

Giving Feedback with Ease

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“Feedback is the breakfast of champions.” ~ Ken Blanchard



Objectives

- To name the goals of feedback
- To understand why feedback is important
- To use specific steps to give effective feedback
- To understand the mistakes of giving feedback
- To begin practicing giving effective feedback

Agenda

- Feedback Myths
- The Goals of Feedback
- Effective Techniques & Mistakes
- The Three “A’s” of Performance
- Handling Objections
- Sensitive Topics

But it's so HARD to do!

Some reasons why:

- Fear of conflict
- Nervous about employee's negative reaction
- Need more practice and skill
- Afraid to hurt someone's feelings
- Don't have time to prepare
- Don't know how to handle objections
- Don't want employee to resign
- I might not be liked / employee will be mad at me

Let's take a

POLL

Feedback Myths

- It will hurt the other person's feelings.
- Who am I to judge?
- Feedback demoralizes people and makes them feel defeated.
- They didn't mean it, so I can let it go.
- I didn't see it happen, so I can't confront it.

Problems with Avoidance

- Most people are watching poor performers “get away with it” -- so you have to address the issue.
- Staff Morale can be affected.
- Not saying anything does not allow employees to grow and develop.
- Health and Safety Issues
- Compliance Issues
- Quality & program delivery can suffer.
- Reputation can be impacted.

Think of someone....

- ...you need to give feedback to
- Write a few notes to yourself about what the problem is with that person's behavior in your workplace or on your team
- Keep them in mind as we go through our content
- Begin practicing the content with that person in mind....

The Goals of Feedback

- To Improve Performance
- To Clarify Expectations
- To Increase Learning
- To Stop a Behavior
- To Encourage Progress Toward Goals

All of this builds and maintains program quality.

The Goals of Feedback

To Improve Performance

To Clarify Expectations

To Increase Learning

To Stop a Behavior

To Make Progress Toward Goals



Techniques for Giving Feedback

- Isolate and address the Behavior
- Speak at the Task Level not the Self Level
- Use Comfortable and Open Body Language
- Have the Employee Explain Why the Issue Might Be Happening
- Leave YOUR Solutions at the Door
- Make it a Dialogue
- Begin With and Use the Feedback Recipe Card

Some Phrases to Use

- “This is what you did that was inappropriate...” versus “You were inappropriate.”
- “You are really effective when you do _____. You would be even more effective if you do _____.”

The Three “A’s”

- Ability
- Aptitude
- Attitude

You have to know which “A” you are dealing with.

Feedback Mistakes

- Rewarding “A” while hoping for “B”
- Not Separating the Behavior from the Person
- Skirting Around the Issue; Too Vague
- Needing to be Friends or Be Liked
- Overlooking the Small Issues Until Later
- Not Explaining the Goals of Feedback

More Feedback Mistakes

- Praising Employee X Hoping that Employee Z will Change Their Behavior
- Using Group Meetings as a way for the Individual to “Get the Message”
- Using Group Communications (e.g., newsletters, memos)
- Not Knowing Which of the 3 “A’s” It Is
- Hoping for Change to Occur on its Own

Did you know that...

When it comes to giving feedback and managing employee performance....

hope is not a plan....

More Techniques

- If you care, you will share....the feedback
- Be specific and direct, to the point
- Be kind and professional, but clear about your expectations
- Employees Need Your Feedback to Grow and Develop Professionally – tell them this
- Trust and Verify
- Share the Bigger Picture during feedback sessions

Remember:

- Feedback can be about checking-in and monitoring progress, too.
- Feedback can be about praise and affirmation. It does not always have to be corrective.

More Techniques

- Clarify for yourself how this employee is important in the center
- Identify the Behavior You See That Concerns You
- Believe That They Can Change Their Behavior
- Ask Them to Problem-Solve With You
- Emphasize How Important Their Success is to You

Food For Thought

Leaders must make sure that employees leave feedback sessions with a clear understanding of ***how they will succeed.***

That's the point!

Handling Objections

- “I didn’t know.”
- “Everyone else does it.”
- “You don’t do it, so why should I?”
- “I have a lot going on in my personal life.”
- “I didn’t get trained on this.”
- “I don’t agree with that policy.”
- “This is the way I’ve always done it.”
- “I am tired of being picked on.”

More Objections

- “I am so stressed out in this job.”
- “I’m not perfect.”
- “Why are you telling me this now? I have been doing this for years.”
- “No one else cares about this so why do you?”
- “The parents won’t like it.”

Let's take a
POLL

Handling Objections

- Go Back to the Feedback Recipe Card and Restate the Goals for the Employee
- Do not Argue with the Employee
- Use “Nevertheless” or “That May Be....”
- Keep the Focus on THEIR Behavior, Not Other Employees or Managers, or on the Past
- Stay calm

Handling Objections

- “Nevertheless.....”
- “That may be....nevertheless...”

More Phrases To Try

- I would like to see you focus your energy on _____. (*waiting for others to finish sharing their thoughts before sharing yours, asking your supervisor to explain new policies before making incorrect assumptions and then complaining to others, etc.*)
- I need to see you grow your professional skill set in _____. (*meeting deadlines, maintaining confidentiality, implementing math and science in your program, etc.*)

And this one:

- Starting tomorrow, you must _____ .

(wear food handler gloves, arrive on time, stop bringing hot beverages into your classroom, etc.)

Practice Some More

- Keep thinking of that employee you need to give feedback to.....
- Remember to practice all of the techniques we've discussed as if you are speaking with that employee
- Skill building requires practice
- Plan your talking points and rehearse
- Keep practicing

If you get nervous...remember:

- Avoiding the Discussion Only Makes It Worse Later
- The Organization Suffers When There is Poor Performance
- Your effectiveness as a Leader Suffers When There is Poor Performance
- When You Avoid Giving Feedback, You Rob the Employee of a Growth Opportunity

How can you NOT do this?

Source: John Maxwell's Developing the Leaders Around You

Avoidance and Fear

- Good leaders admit their fears...and then work on them.
- Acknowledge when something feels especially sensitive, awkward, or difficult to talk about...and then ask for patience to prevail in the feedback session.
- Remind staff there is no intent to hurt or demoralize – only to help them grow professionally

Your Next Steps

- Use the Feedback Recipe Card in All of Your Feedback Sessions
- Copy the Recipe Card For All Leaders/ Managers to Use
- Practice Giving Feedback Often
- Cultivate the Courage to Give Specific, Clear Feedback
- Believe in People
- Give Dignity, Respect and Compassion

So...when it's really hard...

Try this:

“This might be hard for you to receive this feedback today and I also think it might be hard for me to deliver it...”

May I ask that we try really hard to be patient and compassionate with one another as we talk about this?

Ok, good, let's get started...”

At Home Activity

Based on today's SEMINAR CONTENT:

- Complete the Worksheet
 - What are you going to START, STOP and CONTINUE related to Giving Feedback?

Giving Feedback ~ At-Home Worksheet

Based on today's seminar content on giving effective feedback.....

List three things you will START doing:

- 1.
- 2.
- 3.

List three things you will STOP doing:

- 1.
- 2.
- 3.

List three things you will continue doing:

- 1.
- 2.
- 3.



Don't Forget

- Use Your Feedback Recipe Card in all Feedback Sessions

“We all need people who will give us feedback. That’s how we improve.” ~ Bill Gates

The Goals of Feedback

To Improve Performance

To Clarify Expectations

To Increase Learning

To Stop a Behavior

To Make Progress Toward Goals



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