Feedback should be a motivating, learning experience ....

not a demotivating reason for someone to resign ....

Some Thoughts on Feedback

"I think it's very important to have a feedback loop, where you're constantly thinking about what you've done and how you could be doing it better."

<div align="right">Elon Musk</div>

"Strive for continuous improvement, instead of perfection."

<div align="right">Kim Collins</div>

"Excellent firms don't believe in excellence – only in constant improvement and constant change."

<div align="right">Tom Peters</div>

"To become more effective and fulfilled at work, people need a keen understanding of their impact on others and the extent to which they're achieving their goals in their working relationships. Direct feedback is the most efficient way for them to gather this information and learn from it."

<div align="right">Ed Batista</div>

"The recipient must see the source of feedback as credible. Critically, they must believe the source has their interests at heart. If not, feedback won't be effective in driving behavioural change – no matter how well intentioned."

<div align="right">American Psychological Association</div>

Some Thoughts on Feedback

"Of 4000 people who had received constructive feedback about problems they faced, 74% said they already knew about the problem and were not surprised to get negative feedback.
They were aware of the issue, but didn't know how to respond. To improve performance, constructive feedback must provide specific feedback around potential causes and solutions."

Harvard Business Review

"The more you listen to an employee's views before giving feedback, the better they experience and understand the feedback. It's all about making sure employees understand and agree with the basis of the feedback and buy into the course of action."

Harvard Business Review

"Recent research looked at the performance of top talent after a major setback that involved loss of status. The very best performers suffer the most. Managers should help a star performer regain status by letting them know their work is valued."

London Business School

"To improve effort, focus on relative feedback. The most motivating feedback is finding out you're just behind an unnamed colleague in some specific habit or skill. It's most motivating knowing that you have the chance to 'win' but aren't quite there yet. "

British Psychological Society

Some Thoughts on Feedback

"Professor Carol Dweck has shown that positive feedback should praise effort, not ability. Praising individuals for their natural talent leads to increased risk aversion and being more disturbed by setbacks. Individuals who are consistently praised for their effort are more likely to build determination and resilience, leading to better performance over the long term."

Stanford Dept. of Psychology

"Strong team engagement is built on a culture of honest feedback. A study of over 20,000 leaders showed that those ranked in the top 10% for giving feedback saw team engagement scores average 77 %. Those in the bottom 10% for feedback scored just 25% for engagement."

Forbes Top 100

"Research shows the power of following up feedback regularly and referring to past feedback in monitoring long-term performance improvements. Significantly, the more Managers follow-up and help staff truly understand feedback, the larger the performance improvement."

Personnel Psychology

"Leaders who ask for feedback are significantly more effective. A study of 51,896 managers showed a strong correlation between seeking feedback and effectiveness. Leaders in the top 10% in asking for feedback were rated in the top 14% for leadership effectiveness."

Forbes

Some Thoughts on Feedback

"Respectful authenticity" as a style of feedback is being genuine about your point of view while also respecting others' feelings and perspectives.

This can support both business and personal relationships, leading to far better discussions and outcomes.

An example. If someone asks, "How do you like this design?" and you honestly don't like it, there are four types of responses.

Authentic

Blunt

Tactful & Sincere

Disrespectful — Respectful

Passive Aggressive

Conflict Avoiding
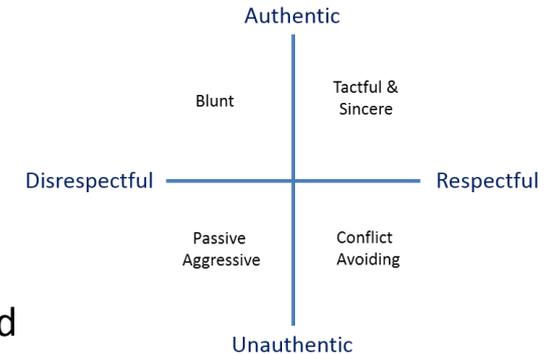
Unauthentic

✸ **Blunt**. "I hate it." That's an authentic response, but it's also disrespectful.

✸ **Passive Aggressive**. "It's fine, but I'm not sure the CEO will like it." E.G. because your own design was passed over; this is both unauthentic and disrespectful.

✸ **Conflict Avoiding**. "I like it" when you don't is respectful, but inauthentic —and that kind of feedback won't help either the employee or the company.

✸ **Tactful and Sincere**. "Honestly I'd prefer something that has more ………….". A measured response shows you have issues with the design and indicates a helpful new direction.

Forbes 100

Coaching Feedback Model

❋ Coaching Feedback means asking employees to give their feedback on themselves before receiving any from their manager.

❋ It applies to positive feedback and constructive, 'learning' feedback.

