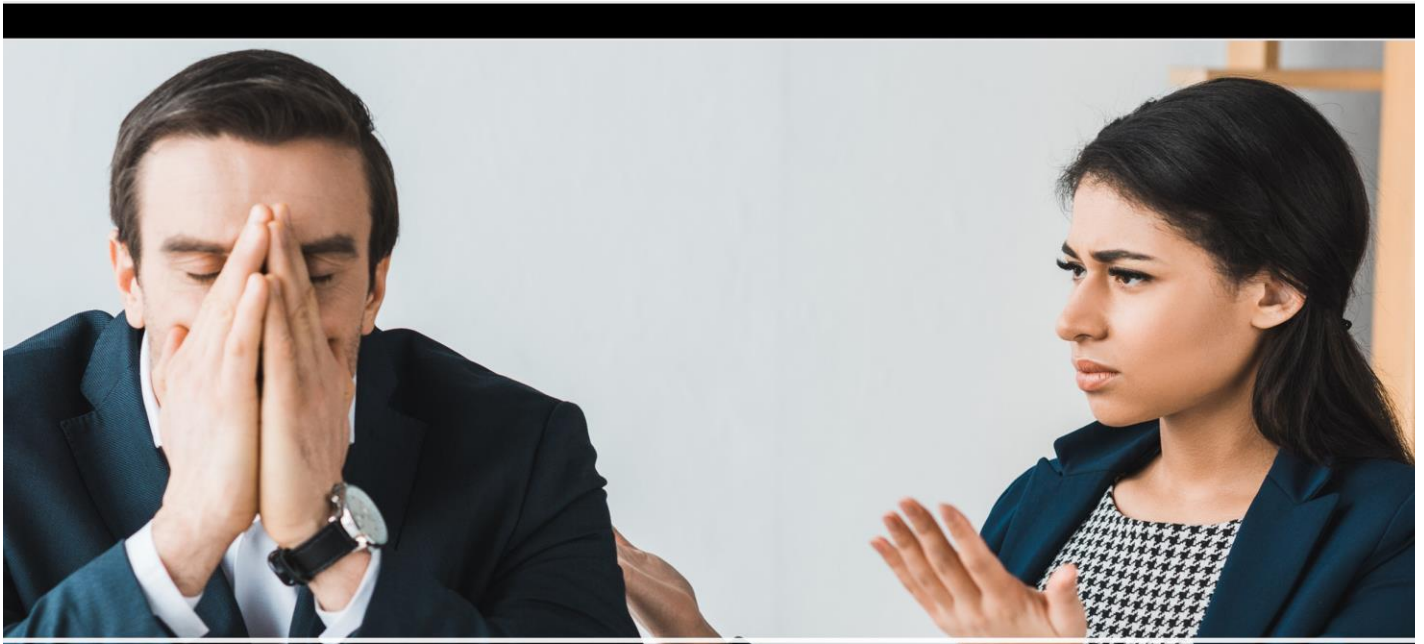




Leadership Essentials



Providing Feedback That Works

PARTICIPANT GUIDE

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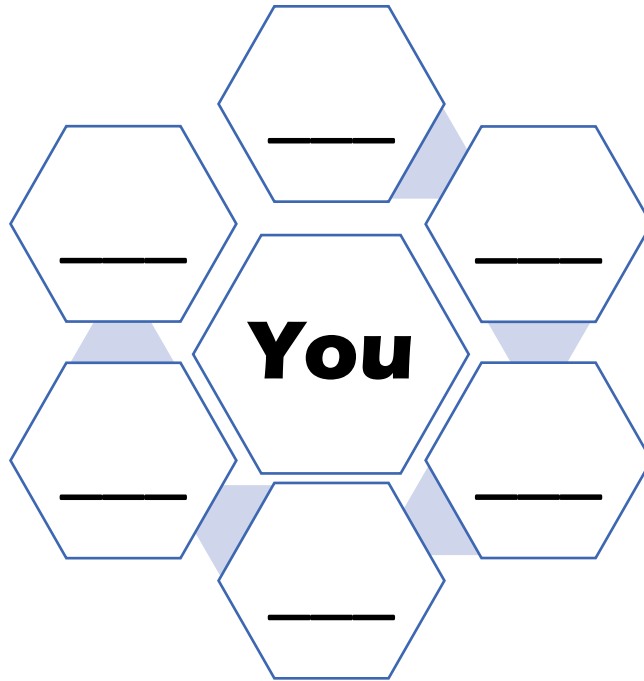
Participant Guide

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Objective: In this lesson, we look at common misperceptions about the role of feedback in performance management.

Feedback Reflection

Write the initials of the people that you work with in the spaces provided, including direct reports, your manager, etc.



