PROVIDING EFFECTIVE FEEDBACK:  
POSITIVE AND NOT SO POSITIVE

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OBJECTIVES

- Identify the gap between expectations and actual performance and behavior
- Capitalize on unplanned feedback moments
- Prepare for and conduct effective feedback discussions using the feedback process
- Personalize your approach based on the situation and the person
- Plan for difficult or sensitive conversations
- Identify actions steps with the employee and hold them accountable
- Omit using “POWER” as a way to coach and motivate
CHECK THIS OUT...

“I put in as little energy and effort as I can get away with, without getting fired.”

44%

THE LAW OF LIMITED PERFORMANCE

People soon discover the level of performance their managers will settle for and gravitate to that level. Managers then assume that’s all that people are capable of achieving, so they accept it as fact and quit challenging their people to get better. So each reinforces what the other believes.
FEEDBACK

The idea is...

That the best way to succeed as a manager is through the success of your people.

FEEDBACK IS:

- Providing a reaction, positive or not-so-positive.
COACHING IS HAVING...

- The motivation to teach, build, and challenge people to become their best.
- The wisdom to understand that people matter...and relationships matter.
- The willingness and ability to help people grow.
- The character to model moral principles, honesty, integrity, trust and sincerity for people.
- I don’t HAVE TO coach....I GET TO coach others.

COACHING

- People will allow you to lead them to the level they trust you.
- People leave managers more than they leave companies.
- Idea: Build your people and they will build your organization.
FEEDBACK IS...
- A skill that is necessary for leaders.
- A way to improve business results.
- Collaborative.
- Fact-based.
- Asking questions and listening.
- Building stronger relationships.
- Positive and improvement oriented.
- Frequent.
- Helping people to succeed.

FEEDBACK IS NOT...
- Constructive criticism.
- Bad “attitude”.
- Yelling at others.
- Making others “Learn a Lesson”.
- Punishment.
- Focused on what others are doing wrong.
- Giving orders.
- Your side.
- Personal.
 WHEN DO YOU PROVIDE FEEDBACK?

- When you want something to change.
- When you want something to continue.
- When you are doing something wrong.
- When you are doing something right.

ALL THE TIME!!!

 SET THEM UP FOR SUCCESS

1) Set Clear Expectations
2) Address the “GAP”
3) Hold People Accountable
**SET CLEAR EXPECTATIONS**

- To what degree have expectations been established...and communicated?
- How involved was the employee in establishing expectations?
- Did you both agree on the expectations?
- Does the employee know what he/she is being held accountable for?
- To what degree do you have confidence in this employee?

**ADDRESS THE GAP**

What was expected?

What was reality?
GAP CAUSES

1. Structural – policies, procedures, infrastructure
2. Resources – time, money, people, technology
3. Expectations – agreed upon, accountable
4. Personal – personalities, communication styles

ADDRESS THE GAP

Please Read:
Address the Behavioral Variance, pg. 8
The 360 Root Cause Investigation, pg. 9
THE POWER TO COMMUNICATE

Where Our Message Comes From

- Words 8%
- Voice, tone, pitch, pace, volume 37%
- Body language, position, gestures, eye contact 55%

HOLD PEOPLE ACCOUNTABLE

Your Communication Tendencies

- Aggressive
- Passive-Aggressive
- Assertive
AGGRESSIVE

- In your face.
- Sense of superiority. Use of Power.
- Tend to blame others.
- Villain mindset.
- Raise their voice.
- Monologue...they do all of the talking.

PASSIVE AGGRESSIVE

- May not speak their mind.
- Silent treatment or walk away.
- Lack self-confidence.
- Victim mindset.
- Don’t talk it out but may act it out.
- Focus on “they”, “them”, “those”.
- Little or no dialogue.
**ASSERTIVE**

- Self confident.
- Asks thought-provoking questions.
- Listens and is open to ideas of others.
- Seek for understanding.
- Sounds like, “We”, “Us”, or “Together”.
- Engages with the spirit of curiosity.
- Equal dialogue.

**BEHAVIORAL BASED FEEDBACK**

- FACT – What you SAW or HEARD.

- OPINION – What you **THOUGHT** about what you SAW or HEARD.
ATTITUDE PROBLEM

You want attitude? I’ll give you attitude!!!

FEEDBACK PLANNING PROCESS

- Prepare
- Share
- Ask
- Listen
- Action
- Praise
**PREPARE**

- Review any previous coaching session notes.
- Make sure you have factual data to share with employee and/or specific examples.
- Anticipate their communication style and how they might react or respond.
- Use the coaching planning worksheet to stay on task.
- Net the issue out in one sentence in your mind.
- Make sure you are in the right frame of mind.

