Effective Feedback in a Remote Environment

The "*double whammy*" of being a new leader in 2020 -2021

Presented by: Erika Lamont
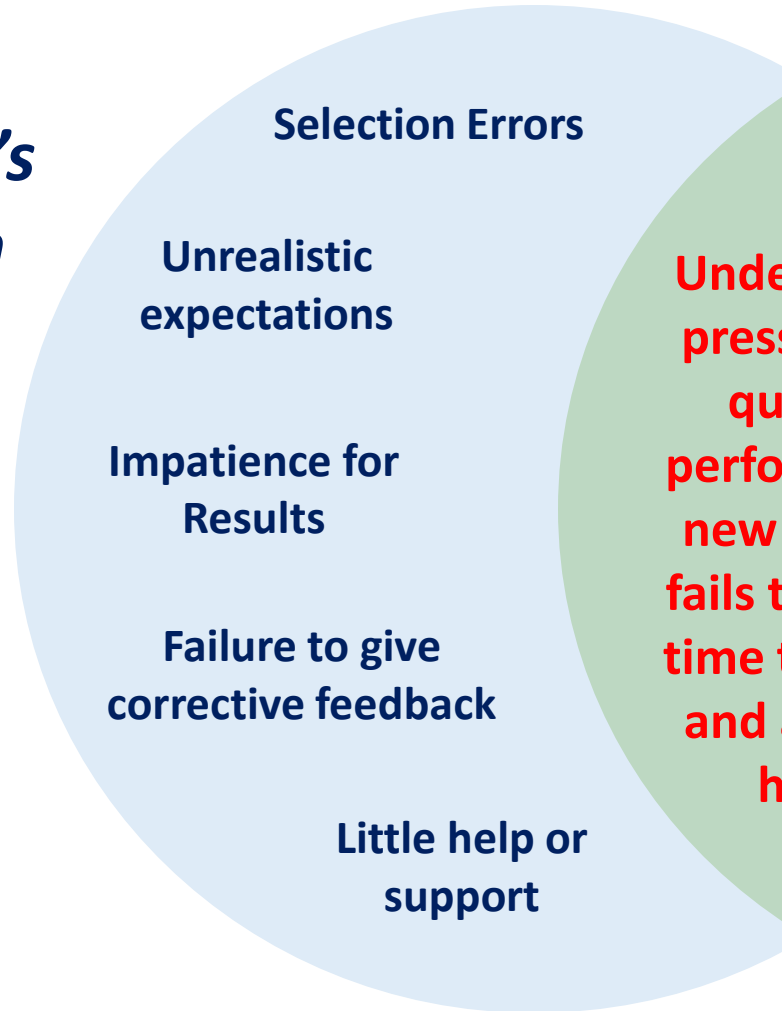Managing Director, Connect the Dots Consulting

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A true story…

What goes wrong?

The Organization's Contribution

The Individual's Contribution

Selection Errors

Unrealistic expectations

Impatience for Results

Failure to give corrective feedback

Little help or support

Under great pressure to quickly perform, the new leader fails to make time to learn and ask for help

Bright, good track record, good first impression, but...