❋ It works with any conversation about an action, a project, or a behaviour, a staff appraisal, or any situation where people are being asked to reflect on their personal performance.

| What would you like to achieve out of this session/meeting? |
| What did you notice about your performance? |
| What went well/what challenged you? |
| May I tell you what I liked? |
| If you could do it again, what might you do differently? |
| What will it be like when you can do that? |
| Can I make a suggestion?/Can we discuss …? |
| What will you do about it in the future? |
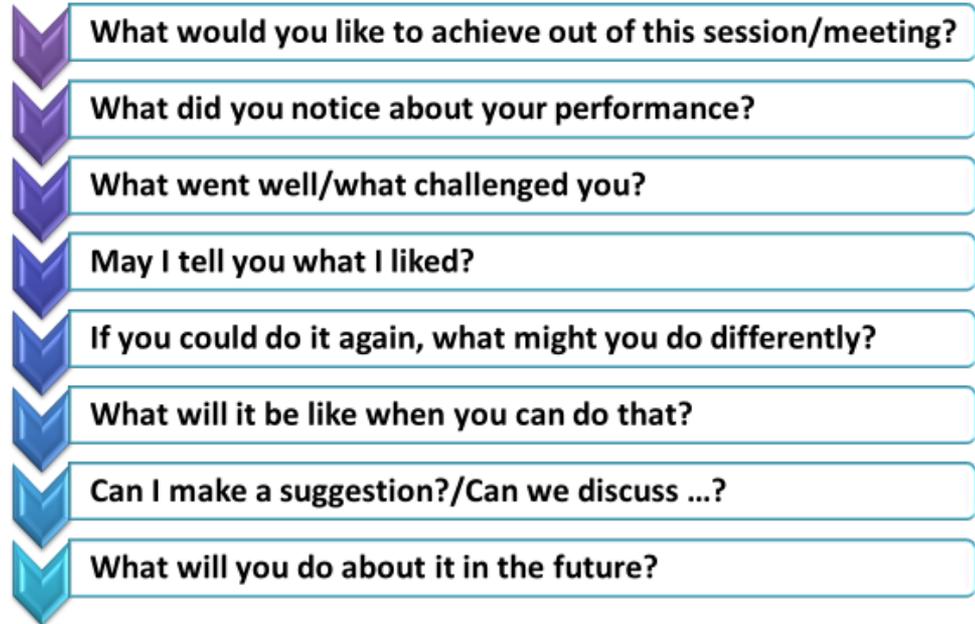
❋ Most of the questions are not chronological and can be mixed into a different order.

❋ It is helps to start with a future focused question and end with a plan of action.

Coaching Feedback Model

> **What would you like to achieve out of this session/meeting?**

- It is usually effective to start any discussion by looking ahead to what all parties want to achieve. This focuses minds and highlights differences or misunderstandings about purpose or intention.

- A future focus has a side benefit of raising energy and motivating engagement as everyone knows their objective is the same and will be addressed.

> **What did you notice about your performance?**

- Use "Notice" as a neutral, non-judgemental word, rather than "think" which implies you didn't think much of their performance. Other neutral expressions include:

- *What was your experience of that?*
- *What is happening at the moment?*
- *What have you done so far?*
- *Would you like to tell me where you are with this?*

Coaching Feedback Model

> **What went well/what challenged you?**

- People often answer by describing what went wrong. It is important they recognise their strengths as much as their weaknesses.

- If they only mention what went well, the "challenges" question can be asked again.

- A variant is
  - *"What's working well / not so well?"*

- Other questions include:
  - *What are your strengths?*
  - *What are you enjoying about this?*
  - *What difficulties are you experiencing?*
  - *What have you achieved so far?*
  - *Where else could you apply this?*

- Some people may suggest failures were all someone else's fault. Focus on them with:
  - *What do you think was your contribution to the success/failure of the project?*
  - *What might you have done differently that could have produced a different result?*

Coaching Feedback Model

May I tell you what I liked?

❋ Give positive feedback, provided it is authentic, so people understand what you see as their strengths. This could happen anywhere in the conversation and as often as deserved:

  ❋ *Sounds like you have made real headway there*
  ❋ *How are people responding differently now you are doing that?*
  ❋ *I've been noticing a real confidence in your team recently*
  ❋ *Are you noticing any positive side effects as a result of that?*

If you could do it again, what might you do differently?

❋ Really important question, exploring their self awareness.
❋ Opportunity for them to test ideas with you.
❋ Questions could include:
  ❋ *Where would you like to be?*
  ❋ *What is getting in the way?*
  ❋ *How might you change this?*
  ❋ *How will you do that?*
  ❋ *What else would you do differently?*

Coaching Feedback Model

> **What will it be like when you can do that?**

* Another important question, exploring their ideas about the future and what may be holding them back.
  * *What will the benefits be?*
  * *How will it impact others?*

* Visioning is important, it sets positive neural bundles in the brain by imagining what success feels like.
  * *Imagine you have achieved it – what do you see / hear / feel?*

> **Can I make a suggestion?/Can we discuss …?**

* An opportunity to deliver 'learning' feedback; they have said all they want to say, so will be more receptive to input from others.
* Alternatives to this question might be:
  * *Would it help to hear something from my own experience?*
  * *Could we discuss the feedback we have received from your ………….?*
  * *Could I share with you something else you might try?*
  * *I have an idea that might help. Would you like to hear it?*

Coaching Feedback Model

> **What will you do about it in the future?**

✳ Crucial planning question. Their chance to control their future using all the ideas they've discussed.

✳ It links the discussions about the "now" and the "then" to create a planned development pathway.

✳ *What could you do about that?*

✳ *What might you need to achieve that?*

✳ *How/when/where/with whom will you do that?*

✳ *How committed are you to that course of action?*

✳ *What would you advise someone else in your position to do?*

✳ *Would it be useful to set some milestones to get there?*

Catalyst
Mediation

- Was this useful for you?

- What questions haven't we answered?

- What else might we be able to do to help?

- Please let us know

Thank you for your time.

Jeremy Scuse