

**Wednesday, October 19
12:00pm to 1:00pm EST**

Give Feedback Like a Leader, Not a Critic



**PRESENTED BY
Joel Silverstone**



GREATCANADIANTRAINING.CA

Four Conditions for Feeling Criticized



1. **Overly directive**
2. When giver or receiver is **overly emotional**
3. There is no opportunity for **genuine dialogue**
4. Focused on **personality rather than behaviour**

26%

strongly agree the feedback was helpful



57%

of employees appreciate corrective feedback



74%

of employees weren't surprised by what they were hearing



90%

of millennial employees want frequent, candid feedback



92%

Employees agree that when they're recognized for a specific action, they're more likely to take that action again in the future.



5 Criteria for Effective Feedback



1. The feedback is conveyed with good intentions
2. The timing and circumstances of giving feedback are appropriate
3. The feedback is given in an interactive manner
4. The feedback message is clear
5. The feedback is helpful to the recipient

Effective Feedback



- Outline the situation you're referring to
- Context is clear and specific

- Discuss the precise behaviour that you want to address

- Highlight the effect of the behaviour on:
 - You, team or organization.

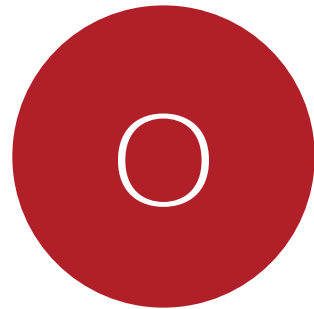
MORE Feedback Framework

Your mindset is framed in the positive – there is a reason you're sharing this feedback. Consider feedback as a **gift** you are providing to enable the other to succeed.



MINDSET

Lead with Intention, Not
Criticism



OFFER

Observed Behaviour/
Facts



Relationship

Discuss/ Listen/ Trust



Exchange

Agree to Act

MORE Feedback Framework



Mindset

Lead with Intention

- Manage your emotions
- **What is your intention?**
- Create safety by using positive word choices and tone

Step 1: Intention in Feedback

Discuss performance issues, not the person



What do I want from this relationship?

- Collaboration
- Trust
- Growth



Conscious intentions

- To seek common ground/ Mutual Purpose
- Focus on the future, not the past
- Soft on the person, hard on the problem

Safety – Ways to Open



- I have something I'd like to discuss with you that I think will help us work together more effectively.
- I'd like to talk about _____ with you, but first I'd like to get your point of view.
- I think we have different perceptions about _____. I'd like to hear your thinking on this.
- I'd like to see if we might reach a better understanding about _____. I really want to hear your feelings about this and share my perspective as well.

Mindset

Think of a present, past or future situation that is with a challenging person or people

- Seek common ground/ Mutual Purpose
- “Soft on the person, hard on the problem”
- Focus on the future, not the past

**How do you want them to feel?
Bigger or Smaller**

What is an intention you could seek?



MORE Feedback Framework



RELATIONSHIP

Discuss / Listen / Trust

- Pause – give the other person the opportunity to respond
- Be curious - actively listen to their point of view
- Deepen trust to collaborate

“Seek First to Understand, Then to Be Understood”



“If I were to summarize in one sentence the single most important principle I have learned in the field of interpersonal relations, it would be this:
Seek first to understand, then to be understood.”

DR. STEPHEN R. COVEY

The 7 Habits of Highly Effective People®

When We Listen



- **75%** of the time we are distracted, preoccupied.
- **50%** of the time we can immediately recall what was said.
- **20%** of the time we remember less one hour later.

LESS if we didn't like the subject or the person!

Observe the Emotions

Happy	Sad	Angry	Afraid	Ashamed
<ul style="list-style-type: none"> • Elated • Thrilled • Exuberant • Ecstatic • Passionate 	<ul style="list-style-type: none"> • Agonized • Hurt • Dejected • Hopeless • Miserable 	<ul style="list-style-type: none"> • Furious • Outraged • Boiling • Irate • Seething 	<ul style="list-style-type: none"> • Terrified • Petrified • Fearful • Panicky • Frantic 	<ul style="list-style-type: none"> • Sorrowful • Remorseful • Disgraced • Mortified • Admonished
<ul style="list-style-type: none"> • Cheerful • Gratified • Good • Relieved • Satisfied 	<ul style="list-style-type: none"> • Somber • Lost • Distressed • Let down • Melancholy 	<ul style="list-style-type: none"> • Upset • Defensive • Frustrated • Agitated • Disgusted 	<ul style="list-style-type: none"> • Apprehensive • Frightened • Threatened • Uneasy • Intimidated 	<ul style="list-style-type: none"> • Apologetic • Unworthy • Guilty • Embarrassed • Secretive
<ul style="list-style-type: none"> • Glad • Contented • Pleasant • Pleased • Mellow 	<ul style="list-style-type: none"> • Unhappy • Moody • Upset • Disappointed • Dissatisfied 	<ul style="list-style-type: none"> • Perturbed • Annoyed • Uptight • Resistant • Irritated 	<ul style="list-style-type: none"> • Cautious • Nervous • Worried • Timid • Anxious 	<ul style="list-style-type: none"> • Bashful • Ridiculous • Regretful • Uncomfortable • Pitied