Well-adapted for other cultures, but not ours

May not know the business or share the values
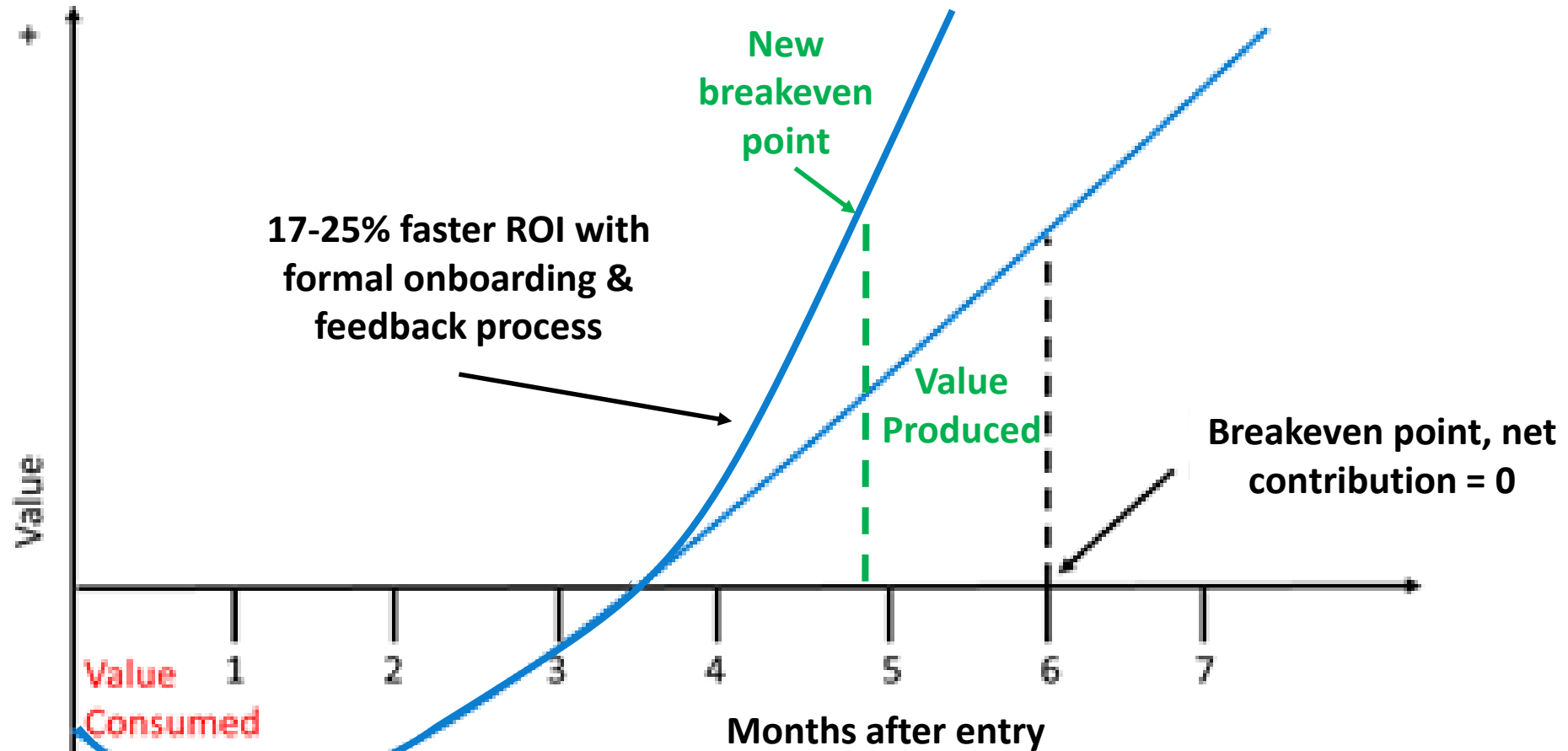
Doesn't know how the system works

Doesn't know key players

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coaching • teams • onboarding

Source: Morgan McCall, USC Business School

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What a new leader experiences over time

Intellectual

Emotional

Time ▶

| Stage I Anticipating (Pre-entry) | Stage II Entering and Exploring (0 -6 months) | Stage III Building (6-18 months) | Stage IV Contributing (18 months+) |

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c o a c h i n g • t e a m s • o n b o a r d i n g

Source: Chart based on the work of Diane Downey,
adapted from *Assimilating New Managers*

