

UNSERIOUS

# Upshots Cheat Sheet

WORKING WHEN YOU DON'T GET ALONG

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## The Upshot

### WHO IS THIS FOR?

- People who have had partners within their own functions or surrounding functions where, for whatever reason, their working styles or personalities do not mesh well and that gap becomes an impediment to either or both of them accomplishing their work.
- Perhaps a coworker excludes you from team meetings, even though you require the information to contribute your part to the work.
- A partner seems to undervalue your work or contribution to the shared project.
- Even though agreement seems to be reached, there is no action on the other person's part and you suspect it is because they are not prioritizing your joint work compared to people they like more.

### WHY IS THIS IMPORTANT?

- Inevitably, people will cross paths with a coworker with whom they don't gel but where results are still expected. Collaboration is generally part of those results.
- Approaching these situations with non-emotional tactics can help drive alignment and remove barriers to working together.

- Building this skill is a gift to yourself and your future professional success.

## HOW TO DO IT?

1. Work to understand a person's motivations for why they do the work they do: why this company, why this team, why this project, what are they hoping to achieve on the work, and what does good look like to them?
2. Then, try to get personal distance between the professional work to be done, and try to remove the emotions that can go along with tensions between coworkers.
3. Finally, get the work back on track:
  - a. Identify 'missing conversations': what assumptions are you making, where might the two of you be talking past each other, do both of you understand what the other should think they should be contributing to the work
  - b. Use the CARE framework:
    - C - What do you both Care about in the work you're trying to accomplish?
    - A - Align on what each of you will contribute to make what you jointly care about happen
    - R - What Results would you both expect to see if both are doing their professional best to contribute?
    - E - Evaluate the outcomes. If not aligned with results, reconsider the "missing conversations."
4. Take notes and consider progress - what's going well, how can you continue to build on that. Ask for feedback and listen. Remember, you don't have to be best friends, but you do have to be professional.

## PITFALLS AND PRO-TIPS



As you make progress unblocking the emotions standing in the way of good work, consider being more transparent about how you're thinking about this so that they can become a partner in the process



Ask a trusted coworker (like your manager or mentor) to help you identify the missing conversations or where you are talking past each other. We often can't be fully objective about the role we may be playing in these dynamics.



Don't try to fake friendship and false connections. It's disingenuous and can undermine the sincerity of your effort.



Don't gossip or badmouth behind this person's back. Just because you and one person don't get along doesn't mean it's worth looking petty or unprofessional- not to mention potentially undermining the success of the work/team.



Don't take every missing spark of connection as "we don't get along". Sometimes there are other drivers of distance- like what you're asking for just isn't/can not be a priority (this is why having missing conversations are important).

# Guest Contact

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