Intensity of Feelings

HIGH

MEDIUM

LOW



Empathy



#1 Cognitive Empathy



#2 Emotional Empathy



#3 Compassionate Empathy

Communication Strategies

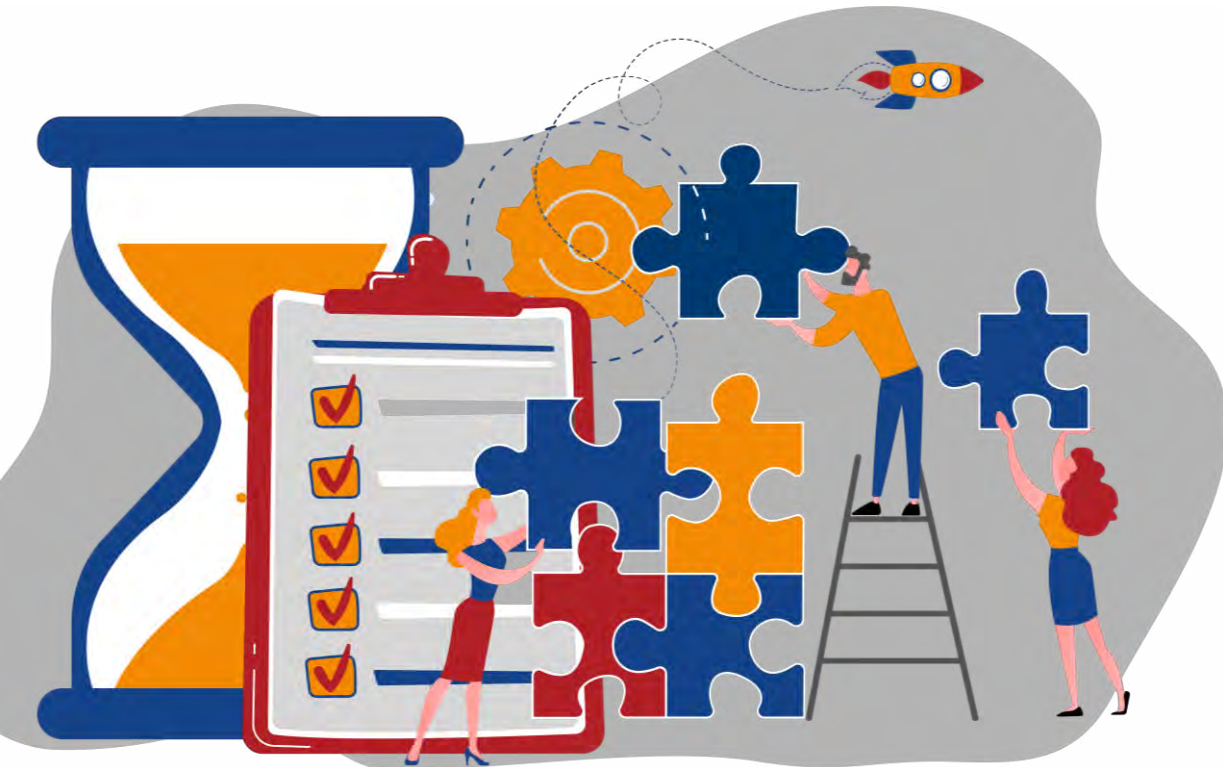
Poor Questions

Loaded Questions

- “Have you fixed your alarm clock yet?”
- “Are you still difficult to get along with?”

Leading Questions

- “I don’t think you’ve been working up to your potential. What do you think?”
- “So you’ll start showing up on time, right?”



Questioning can help you gain more information about the other person's opinions, feelings and more

Open – Used to discover the person's opinions, feelings, plans, strategies, etc.

Tell me about your current plans for this department.