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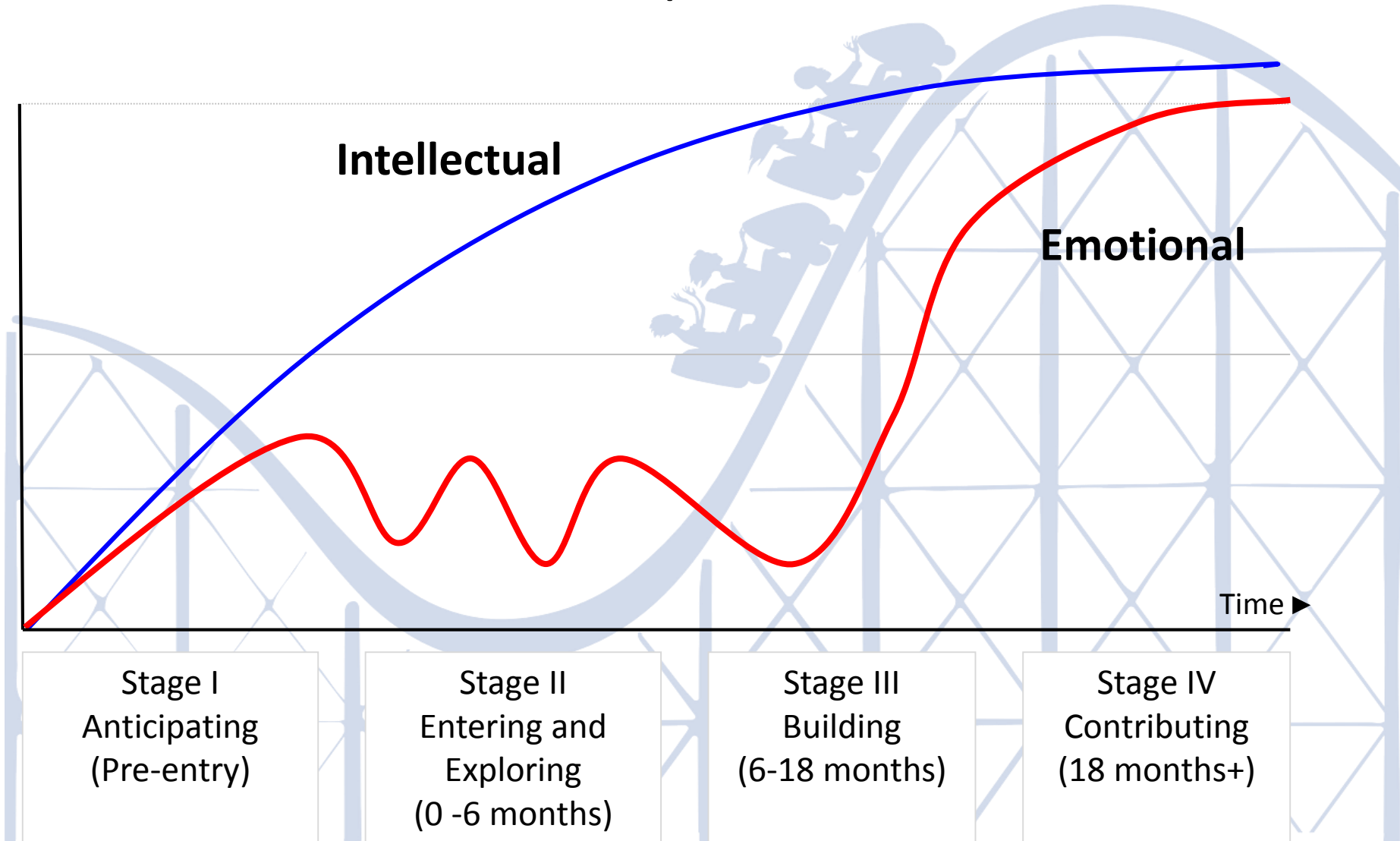
Position New Leaders for Faster Success

New breakeven point

17-25% faster ROI with formal onboarding & feedback process

Value Produced

Breakeven point, net contribution = 0

Value

Value Consumed

1   2   3   4   5   6   7

Months after entry

Source: Chart adapted from *The First 90 Days* by Michael Watkins

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Important considerations

The culture from which the new leader has come

- How similar or different is yours?
- In what situations is the leader comfortable? Uncomfortable?

