protect these people from being hurt. And But no, they have to we have to know that what path that the path that we're on is the right path. Or we're not. We're not learning we're not right. So it's we as leaders, our our obligation sometimes is to allow our people to suffer because to your point, it's from there that we grow. And we thrive. Right, so not easy. No, really good point. Really good point.



Murielle Machiels 32:21

No DCM and like you say, we have to create a safe environment and show that we care.

So that the suffering is of course as not not too long and as short as possible. But it's it's right necessary to be there as well. Yes.



Tina Frey 32:37

And there's an art to that. There's an absolute art to there is there really is However, there's, and it's hard for parents and leaders to watch that. But it's, it's that's part of the job,



Murielle Machiels 32:50

you have the job, this is part of the job. It's really hard because it's about letting go. And sometimes as a parent, or as a leader, you see the solution for someone else worse, but it has to come from them. And we have to let go and write. And that's very hard. It's so hard. That's the other podcast again, that's a whole other conversation. Exactly. But you were talking about feedback also. And that that's a topic that I love. Because I don't believe in the annual evaluations anymore. Everyone hates them, the leaders need them, the the employees hate them. And it's often like more of a formal thing. I prefer the permanent feedback solution. And if you still want to do an annual evaluation, and you both want to do it, that's fine as but I don't like the mandatory thing. But what I noticed is despite the fact that many leaders have taken many courses about feedback, they still find it very difficult to give feedback. Why is that? Do you think? fear?



Tina Frey 34:10

It's all fear based. And I was there again, back to my initial story when I was in human resources, and I fell into that part of my career. I am so thankful because I had no choice but to face my fear. And the fear is could be a multiple a lot of things just afraid of conflict in general. People think giving a feedback of any giving feedback of any time is conflict immediately. It's our that's a limiting belief. That's a story we concocted for ourselves. Number one, number two, a leader doesn't want to lose their status as a friend, perhaps, guess what? You're not their friends. You were their boss. You were there like that is your obligation or even their peer, right? Number three, just a fear of being a part of somebody of hurting somebody's feelings when in fact, which we already talked about it If you don't give the feedback, then you're hurting them more, because that person is down the wrong path. It goes back to my story where that very high level person told me that by behavior was, in his view, childish, which again, it was, had to do with pipe cleaners on a table. By the way, it was a kinesthetic device. And but that's his perception. So because he gave me that feedback, I was able to shift and change and grow in the company. So it was still

helpful, even though we could argue it wasn't provided in the ideal way. So that's the reason what holds back leaders from giving feedback, it's their own, whatever their personal motivation, they're afraid. That's really what it comes down to. And it's not easy all the time. I have been there, I understand I empathize. It's not, but it is simple to be able to do it. And on the other side of it comes all of the positive now, if you are get to your point, and I love how you said this, feedback should not be once a year, okay, let's come into this cold, sterile office, and I'm going to scare the bejesus out of you. It should be in the moment. Hey, Muriel, come here for a second. I just want to let you know. That was great. How did you feel that went? How you just handled your employee or Muriel that was really appreciated the way you presented that I did? Whatever the thing is, conversely, Muriel come in for a second, how do you think that went? Yeah, exactly. So what could we have done better? With that employee? Well, I kind of barked at it. Maybe I should have done. So can I can I offer you some some steps on how to give that whatever the thing is? Because should you do an annual probably, I'm an advocate in organizations and documented and all the things that go along with it. But during that annual, the employee should never be surprised. It should start. Hey, john, good to see you. So we've been talking all year, this isn't gonna be you can even say this won't be a surprise. How do you think the year went blah, blah, blah, great. So let's walk through this whole thing. This is what we're going to continue to work on. So there's no surprises that annual should just be a continuation of the conversations that you've been having throughout the entire year? I apologize. Who asked me one question? I think I answered seven.



Murielle Machiels 37:20

Okay, no, I also was thinking because for me, it's it's still hard to give feedback. It's always been, I used to be the CEO of an organization, and I could give feedback. And every time I did it, every time it was a wonderful conversation, but still, it was like, the idea that I might disappoint someone was already paralyzing me upfront, so I had to put a lot of energy and effort to do it. And then every time it went well, and I think it's because I've been educated, I was a good student. And as a good student, you do everything that is expected from you, you don't disappoint anyone. But when you give feedback, well, the person is disappointed at first, of course, first, in himself or herself. So yeah, for me, it was a fear of disappointing.



Tina Frey 38:22

And, uh, now, I hate to say this to everyone listening, but the way through that is time, is when you do it again, and again, and again. And again, and you build up this confidence at that, in essence, you're not hurting the other person you care. You're a beautiful, wonderful, lovely loving person who doesn't want to hurt the other person. And it's just a

mind shift. Again, it's shifting that perspective, to say, I'm actually not hurting this person, they might, they will be hurt. Because nobody wants to know that they're not doing a great job or failing or missing expectations, or whatever the thing is, but later on, they will be thankful if I do it correctly, which I know without even knowing you 100%, I know that you did a great job of communicating that feedback. The point is that you did it. Right. And it takes time to build up that knowledge to walk in the room. The first time I ever terminated every anyone. It took me five hours, because I didn't I was so in so much pain for her. She was lovely. And all of that. Right. And and it was and it was for cause so it was appropriate. And then this is I'm not necessarily proud of this, but three years later, no, it's a five minute conversation, right? Because it's not. I'm giving you this feedback. It's as a stretch. This isn't really a feedback, conversations, termination. It's different. But it was we're here because of your behavior. My job is to communicate the ramifications and the feedback around that behavior. That's my job. Same as sure with with feedback, positive or constructive.



