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Great Feedback or....

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...Great, Feedback

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The Secret to Succeeding with and though Others
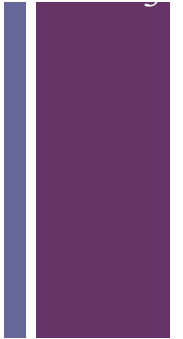
- Go beyond being competent, be brilliant in setting expectations and subsequently providing spectacular appropriate developmental feedback. It is absent, opaque, or generalized in our work lives but addictive when done well.

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Agenda
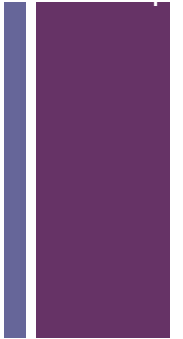
- Setting the Stage

- A changing generational perspective

- The why of Feedback

- Types of Feedback

- The process of giving and receiving Feedback

- Going forward

+ Setting the Stage

- Feedback is a gift

- We are wired to react to negatives

- Friend or Foe?

- Our "bundle of gifts" is unique to who we are (MBTI)

- We need to know our blind spots

- Feedback implies there were stated expectations

- Implicit verses Explicit generations

+ Feedback

Boomers
- Annual ritual
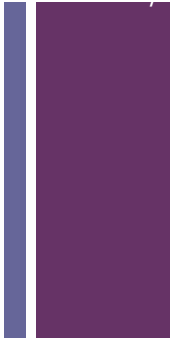- Management by exception
- Competitive environment

Generation X
- Event related and timely
- High on facts,less on the superlatives

Millennials
- Frequent and proportionally appropriate
- Bias toward dialog

The Why of Feedback

<u>The Four Stage Developmental Model</u>

Unconscious Incompetent

Conscious Incompetent

Conscious Competent

Unconscious Competent

JoHari's Window

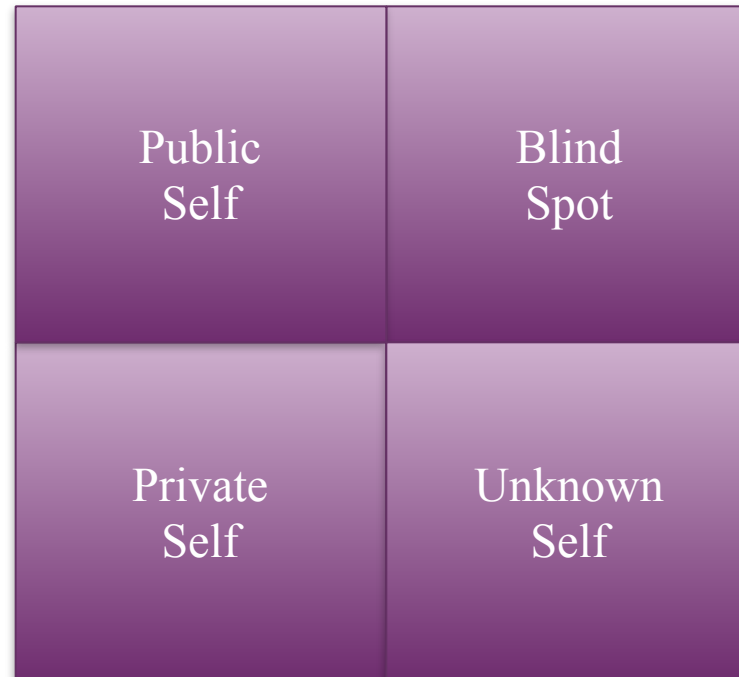Asking for and Receiving Feedback

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	Known to self	Unknown To Self
Known To Others	Public Self	Blind Spot
Unknown To Others	Private Self	Unknown Self

Self Disclosure And Giving Feedback

The Public Self and things you need to know.

- **Understand their management style** (Direct, blunt, procedural, big picture, family friendly, task focused, transparent)

- **Understand their expectations of others** (Loyalty, being candid, being prepared, quality focused, accountable, a good listener, challenges me)

- **Explore responsibilities to each other** (Communicate how? when? how often? Work as a team and explain what it looks like)

- **When to Connect** (with questions, ideas, feedback requests, complaints, no surprises, 24/7 or 8/5)

- **What does good work look like** (Success to me looks like this…, the higher calling, purpose)
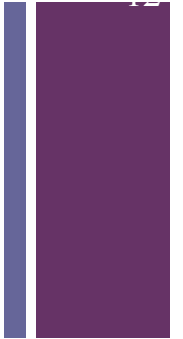
Types of Feedback

- Coaching (here's a better way to do it)

- Appreciative (thanks)

- Evaluation (here's where we stand)

+ Possible Coaching Situations

- Improving Performance
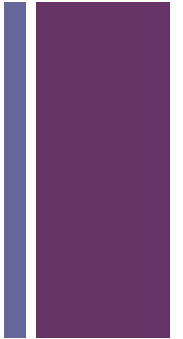
- Problem Solving
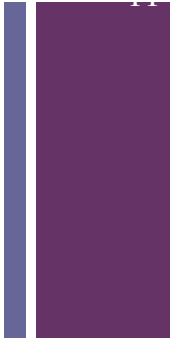
+ Intuitive Modeling Activity