The new leader's experience with your culture

- Remotely, in-person, or hybrid
- What interactions are missing or need to be increased?

Share the "inside scoop" of your org's culture

- New ideas
- Meeting protocols
- Decisions and powerbases

Maintain active feedback loops

- Provide several people/outlets for new leaders
- 2-way dialogue about expectations and fit

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Effective Feedback Model

Wk 1

Manager

Reinforce why selected for the role & how this fits with the overall organization

Mo 1

Manager, HR Partner, Mentors, Peers

Share initial impressions and cultural guidance

Mo 2-3

360 onboarding survey

Formal early feedback to measure integration and fit

Mo 4-6

Manager, HR Partner, Stakeholders

Leverage data from survey and add observations, perceptions

Mo 6-12

Manager, HR Partner, Mentors, Peers

Relationships, team engagement, results, cultural fit

1 Yr

Performance Management Process

Performance feedback (what & how)

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Connect the Dots is what real leadership is all about.

@Connected1

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Effective Feedback in a Remote Environment

Susan Curtin, BCC MCEC

"To get to our next level of greatness depends on the quality of our culture, which depends on the quality of our relationships, which depends on the quality of our conversations…
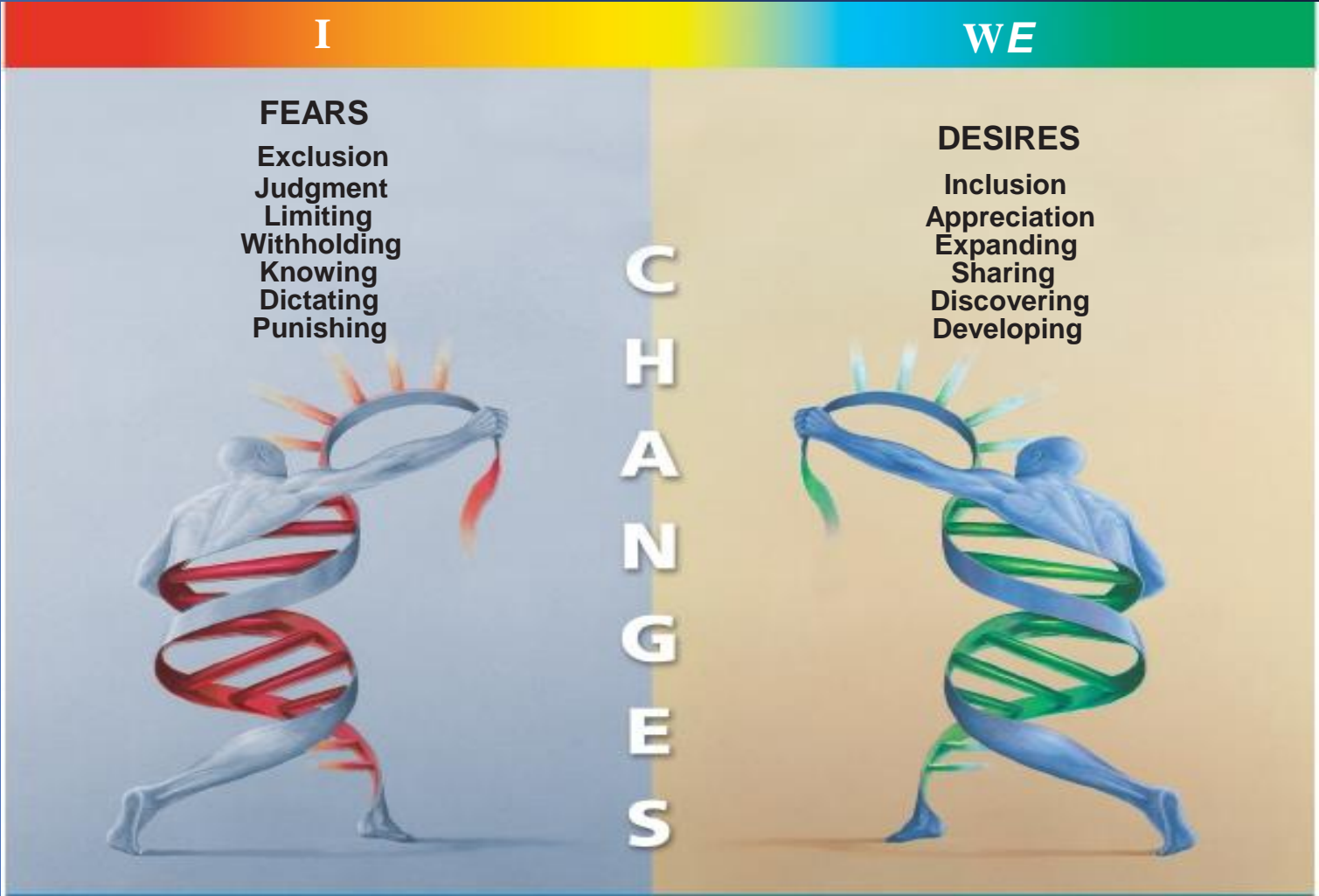
Everything happens through conversation!"

