SETTING THE STAGE

HOW TO EFFECTIVELY GIVE & RECEIVE FEEDBACK

FEBRUARY 4, 2021

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AGENDA

- Setting the Stage - Feedback Fundamentals
- How your own background with feedback can impact how you approach it with others
- Preparing for the conversation
- The actual conversation
- Keeping the conversation going after the meeting
- Wrap up

RULES OF THE ROAD

- Safe space to share and ask questions without judgement
- Confidentiality
- Focus on learning
- Have a little fun

A LITTLE MORE ABOUT ME!

- HR Leader for almost 20 years, currently @ Ordergroove

- Founder & Principal Coach @ KDW Coaching

- Author - Setting the Stage!

- Podcast Host – Getting off the Hamster Wheel

- Lives in NYC with partner Braden & furry babies

SETTING THE STAGE

82% of employees appreciate positive and negative feedback and 43% of highly engaged employees receive feedback at least once a week as opposed to 18% of low engagement employees.*

25% of employees felt their performance was "ignored". The worst engagement scores are from people in the "ignored" category; specifically, 57% of "ignored" employees were not engaged and 40% noted they were actively disengaged.**

FEEDBACK SUPPORTS DEVELOPMENT

Only a third report actually receiving the feedback they need to engage and improve.

Using Neuroscience to Make Feedback Work and Feel Better
by David Rock, Beth Jones, and Chris Weller
strategy+business
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- 87% of employees want to be "developed" in their job but only a third received feedback that would have helped them improve.

FEEDBACK CULTURE

- People are not expected to be perfect
- People are encouraged to ask questions when they don't know the answers
- Leaders show vulnerability by admitting mistakes and asking for direct feedback
- Trying something new (even if it fails) is recognized
- Making adjustments based on learnings is rewarded
- An environment where people truly care about each other, respect & trust each other and want them to feel supported and succeed
- Leaders demonstrate empathy and active listening

GOAL OF FEEDBACK

Provide	Provide clarity around expectations
Review	Review the skills/behaviors currently being demonstrated and how those align with the expectations
Set	Set goals and create a list of action items in order to reach that desired future state.

FEEDBACK BASICS

Who	Between manager & employee
What	Positive & constructive conversation around someone's actions
When	In a timely manner from when the behavior was observed
Where	Private room / Video (versus phone)
Why	Ongoing development & care for the person
How	A two way dialogue with follow up actions

FEEDBACK BASICS

Feedback Is…	Feedback Is Not…
Behavior Based	Personal
Immediate	Annual
Specific	General
Ongoing	Ignoring a Problem
Dialogue	Monologue
Developmental	Final Step
Action Oriented	Judgment
Example-Based	Assumptions