- Process for Improving Performance

- Process for Problem Solving

- Best Practices for Showing Appreciation

- Dealing with a heated objection

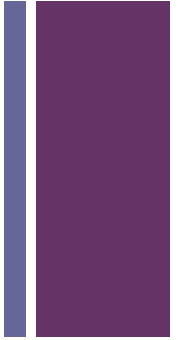- What not to do when giving feedback

+ Process for Coaching to Improve Performance

- Do your homework

- Introduce the issue

- Ask for input

- Agree on the situation

- Discuss root causes for performance

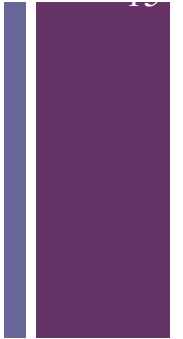- Develop a specific plan

- Agree on a follow-up

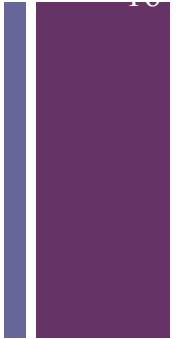# Process for Coaching for a Problem Situation

- Listen to the person

- Decide on the immediacy of need

- Ask what the person has tried

- Ask about possible solutions

- Give your input

- Agree on a plan

- Agree on follow-up

Query

- What's more effective, feedback that is rewarding or feedback that is punishing and Why?

Appreciative Feedback

- 4 to 1 rule

- Do not sandwich or bury your positives

- Consider the temperament of the giver and receiver and its impact on frequency (MBTI)

- Reinforce positives creating a great likelihood of seeing the behavior repeated

- Public or private feedback, depends on the individual and the lesson

- Use your Duchenne smile

Dealing with Heated Objections
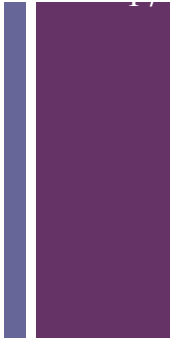
- A

- E

- I

- O

- U

+ Giving Effective Feedback

- Timely

- Balanced across performance

- Accurate, Specific, and Relevant

- Tied to performance issues

- Use "I" Statements

- Ask for their perspective, don't interrupt

- Stay focused on one issue at a time

- Keep personality and motive out of it, discuss observable behaviors

- Do not get defensive

- Discuss the importance attached to the feedback

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Common Mistakes
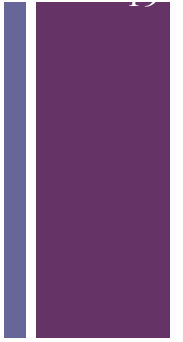
■ What should you NOT do when delivering feedback?

+ Common Mistakes
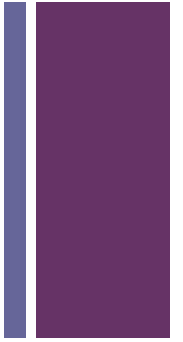
- Giving feedback when upset or emotional

- Blaming

- Interpreting or making assumptions about motives

- Getting into their head

- Being too gentle or not direct

- Labeling without explaining what you mean

+ Managing Your Reactions

- Notice your emotions

- Use pauses and allow time to reflect

- Challenge as appropriate

- Stay focused on the topic

- Summarize periodically

- Have the other person review next steps/ commitments

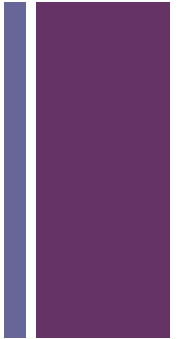www.cpdesantis.com

Evaluation: STARAR Model
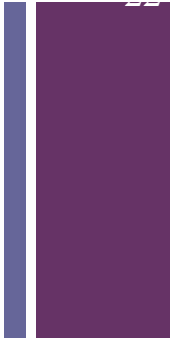
- Situation

- Task

- Actions

- Result

- Alternative Result

+ When Writing Feedback

- Choose your words carefully

- Be aware of the emotional impact of the feedback

- Don't back away from (or "sugarcoat") a tough message

- Write the feedback in a way that demonstrates it is for the receiver's benefit

- Provide specific, objective observations about events

- Write a very clear, concise, and meaningful message

- Be fair with all of your feedback and beware the "halo effect"

Receiving Effective Feedback
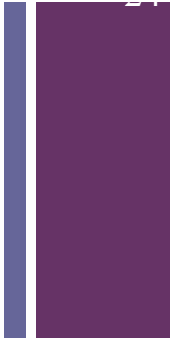
- Listen quietly and clarify

- Resist getting defensive or argumentative

- Understand their perspective

- Know it is one person's opinion/perspective

- Summarize situation and discuss alternative behaviors as appropriate

- Remain calm

- Thank them

- Finally, determine if this is an action item

+ Taking it in

■ Identify and dealing with "triggers"

■ **Truth trigger** – the feedback is perceived as wrong, unfair, unhelpful

■ **Relationship trigger** – the feedback source is influencing our perception, are they credible, trustworthy or possessed of questionable motives

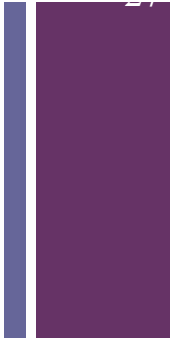■ **Identity trigger** – the feedback is threatening who I think I am

+ Taking it in

- How to react

    - First Seek to Understand
    - Accept we have blind spots
    - Separate the relationship from the feedback
    - Fit feedback to actual size
    - Move from feedback to coaching

Additional Tips

- NEVER send negative feedback by email.

- Instead of asking how you did, ask: "going forward what can I do better."

- Or, "what are others saying to you about my work product?"

- Try using "let me share my perspective" rather than saying "let me give you some feedback"

- Share with others your mistakes

+ Showing Appreciation

- Find the person you were paired with yesterday during the branding activity and give them open, honest, and hopefully positive feedback on the feedback you received from them with regard to your branding statement (bonus points for using the STARAR model)

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Thanks for Listening
Join me on LinkedIn

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