~Judith E. Glaser

How can you "prime" the experience so they are able to hear the feedback with an open mind & heart ?

How can you set the context for an empathetic exchange?

How do you want the person to feel after the conversation?

CONVERSATIONAL INTELLIGENCE

C-IQ   CHANGES   WORDS CREATE WORLDS

I   **WE**

FEARS

Exclusion
Judgment
Limiting
Withholding
Knowing
Dictating
Punishing

DESIRES

Inclusion
Appreciation
Expanding
Sharing
Discovering
Developing

C
H
A
N
G
E
S

*Co-creating * Humanizing * Aspiring * Navigating * Generating * Expressing * Synchronizing

DIGITAL versus FACE TO FACE Communications

- How you build trust and connection.

- Virtual meetings have more room for distractions & multitasking.

- Body language cues are different.

- Do you know your *digital body language style?

- The use of mute button can become a license to multitask.

- Slow down your pace by practicing the 5 second rule before speaking after you have asked a question.

- Know when the conversation needs to switch to a different medium, especially when providing feedback.

- Feedback sharing is a one-one exchange.

Digital Body Language by Erica Dhawan

4 REASONS VIDEO CHATS FATIGUE HUMANS

&

WHY VIRTUAL FEEDBACK MIGHT NOT BE THE APPROPRIATE MEDIUM

- Excessive amounts of close-up eye contact is highly intense & size of faces on screen is unnatural.

- Seeing yourself during video chats constantly in real-time is fatiguing.

- Video chats dramatically reduce our usual mobility.

- Cognitive load is much higher in video chats.

Research by Professor Jeremy Bailenson, Stanford Virtual Interaction Lab

Feedback

There is a skill in both giving and receiving feedback.