IMPACT OF PREVIOUS FEEDBACK CONVERSATIONS

Best example of when you got feedback from a manager

Worst example of when you got feedback from a manager

RECOGNIZING DIFFERENT STYLES

YOUR STYLE

YOUR EMPLOYEE'S STYLE

PREPARING FOR FEEDBACK

GET THE DATA

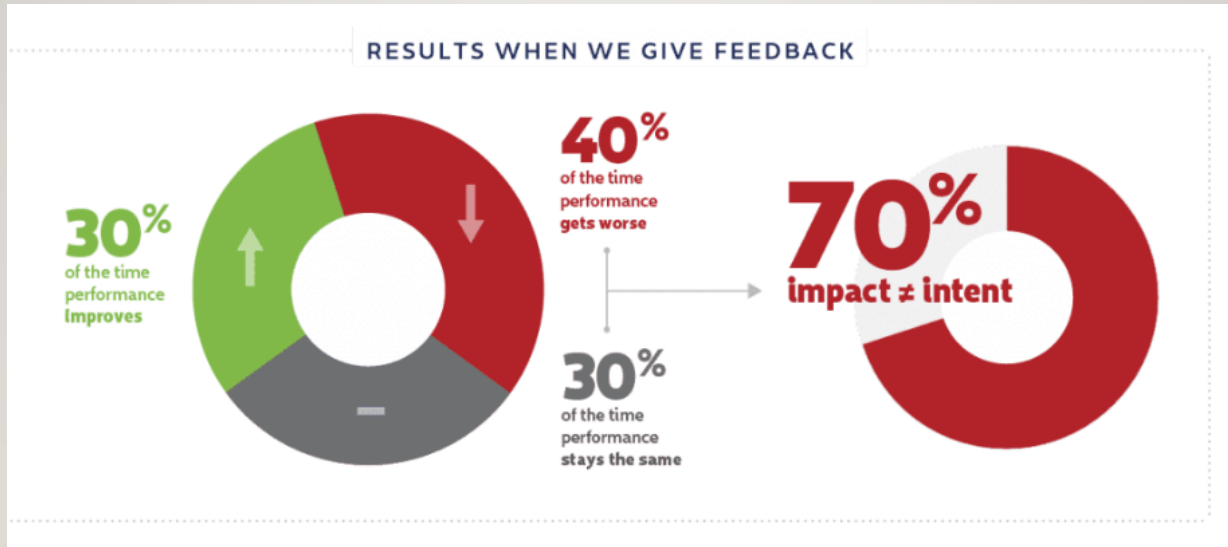GET FEEDBACK FROM OTHERS

IS THIS A NEW BEHAVIOR OR A TREND

HAVE YOU SHARED THIS FEEDBACK BEFORE

IMPACT OF PERFORMANCE ON OTHERS

PREPARING FOR THE CONVERSATION

*Columbia University Research

BEST PRACTICES FOR CONSTRUCTIVE FEEDBACK

Opening: Confirm this is still a good time to meet. Ask for permission to give feedback. Set the tone. Reinforce your goal of support and helping them improve.

Feedback Content: Ask if they remember the encounter or situation that led to the feedback you are about to give. Walk through the detailed feedback and the impact the behavior is having on others or their own work.

Ask Questions: Does that resonate with you? How did you feel that moment went? With hindsight how would you have handled it differently?

Reset expectations: Align on expectations moving forward. Ask for their suggestions on how to improve. Ask how you can help them hit their performance goals.

Next Steps: Agree to next steps, a timeline for an action plan, and expectation for a follow up to see how it is going. Agreement for open communication from you and them if there are any new bumps or to celebrate wins.

Closing: Thank them for their time & their professionalism and focus on improvement (assuming that was true). Recommit your support to help them improve. Ask if there is anything you could be doing differently as their manager to help them. Confirm next steps (including an email summarizing the conversation)

BEST PRACTICES FOR POSITIVE FEEDBACK

Opening: Confirm this is still a good time to meet. Share you have some positive feedback you want to share. Set the tone for celebration and recognition

Feedback Content: Walk through the detailed feedback and the mpact the behavior is having on others or the business. Tie it to their goals (performance & improvement).

Ask Questions: How did you feel after X? How did you prepare for Y (ex. great presentation)? How can I help you build on this success?

Long Term Impact: How does this align with their goals of being promoted, or having the opportunity to work on a key project? Are you able to recognize them through a spot bonus, promotion or any other "reward"?

Next Steps: Does this move a development plan forward or recognize the progress they are making on a predetermined plan? Does this reveal a new opportunity to discuss and get alignment?

Closing: Thank them for their time & great work. Restate your commitment to their development and success on the team. Ask if there is anything you could be doing differently as their manager to help them. Confirm any next steps.

BE READY FOR THE UNEXPECTED

- Impact of being remote (and during a pandemic) while delivering feedback

- Emotional rollercoaster and the reality of business changes impacting individuals after 2020

- Push back – anger, frustration, denial, disappointment, shutting down

- Lead with empathy and ask a lot of questions – assume best intent always

- Recognizing if a conversation should pause and how to circle back

- Always end with recognition & next steps

CURTAIN UP – FEEDBACK IN ACTION
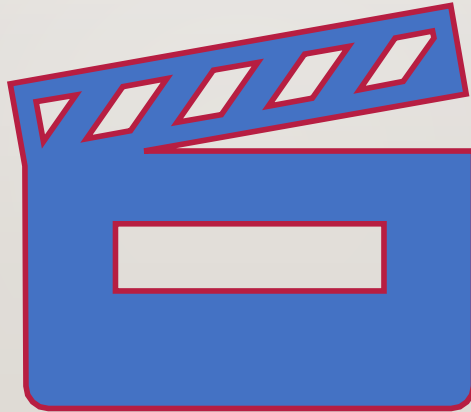
DEVELOPING YOUR STRONG EMPLOYEES

FIND OUT WHAT IS IMPORTANT TO THEM

Career Goals

Ways to be recognized

Motivation

What gets them excited about their work and the future

MAKE SURE TO SHARE POSITIVE FEEDBACK

- How is this impacting their team/peers?

- Have other people given you positive feedback about this employee? Do you have the examples?

- What are the next steps to continue the positive actions? How can you further develop these behaviors?

- What challenging projects can you assign to this person to foster further development?