For each person, answer the questions:

- Are you comfortable providing them with feedback? If so, draw a solid arrow from you to their shape. If not, draw a dashed arrow.
- Are you comfortable receiving feedback from them? If so, draw a solid arrow from their shape to you. If not, draw a dashed arrow.

Challenge: What does your reflection tell you?

Feedback Myths

Myth 1: Feedback only takes place at the end of defined periods.



"The cost of poor management and lost productivity from disengaged employees approaches \$7 BILLION globally, nearly 10% of GDP."

~ Gallup

Challenge: Do you offer enough feedback?

Part A: Answer the following questions:

How often do you consciously offer feedback to your team?

When was the last time you encouraged someone on your team? Describe the interaction.

What keeps you from providing consistent feedback?

Part B: List three people and on your team that would benefit from more feedback and why. What immediate feedback could you offer each of these individuals?

1.

2.

3.

Myth 2: Correcting Mistakes ALWAYS leads to success.



"Only correcting mistakes will get you no closer to excellence. We excel when people who know and care about us tell us what they feel, and when they see something within us that works."

~ Ian Mathews

Challenge: Identify a person on your team and create their personal highlight reel. What does this person's version of success look like? Identify this person's winning plays (behaviors) over the last 3 months.

Myth 3: We can see the faults and weaknesses of others better than they can.



"A better approach is to share YOUR TRUTHS, not THEIRS."

~ Ian Mathews

Examples of language to use:

- "Here is where your presentation lost me, personally."
- "I felt like you rushed through building rapport with that customer."
- "My perception is that your team feels intimidated by you in meetings."

Challenge: List two items of feedback you need to give to employees. Script your feedback in a manner that shares your perception and not as an absolute.

Myth 4: Feedback sessions have defined Win/Loss outcomes.



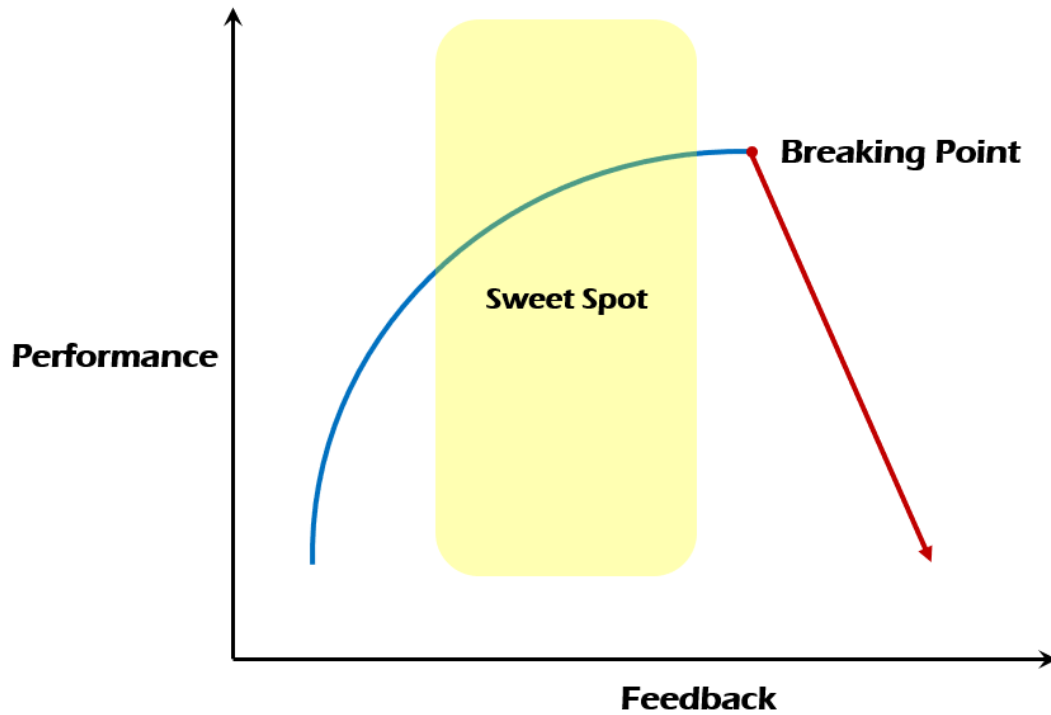
“Excellence is not always definable and replicable. Excellence cannot simply be transferred from one person to the next, regardless of their strengths.”
~ Ian Mathews

Examples of language to use:

- “Can I share what has worked for me in similar situations?”
- “What do you feel you are struggling with, and what has worked for you in the past?”
- “When you did this, here is how it made me feel. Can you walk me through your plan from your perspective?”