As a Manager and Coach it is important for you to provide ongoing feedback to your employees and also be open to soliciting their feedback for your continued growth and development as a leader.
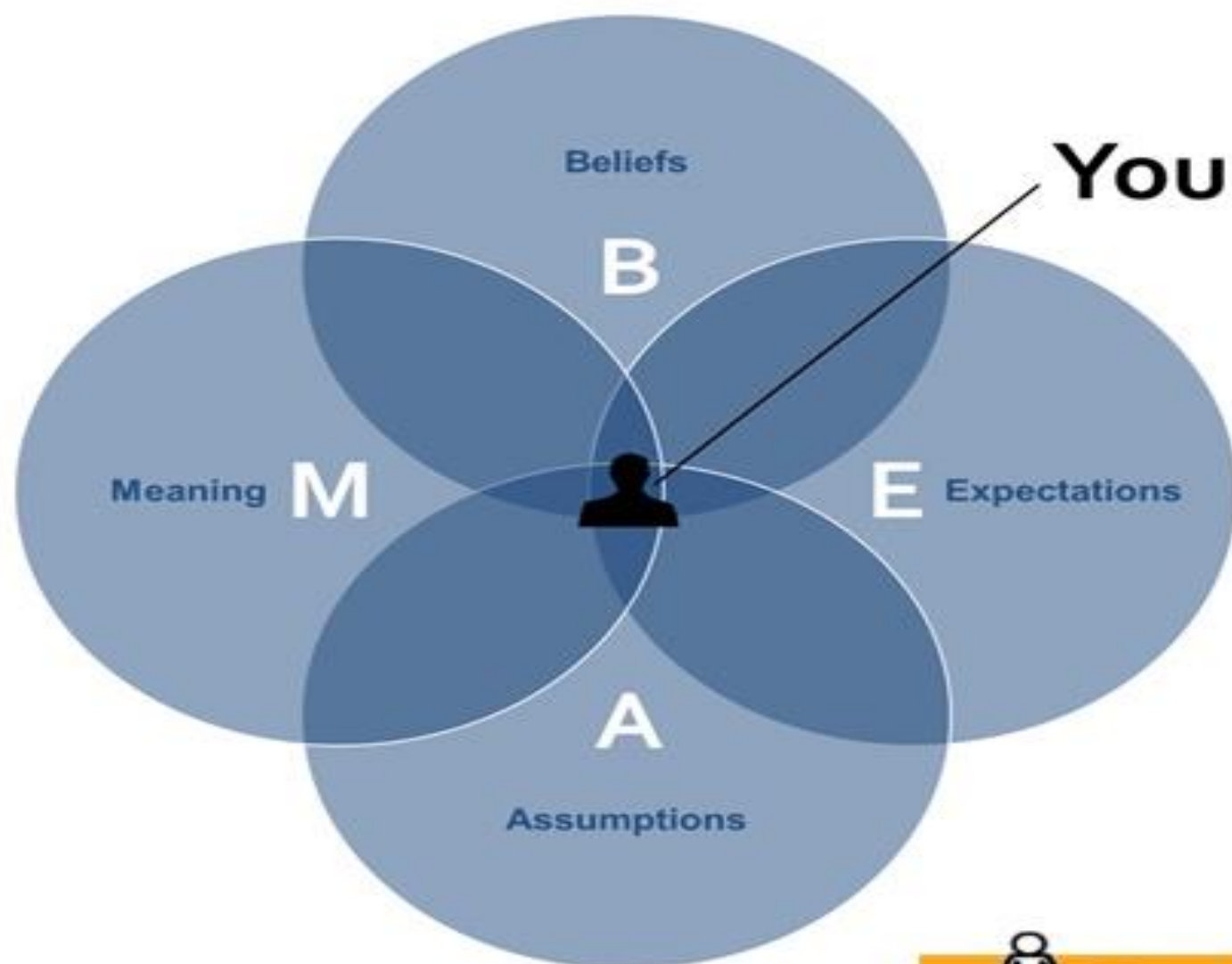
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Q: Why is the BEAM Model represented by overlapping circles?

A: The BEAM Model is dynamic and interconnected with the goal of asking questions to uncover one's current beliefs, expectations, assumptions and meaning of the world.

