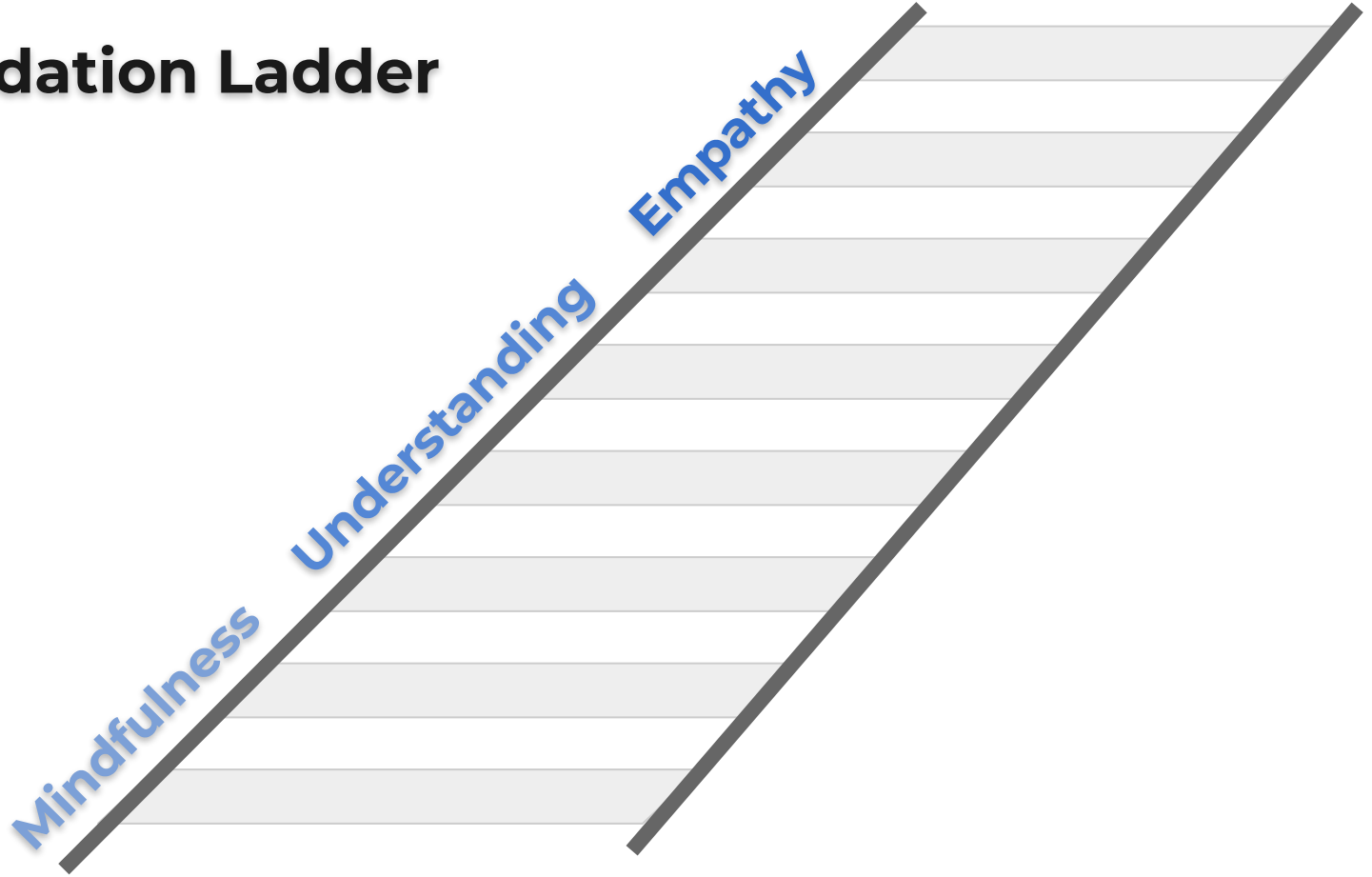
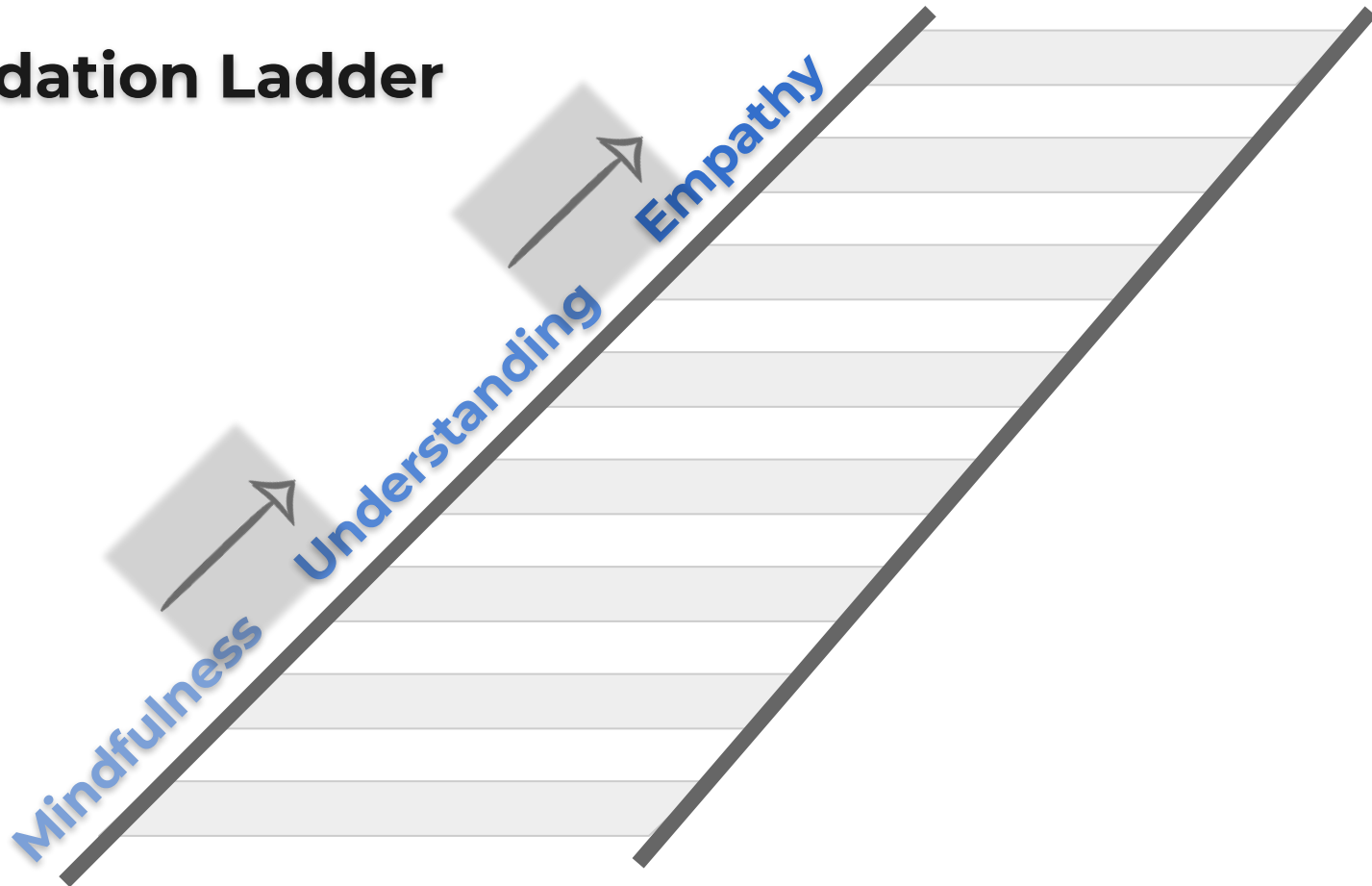


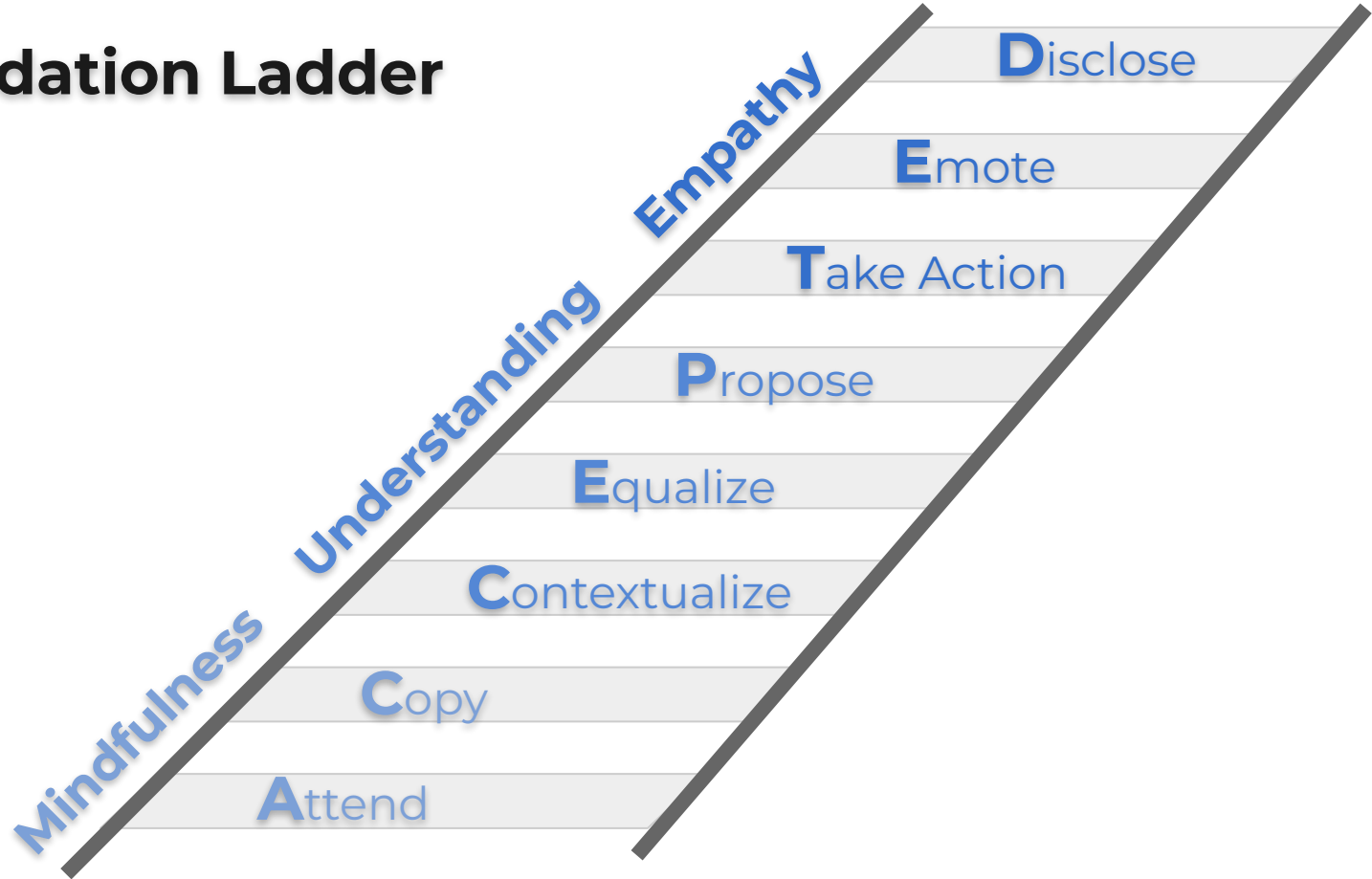
# The Validation Ladder



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<b>ATTEND</b>	Pay attention, listen, and comment without judgment <i>Nodding while the other person is speaking, then asking, "When did you find the time to complete this?"</i>
<b>COPY</b>	Mimic their words or behavior <i>"You came in every day over the holiday break?!"</i>
<b>CONTEXTUALIZE</b>	Identify the chain of cause and effect that contributed to someone's reaction <i>"This has to be particularly frustrating given that you flagged concerns about the code back in October"</i>
<b>EQUALIZE</b>	Affirm that their reaction is normal or to be expected <i>"Anyone who spent their holiday break working while everyone else was vacationing would be frustrated."</i>
<b>PROPOSE</b>	Guess their thoughts, feelings, wishes, etc. based on what they shared <i>"This sounds like a recipe for burnout."</i>
<b>TAKE ACTION</b>	Directly intervene with resources, support, or help. <i>"I'll work with leadership to roll out a review process by the end of the month so this doesn't happen again."</i>
<b>EMOTE</b>	Express genuine emotion; break character <i>Shake head in disbelief and drop jaw perhaps uttering "goddamnit" under your breath.</i>
<b>DISCLOSE</b>	Share common experiences <i>"Please don't repeat this, but one of the reasons I left Google is because I felt like I was picking up the slack."</i>