What would you like for the company to do for you and your staff?

Closed – Used to direct the person to respond with a specific answer or a limited choice of alternatives OR to confirm agreement / acceptance

How many direct reports do you have?

Would you say you are currently overstaffed, just right, or understaffed?

Probe – Used to follow up on the answer to open or closed questions

Could you go into that more?

And?

IDEA Feedback Framework



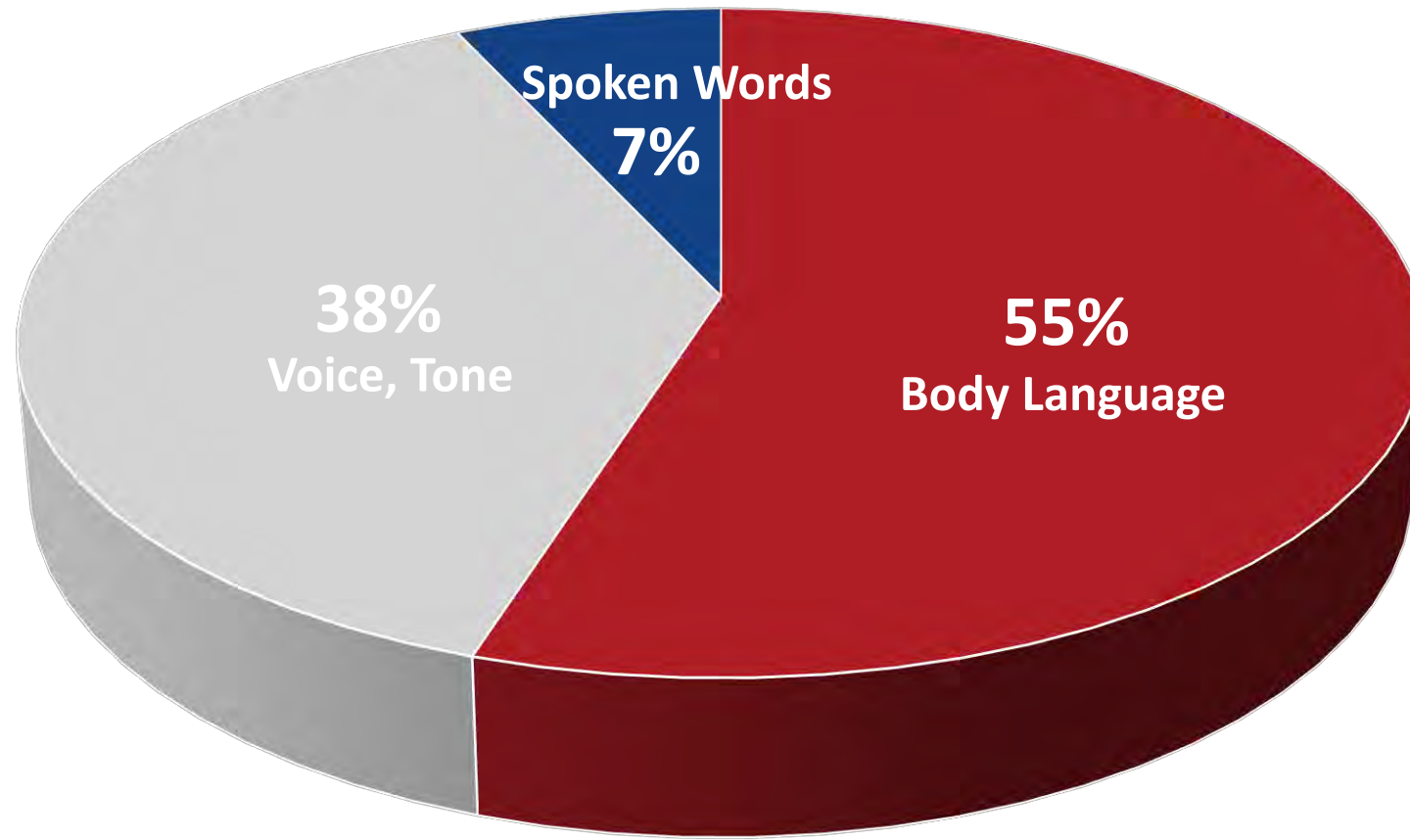
Exchange
Agree to Act

- **Agree on next steps**
- **Schedule follow-ups if needed**
- **Celebrate openness for feedback and growth**

MORE Exchange



Observe the Emotions



Safe Environment



- Your actions matched your intentions
- You empathized
- You managed your emotions
- You were present
- You listened
- You showed respect