The circles overlap with one another and the center circle represents you. Each aspect affects the other; and if one changes, the others change and the person as a whole changes. BEAM is a way of shining light on what might be hidden or unknown.
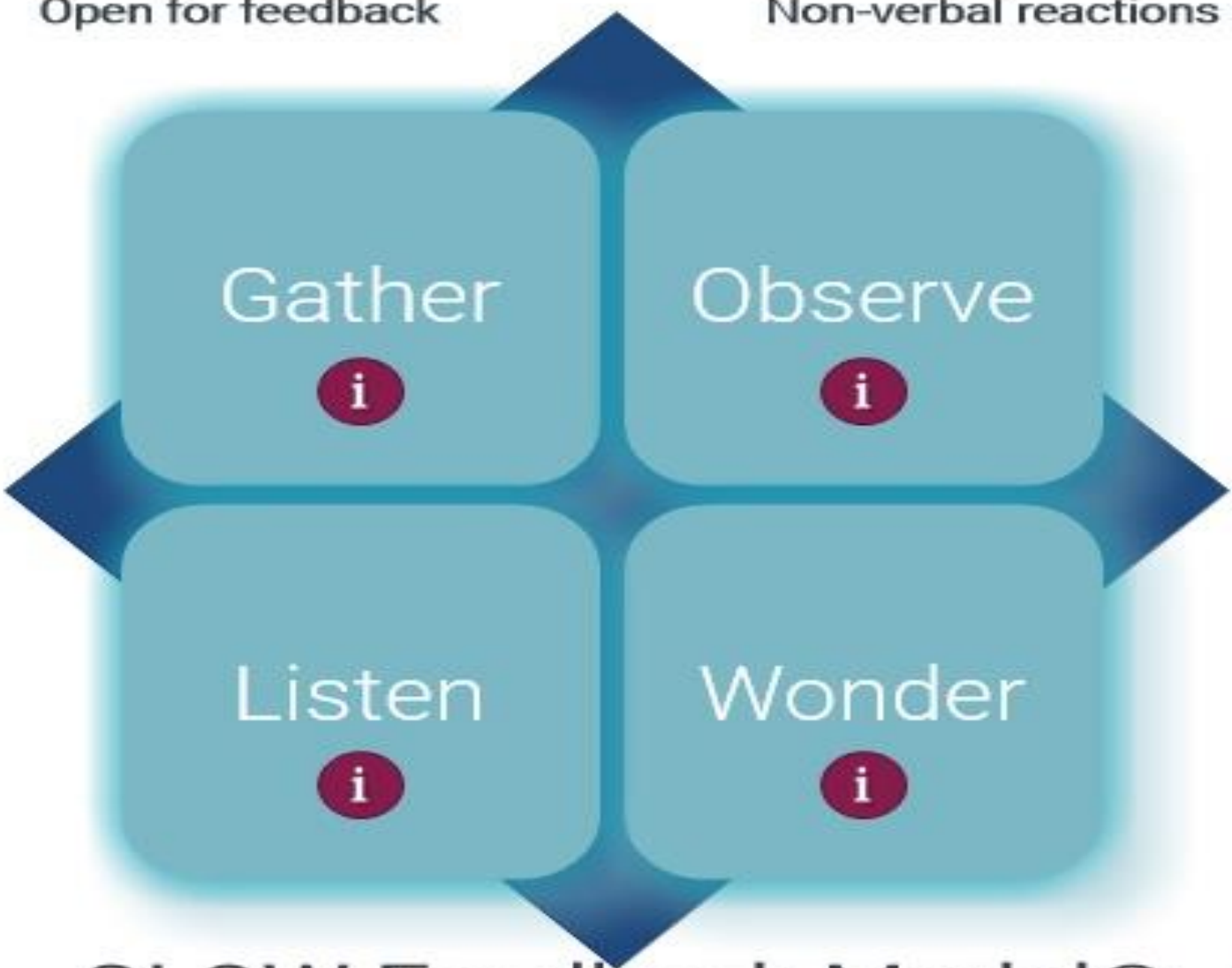
SEE THE ANSWER

Beliefs

B

You

Meaning **M**

E Expectations

A

Assumptions

© Insights4Results™

EQ

GLOW Feedback Model©

Managing4Results™ From Development to Discipline

When you provide feedback to your employees it is important to recognize that there is a skill in both delivering and in receiving feedback.

The person providing the feedback can influence how open the employee is in receiving the feedback based upon **the words expressed**, **the tone** of your words and if you're able to demonstrate that you have the **employee's best interest** at heart in providing them with the feedback.