HELP THEM FIND WAYS TO GROW & DEVELOP

- ✓ Offer leadership opportunities
- ✓ Delegating tasks off your plate
- ✓ Additional, Specialized Training
- ✓ Cross-functional opportunities
- ✓ Exposure to new projects or areas of the business
- ✓ Find ways to introduce them to responsibilities of their future-goal roles
- ✓ Giving them stretch opportunities
- ✓ Mentor under other strong performers
- ✓ Coach them in the moment as they specific apply a new skill (or improved skill)
- ✓ Buddy them with a peer that has a complimentary strength for peer learning/sharing

5 QUESTIONS TO ASK IN THE MOMENT

HOW DID YOU *USE* YOUR COMMUNICATION SKILLS TO REACH SUCCESS WITH THAT CUSTOMER?

HOW DID YOU *DEVELOP* THOSE SKILLS?

WHERE/HOW DO YOU FEEL YOU COULD *FURTHER DEVELOP* THOSE SKILLS?

WHAT *KEY LESSON* DID YOU LEARN FROM THAT INTERACTION?

WOULD YOU DO *ANYTHING DIFFERENT* IN A SIMILAR FUTURE SITUATION?

BUILDING IN FEEDBACK TO REGULAR CONVERSATIONS

- What were some of your wins this week?

- What were some of your stumbling blocks?

- On a scale of 1-10, how would you rate your week and why?

- What would have made it a 10 if it was not there already?

HELPING A STRUGGLING EMPLOYEE

WHAT IS THE ROOT CAUSE

Motivation   Environment   Knowledge   Skill

PREPARING FOR A CONSTRUCTIVE FEEDBACK CONVERSATION

- Can I identify specific examples of the employee's performance issue? How can I describe the impact of those behaviors on the team and business?

- Is the employee's performance issue a part of a pattern in his/her performance levels? How can I explain this to him/her?

- Have I set the proper expectations for the role and their performance?

- How can I explain the consequences for the team and organization of not meeting performance standards?

MAKE SURE THE CONVERSATION IS FORWARD LOOKING

- What tangible next steps can I provide to the employee to address the performance weakness?

- How can I motivate the employee to avoid future mistakes? What is the outcome if the employee changes his/her behavior?

- How can the employee use his/her personality strengths to improve performance weaknesses?

- Have I worked with the employee to identify next steps for resolving consequences of mistakes?

PREPARING FOR PUSHBACK

- Hostility/Denial – "*I don't know what you are talking about. I don't do that.*"

- Indifference – "*Whatever, maybe. If you say so.*"

- Lack of Confidence – "*I just can't do anything right.*"

- Excuses – "*But it's not my fault. If I just had…*"

- Crying – "*But I try so hard.*"

- Shock/Anger – "*This isn't fair. You just don't like me.*"

A NOTE ON PROVIDING FEEDBACK ON SOFT SKILLS

Explain	Explain the impact to the role
Behavior	Focus on the behavior not the person
Ask	Ask their point of view on an example

TOOLS FOR HELPING DEVELOP SOFT SKILLS

Share a story from your own development

Talk about importance to broader culture

Offer on the spot coaching or to talk through a scenario before it happens

Refer to additional resources (books, articles, workshops, etc)

BE YOUR OWN CRITIC

What went well?

What happened that was unexpected?

What could you do differently next time?

What action items do you have coming out of the meeting?

ASK FOR FEEDBACK IN RETURN

- Literally ask the question – what can I be doing differently or more of to support you

- Especially in a tough conversation, they may get defensive and share feedback with you

- Remember feedback is a dialogue, not a monologue

- Be open to new data that the employee may present that may be valid

KEEP THE CONVERSATION GOING

SCHEDULE ONGOING DEVELOPMENT CONVERSATIONS

TOUCH BASE ON IMPROVEMENT PLANS

ON THE SPOT FEEDBACK

BE THEIR DEVELOPMENT PARTNER

Two way conversation

Shows commitment and vested interest on both sides

Find out how they like to receive feedback, how often they need it, etc.

PARTNER MINDSET

Chad, I need to talk to you about this report you created. I *noticed several errors* that I want to talk to you about. You *can't make* these kinds of errors again.

Source: Office Space, 20th Century Fox

PARTNER MINDSET

Chad, let's review the report you created. **Walk me through** how you created the report...I wonder if it would have been easier/better **if you had tried this**? How can I **help you better understand** our reporting system better? Let me explain **how this report is used** by others so you know the kind of info they need in the future.

WRAP-UP

- Gain best practices in how to give feedback across different circumstances.

- Handle difficult reactions during a feedback conversation.

- Educate the audience on how to be open to receiving feedback.

- Create a culture of feedback in your organization to remove the stigma of feedback and welcome it as a development opportunity.

THANK YOU!

- Questions, comments, feedback?!

- Let's connect!

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