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The Human Side of Strategic Leadership



How to Deliver Effective Performance Feedback

An Experiential Workshop

Agenda

A. Characteristics of Effective Feedback

+ Five Step FRAMEWORK

How to give effective feedback to increase performance

B. OVERCOME DERAILERS

■ WORKSHOP PROCEDURES

- Quick Overview
- Experiential
- 45 minutes; break X2
- Respect time task territory

Performance Reviews:

Managers and Subordinates Dread
Them Equally

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THE INTENTION OF FEEDBACK

People learn through Trial and Error and
Through Feedback

- Increase Awareness and Alignment
- Offer Positive Alternatives
- Know Where They Stand

Characteristics of Effective Feedback

- Has a Clear Purpose
- Is Specific and Descriptive
- Offers Positive Alternatives

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Five Step Framework for Providing Effective Feedback

- Pre-Work
- Role Clarity
- Delivering the Feedback
- Performance Improvement
- Managing Defensiveness

Step One: Be Prepared

- Self-Evaluation
- Have your intended outcome in mind.
- Think about a few “key messages.”
- What to start, stop, continue doing.
- What are their “stand out” strengths?
- Step into their shoes.
- What are their blind spots?

Cognitive Dissonance

“Who, me?”
+ / - Feedback

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Johari Window

Known
to Self
and
Others

OPEN AREA

Facts, roles, interests

BLIND SPOT

Defenses

FEEDBACK

Known to
Others
Not to
Self

FAÇADE/HIDDEN

Small fears
hidden agendas
secrets

SELF

DISCLOSURE/TRUST

Known
to Self
Not to
others

UNKNOWN

Dreams
Hidden talents
Reasons for behavior

NEW

AWARENESS/GROWTH

Unknown
to Self
and
others

Step Two: CULTIVATE RELATIONSHIP

CLARIFY ROLE

■ Management

■ The “What”

- metrics
- Deliverables
- Targets
- Rational/logical

The Buck Stops Here

Mentor

■ Development

■ The “How”

- Buy-in
- Expectation management
- Emotional/feelings

Emotional Equal Footing

Coach

Step Three: 5 Point Formula

- 1: Check In, Touch Base, Build Rapport
Discuss Process
- 2: State the Intentions
- 3: Begin by Celebrating Achievements.
- 4: Describe how their behavior had the intended impact/outcome.
- 5: Comm. unique value and contribution.

Step Four: Delivering the Feedback For Performance Improvement

- Normalize the Experience
- Deal only with Behavior that can be Changed
- State the Positive Outcome you want to see; Be Descriptive
- Be Clear and Provide Examples of how they can use their Strengths to Achieve Goals and Targets
- Communicate that you are “on their side”

Step Five: Overcoming Resistance

Mastering the Interpersonal Terrain

Listen Validate Acknowledge

- Be in the Moment
- Continually Tune In
- Cast a Long Line
- Be Flexible

- Remember: it's not rational

Two Levels of Feedback

Deliverables

Ego Emotions

Key Learning

What do you have to do differently?

What do you have to stop doing?

What do you have to start doing?