Murielle Machiels 39:58

Yes, and you can do it you You can do both with love and with care. 100% 100%. Right. Yeah. And yeah, what I also noticed this, people receiving feedback, and they're what I learned is sometimes you, you might have the feeling that Your feedback is not well received, the person is in defensive mode. But then like a week or two weeks or a month later you see a change. And that's something I think we need to realize that is, even if in the conversation, the first one is being protective, sometimes it's Oh, it also needs some time to lend, especially with people that are very hard on themselves. Yes, they find it very hard also to accept feedback.



Tina Frey 40:51

Yes. I found that the people who get the most offensive are those that didn't hear my why. What I mean by that is, you have to tell the person why you're giving them this feedback. And I remember what's not funny, I was in human eye, there was a there was an employee who is dressing too provocatively. And, and to be honest, I had I had complaints numerous in a day. So I did the thing, that was my responsibility. And I 100% did that. Do we know why we're here? I don't know, a very defensive. And I said, here's what I know about you, your career is on the right path. And the feedback I'm getting around your performance is, is you're exceeding expectations, what we don't want is for you to be held back by perception or a story or what now? Well, you can't. And it was this and this and this and this. And it was, it wasn't a long talk, because these talks don't need to be long. Again, this is the why, here's what I've seen. Here's the feedback, how can and then here's the other

critical part, why I feel like people get defensive, is because then you tell them how to solve their performance issue. Or in this case, by a sweater, right? But because you tell them a really big part of this is to ask. So what do you think we can do about this? Now it's your data, you're coming up with a solution. So when you walk out of the room, you might still be pissed, and defensive, and all the things, but to your point earlier, you will then cycle through, and you're not, it's not about me, it's about you, you have all the tools now, we came up with solution together. If you want to keep dressing like this, it's on you. The consequences then on you. I did my job, right. So it's, it's again, I have had many a person, even physically right fist fist up once, as a matter of fact, however, it's if I've done everything that I can do, then it's up to that person. And I can, and I can say that I gave them the gift that I needed to give them.



Murielle Machiels 43:00

Yeah, yeah. Nice, really nice. So I think it was a nice conversation about choice about failures that bring us often growth in the end, and about feedback. So I have one last question for you. Because this is a podcast about rebel leaders with a heart. So I'm really curious to know, what is your rebel side, you've shown that you have a lot of hearts in what you do. But what is your rebel sides?



Tina Frey 43:35

I think my rebel side as a fabulous question is, I learned it the hard way years ago is when I say I don't know, to be honest with you. I don't I think that's and I do it a little bit more often than I probably should, with our own team. But I think that's it. It's a gang. I don't I don't really know what to do here. What do you think? And that, I think, by definition is, is being a rebellion because leaders we don't do that. We don't do that. So I think proudly. That is my rebel side. What a great question. Yeah.



Murielle Machiels 44:14

You can be proud of your rebel sides because yeah, for me, I don't know. It's the start of growing. And it's also gives the opportunity to others to help you and to be part of something bigger. So and it's it's not what most leaders do. Mm hmm. Agreed. Agreed. Amen. Yeah, let's change that. We're changing. Yeah. Because we really need rebel leaders because I believe we are coming at the end of a model. Everything is showing that we are at the end of a of a leadership model and we have to embrace this new more human leadership model a grade, a grade. You and me Sister, we Yeah. So where can people find you if they want to contact you? Or if they want to contact your company?

Where can I find you?



Tina Frey 45:09

The best way is RPC america.com. And I'm on LinkedIn and Facebook and all the things under Tina Frye, Fr ee y. Clements, also, but I would love for to hear from all your listeners, via our website. That would be fantastic. We welcome it.



Murielle Machiels 45:28

Great. We will put the links in the show notes. So it was really nice talking to you, Tina, and maybe we'll meet someday when I crossed the ocean or you come to Europe we could meet. That would be really nice. It was a nice conversation.



Tina Frey 45:45

I feel it in my bones. That's going to happen. Absolutely. Thank you so much. This was a great chat. I really appreciate it.



Murielle Machiels 45:51

Thank you. What a nice conversation. Thank you, Tina. And I hope you know can see how much strength you can get from failure from feeling powerless or lost. It's very uncomfortable, of course, but that's where you can get the energy to really transform. And then see the five choices. You have the five choices Tina talked about. You can choose and stay the victim because then you can get a little bit of attention from the people around you. Maybe you can accept the situation. You can shift your perspective. You can change things or you can quit. Now, if you've enjoyed the podcast, please subscribe to it. Leave me a review because that would be really helpful. And I'll be there in two weeks with another great episode. Thanks for tuning in and have a great week you rebel leader with a hearts