**SHARE**

- Start with an opening statement.
- Share your motive.
- Share the gap between what was expected and what was reality.
- Reference the facts or examples so the employee knows exactly what you are talking about.
- Keep your emotions in check.
- Stick to the facts.
ASK

- Invite them to reply.
- Ask one open-ended question to get the conversation started.
- Remain silent and allow them time to respond.
- Get them involved in the dialogue as soon as possible.

LISTEN

- To be a good listener, speak about 25% of the time and listen the other 75%.
- When asking the employee a question, the next best thing you can do is be quiet and let them respond.
- Pay attention to their words, tone, voice and body language.
- Guide and question them and help them to discover their own answers.
**ACTION**

- Discuss constraints, problem areas, barriers or needed areas of improvement.
- Treat this as a conversation...goal of understanding.
- Ask them to commit to specific actions, results and timeframes.
- Clarify who will do what, by when, and how will you follow up.
- Keep the responsibility on their shoulders; not yours.

**PRAISE**

- Point out specific talents, skills and abilities they have that will help them reach their goals.
- Express your belief that they will do whatever it takes to be successful.
- Share potential you see in them that they don’t see in themselves.
- Thank them and remind them how valuable they are.

**REMEMBER...PEOPLE MATTER.**
Opening Statement – Share

“Thanks for meeting with me. I appreciate you taking the time to talk with me about this situation. I’d like to share with you my observations and then invite you to respond. How does that sound?”

Describe the GAP Using Facts - Share

“The reason why I’d like to bring this up is because I think if we talk about it now, it will help to improve the quality of our working relationship.”

“Two weeks ago you and I met and agreed that you would complete the weekly report by 4:00pm each Friday. I’ve noticed that the past two weeks I didn’t receive the report until 8:30a.m. Monday morning.”
FEEDBACK PROCESS – WHAT YOU WOULD SAY

Invite Them to Reply – Ask and Listen

“What can you share with me about this?”

OPEN-ENDED QUESTIONS

Asking good questions – Ask and Listen

- “What do you think happened?”
- “Can you expand on that?”
- “How would you summarize the situation?”
- “What is your perspective?”
- “Tell me more.”
- “Share with me the specific details.”
CLARIFICATION

“Before we continue, let me make sure I have captured what you said. What I thought I heard you say was...”

“So if I heard you correctly, what you said was...”

“Have I missed anything?”

FEEDBACK PROCESS – WHAT YOU WOULD SAY

Next Steps – Action and Praise

“I would like your help in solving this problem. What ideas do you have?”

“I know you have the ability to move forward on this and I believe you can do this. Let me know what you may need from me.”

“Let’s plan to touch base one week from today. How does that sound?”
PERSONALIZE YOUR APPROACH

- How do you think the employee may respond?
- What type of a reaction do you anticipate from the employee?
- Be prepared with details and examples.
- Talk with them in a way that they respond well to.
- Make sure you give feedback in the right location.

WHAT IF SITUATIONS
UNPLANNED COACHABLE MOMENTS

You identify an unplanned opportunity for coaching.

- Address or change a behavior.
- A problem just occurred.
- Safety is at risk.
- Prevention of a problem.

UNPLANNED COACHABLE MOMENTS

An associate comes to you unexpectedly.

- Support.
- Guidance.
- Validation.
- Acknowledgement.
**POSITIVE FEEDBACK MOMENTS**

- When you see change or improvement.
- When you see them working hard.
- When you want to reinforce something good that they are doing.
- Congratulate them on their efforts along the way.
- Reward them for the changes made.
- What gets rewarded gets repeated.

**THE OLD FASHION WAY TO MOTIVATE - POWER**

- Quick results.
- We feel vulnerable.
- We “REACT” based upon emotions.
- It’s catchy.
- We think we can get away with it.
- We think it actually works!
USING POWER

- It kills relationships.
- Met with resistance.
- Comply vs. commit.
- Short-term.
- Makes us look stupid.
- People look for opportunities for payback.
- Use power if/when all else fails.
- Sometimes it’s appropriate.

HOLD PEOPLE ACCOUNTABLE

- Decide who is going to do what, by when, and follow up and DOCUMENT.
- Touch base with people, frequently, when they are working on changing or improving something.
- Offer ongoing support and positive reinforcement.
- When people fail to keep their commitment or still are not meeting expectations, have another conversation.
- Your goal is to help them succeed...not contribute to their failure.
WHERE TO GO FROM HERE...

- Build a habit.
- Be mindful of giving feedback...all the time!
- Inspire people and help them get to their next level.
- Be approachable. How open are you to feedback?
- Set the example.
- Make feedback a part of who you are and what you do.

IF I CAN HELP...

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