Challenge: List an area where someone on your team is struggling. Make a list of open-ended questions to help this person develop their solution.

Myth 5: Feedback is always useful – the more, the better.



“Great coaches stay within the feedback “sweet spot” and develop a feel for how much feedback each person on the team can process.”

~ Ian Mathews

Challenge: Determine how much feedback each person on your team can process by answering the questions in the worksheet on the next page.

Myth 6: Learning is like filling an empty vessel.

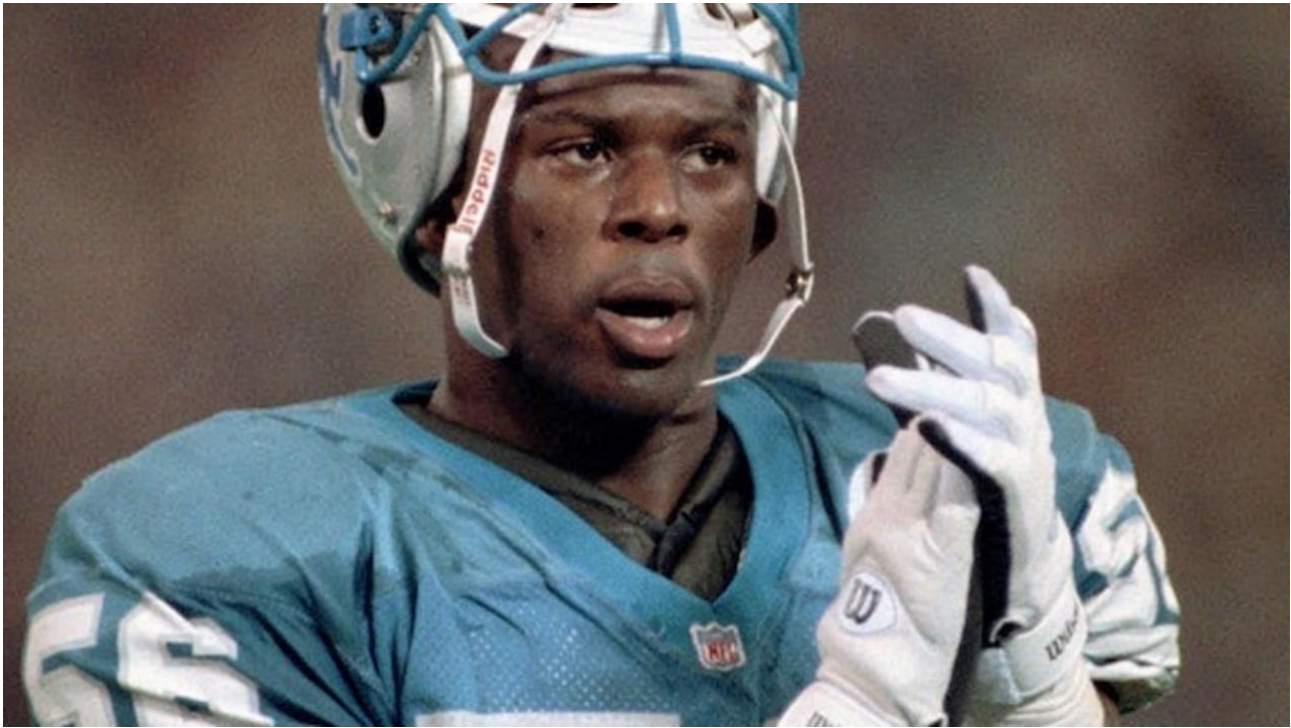


Learning is less about adding something that is not there, and more about recognizing, reinforcing and refining what already is.”

~ Ian Mathews

Challenge: Using the worksheet below, identify people on your team and write out each of their top three strengths. Then ask yourself, how can I position each of these people to better utilize their strengths?

Myth 7: We learn best when we are forced out of our comfort zone.



“Let your stars grow in roles that highlight their strengths, rather than hiding their talent and exposing weaknesses.”
~ Ian Mathews

Challenge: List two people who have fallen off in their role. How can you help them better utilize their strengths?

1.
2.

Next Steps

The following are common feedback pitfalls to avoid:

- Reluctance to discuss problems openly and on a timely basis
- Looking only at extreme behavior, whether good or bad
- Lacking the courage to differentiate performance and avoiding difficult conversations
- Comparing people to each other rather than against their own goals
- Giving feedback without listening to the employee's comments
- Not confirming mutual understanding of expectations
- Jumping to conclusions or making evaluations without facts

Challenge: What actions can you take to avoid those pitfalls in the future?

"Separate myth from reality, and focus your energy on feedback that motivates, energizes and develops."

~ Ian Mathews