The more skillful you are in your delivery the more open the employee will be to listening to the feedback with the goal of helping them develop and grow in their roles and profession.
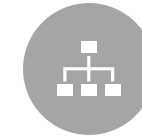
How you give feedback is the critical ingredient to benefit the receiver of the feedback. **How you receive feedback** will determine if peers and teammates will be open and willing to give you the information you need.

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TIPS

Assess your motivation for providing someone feedback before giving feedback.

Ask yourself on a scale from 1-10, what level trust have I built with this individual.

Set context for Caring, Courage & Candor.

Mechanics and steps for providing feedback without trust will limit learning and potentially create greater distance in the relationship.

You build trust between meetings, the number of social interactions, connecting on a personal level.

CONTACT INFORMATION

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SBI-R* Feedback and HEAR Techniques

Situation**:** *"Here's the situation…. (state the when, where, who)"*

Behavior**:** *"This is what I observed & heard…(state the specific behavior)"*

Impact**:** *"The impact on me, you, the work, and others is…(state the impact of the behavior)*

Request**:** *"I'd like to make a request…(state the specific behavior you would like to stop AND the behavior you would prefer be used)*

Developed by the Center for Creative Leadership.

H*ear the…*

E*motion* in their voice, look for it in their face and body

A*cknowledge* their emotions and feelings, then use…

R*espectful* Remarks

The O.D.P. Method (Respectful Remarks)

1. Obtain Openness

Ask Permission:
"Would you be open to talking about…?"
"I wonder if you were aware…?"
"Is it possible some people may have misinterpreted your…?"

2. Decrease Defensiveness

Make Respectful Remarks:
"You're respected for…"
"I know you'd do the same for me if you saw me doing/saying XYZ…?"
"I don't think you were trying (to cause a negative), I think you were trying to (cause a positive)."

3. Promote Possibilities
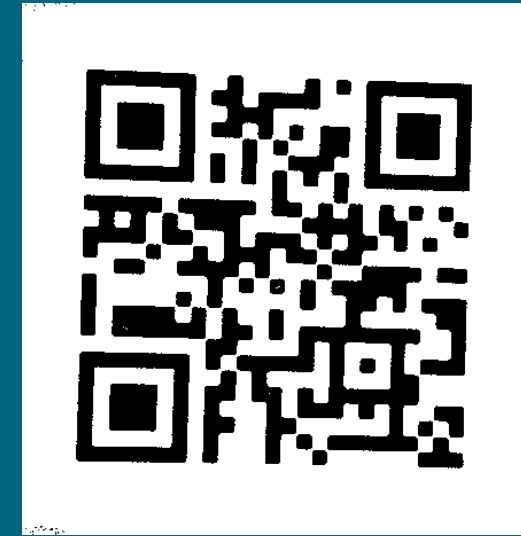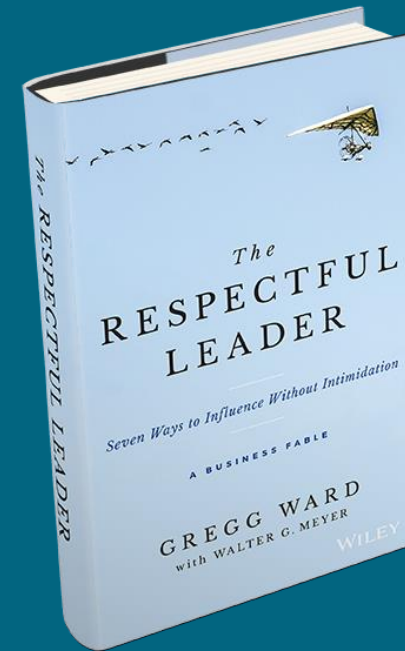
Ask What's Possible:
"Do you think this is something you could address?"
"What do you control in this situation? (yourself)"
"What could you do differently that might make a difference?"
"When will you start?"

- *Website:*   RespectfulLeadership.org

- *Email:*   hello@RespectfulLeadership.org

- *Book:*   RespectfulLeader.com

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Executive Director