You created safety

Exchange



1. Ask questions

2. Make your request

3. Listen

Commitment

Make the Commitment

Key Action Steps

- Focus on the problem, not the person
- Ask how they can solve the problem
- Use probing questions and active listening to help identify solutions
- Agree on an action plan/step and gain commitment
- Agree on a follow-up date and time
- Express your confidence in them



M.O.R.E: 4 Steps to Better Feedback

MORE

M. Mindset

O. Offer

R. Relationship

E. Exchange



Upcoming Classes

Software Training

November 14, 2022

Teams Essentials

November 16 & 17, 2022

Excel Power Pivot

December 5, 2022

Excel Power Query

December 8 & 9, 2022

Becoming a Pro with Power BI

Professional Skills Training

October 31, 2022

Understanding and Developing Effective
Communication Strategy Skills

November 18, 2022

Business Writing That Works

November 25, 2022

Conflict Be Gone! Navigating Difficult Conversations

December 7, 2022

Lights, Camera, Action – Mastering the Art
of Virtual Facilitation

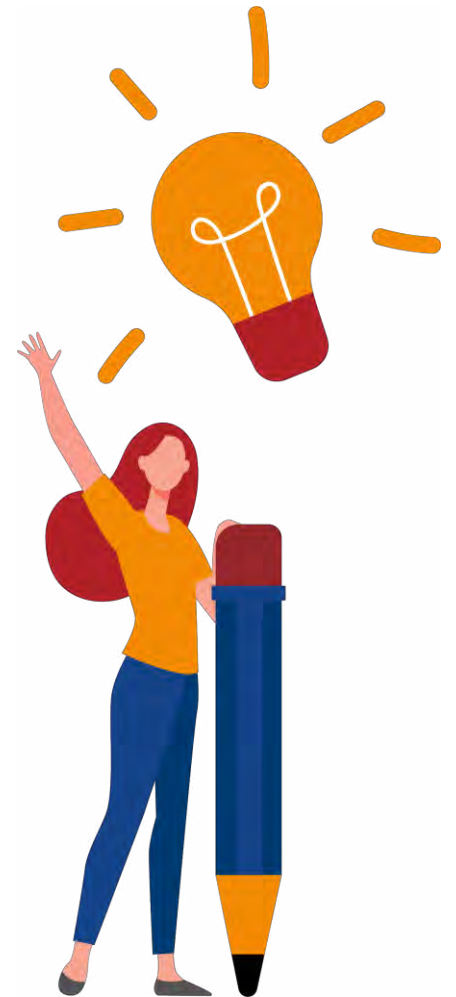
Continue Your Professional Development

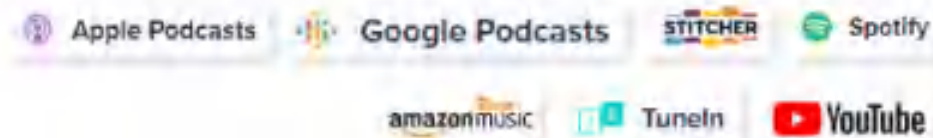
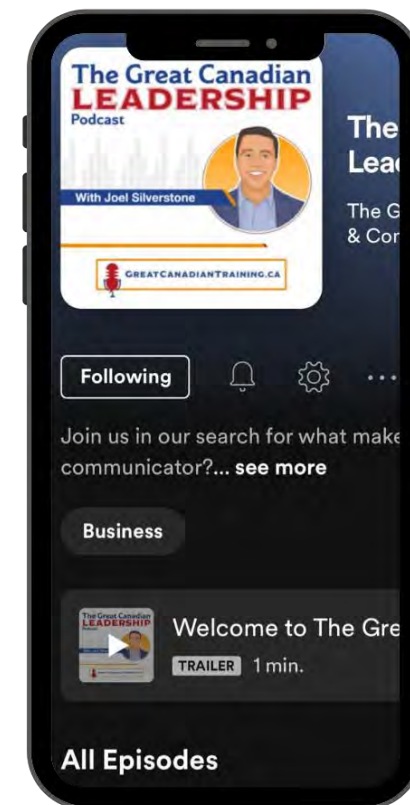
- Further your skills in Giving Feedback Like a Leader
- We recommend taking our professional skills class:

"Great Leadership Conversations Means Feedback"

Next class:

- October 21, 2022, 9am to 4pm ET
- January 9, 2023, 9am to 4pm ET
- Ask us about our **Coaching services**





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