

Great Feedback or...

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...Great, Feedback

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The Secret to Succeeding with and Through 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



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Showing Appreciation

Find a person you've met here and give them open, honest, and positive feedback about some aspect of who they are and/or why you admire them for it.



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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



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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 dialogue



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The Why of Feedback

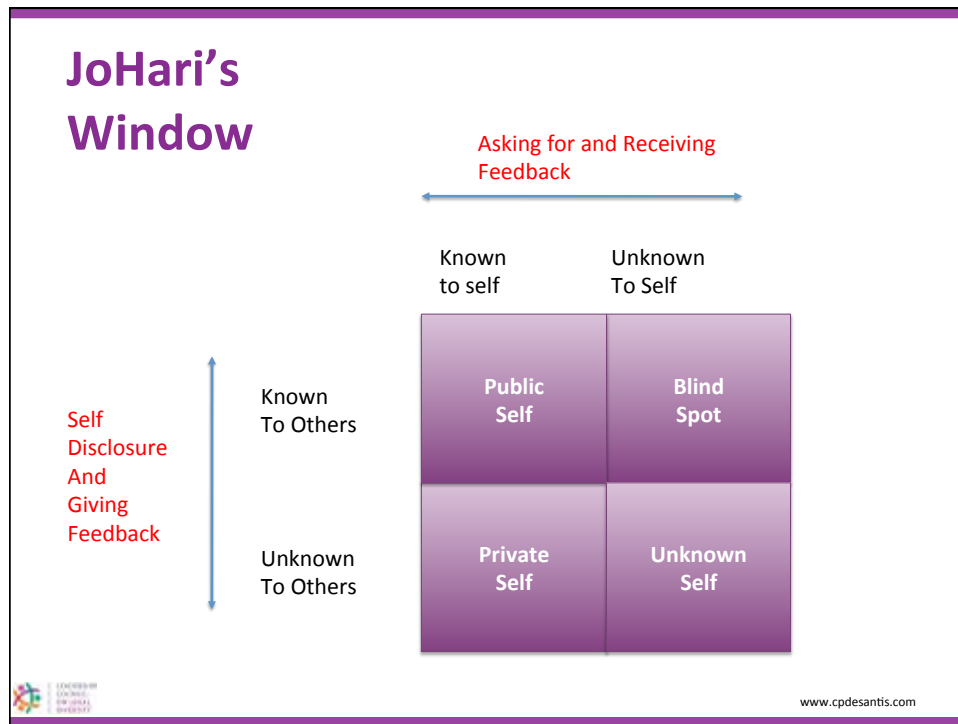
The Four Stage Developmental Model:

1. Unconscious Incompetent
2. Conscious Incompetent
3. Conscious Competent
4. Unconscious Competent



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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

- Appreciative (thanks)
- Coaching (here's a better way to do it)
- Evaluation (here's where we stand)



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Possible Coaching Situations

- Improving Performance
- Problem Solving



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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



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Process for Coaching to Improve Performance

- Suggestions?



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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



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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



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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



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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



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Process for Coaching for a Problem Situation

- Suggestions?



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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



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Query

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



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Process for Coaching for Career Development

- Introduce the issue
- Understand the issue from the employee's point of view
- Define the employee's ideal situation
- Discuss opportunities and limitations
- Determine options
- Agree on a plan
- Agree on a follow-up



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Appreciative Feedback

- Suggestions?



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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



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Dealing with Heated Objections

- Suggestions?



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Dealing with Heated Objections

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The Feedback Challenge Activity and Process

- Pick a discipline or skill you want to develop further
- Think in terms of your gifts and align the skill with a gift for maximum leverage
- Create a list of all the people at your firm/company with whom you have worked that has required you to engage in the chosen skill
- Send them an email indicating you would like specific feedback and invite them to answer the following



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The Feedback Challenge Activity and Process

Relative to this skill:

- What do I need to start doing?
- What do I need to stop doing?
- What would you have done differently?
- What did I miss?
- What do I need to continue doing?



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The Feedback Challenge Activity and Process

- Collect the feedback
- Synthesize it and look for patterns
- Send a thank you and a statement of what you will be attempting to do differently going forward
- Ask them to hold you to it
- A year later repeat with another skill development request



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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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Significant Conversations

- **Name the issue clearly and succinctly**
Find the core issue if there are several.
- **Give a brief, specific example that illustrates the issue**
- **Describe your emotions related to the issue**
Find the right feeling word (e.g. frustrated, worried, concerned, angry).
- **Clarify what is at stake**
If nothing is done, what happens?
What is at stake for the individual, for you, for others, for the organization?
- **Identify your contribution to the problem**
What have you done (or not done) to cause or influence the behavior with which you are unhappy (e.g., not bringing this up sooner)?
- **Indicate your wish to resolve the issue**
- **Invite a response**
Focus on understanding the other person's point of view.
- **Throughout be calm, matter-of-fact, to the point. Write and rehearse the 60-second introduction prior to meeting with the individual. Keep in mind the purpose of the conversation is to resolve the issue effectively and to maintain or improve the relationship.**

Susan Scott, "Fierce Conversations"



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Common Mistakes

What should you NOT do when delivering feedback?



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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



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When Writing Feedback

- Choose your words carefully
- Be aware of the emotional impact of the feedback
- Don't back away from (or "sugar-coat") 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"



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Evaluation: STARAR Model

- Situation
- Task
- Actions
- Result
- Alternative Result



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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.



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The Path Forward

- Know that the purpose of feedback is to help to grow
- Know that it is easier to give and receive when we trust each other
- We should be looking for patterns, blind spots, and gifts
- This is about maximizing productivity through commitment, not compliance
- We are all at some point in life an unconscious incompetent, so be willing to enlighten and be enlightened



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Thanks for Listening

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