

“Feedback Checklist”

3 Categories of Feedback:

1. Appreciation/Gratitude
2. Coaching
3. Discipline

Feedback: The Goal

Goal is to create a consistent culture of feedback

Without honest and timely feedback, personal and organizational growth is limited

If not done appropriately can kill morale, productivity, innovation

No matter how self-aware we are – we have blind spots

“We don’t know what we don’t know”

Feedback is #1 most important tool for growth

Reference: Sheila Heen & Douglas Stone: *Thanks for the Feedback: The Science and Art of Receiving Feedback Well*

Employees in organization that doesn’t have a culture of feedback don’t know where they stand

Feedback is common, but helpful feedback is rare

Unwillingness to accept and give feedback ensures inability to achieve growth

Feedback: The What

We fear feedback is a critique of who we are so we take it personally

Best feedback must be based on performance and actions- not character/the person

Refuse to hide behind the excuse of “but that’s who I am.”

You are NOT FIXED in what you do

Reference: Carolyn S. Dweck: *Mindset: The New Psychology of Success*

Stay open minded

When you find yourself getting most defensive, that’s when you really need to listen

The more push back, the greater the indication that that’s an area that needs significant growth

Feedback: The When

Most common time for feedback is annual review = months too late!

Be sensitive, wise & cautious about when and when not to deliver feedback

Don’t do it in the midst of a team member struggling on a project - Wait until they’re emotionally prepared

Give feedback as close to the performance as is wise

Occasionally, might want to give public feedback

Positive feedback publically = an honoring and a teaching moment

Negative feedback publically to do the person a favor & show conflict is resolved

Do it in a humble and right spirit

Must call someone out if they are being disrespectful in a meeting - if not addressed, devalues peers.

“People may hear your words but they feel your attitude.” John Maxwell

Feedback: The How

Create atmosphere of safety & trust. Other must know you care about them or your feedback will not be received.

Define what is and isn't happening: Sometimes must be blunt and let person know that they aren't being fired- just want to see them improve.

Ask clarifying questions:

"Help me understand specifically what you mean by that."

"Can you give me an example to understand what you are referring to?"

Appreciation/Gratitude & Coaching

Critical to have a 5-1 ratio of 5 positive feedback to 1 negative!!!!

Separate these - celebrate the win on its own - don't mix it with coaching or dilutes the celebration/appreciation

Appreciation/Gratitude:

Verbalize lots of specifics!

Show appreciation (of performance or behavior) & don't dilute appreciation with suggestions on how to do something better.

Don't assume others know how much they're valued in the organization.

Whenever you think something positive - VOICE IT!

Coaching:

Be specific: When coaching, focus on 1 or 2 areas: Pick ones that'll have the highest return.

Tell the truth - be specific on what they can do to be better (Attend seminars, recommend a book, pair with a mentor, assign a task, etc.)

Be caring & sensitive.

Help people separate intention & impact: Show how actions or inactions impacted others regardless of their intentions.

Sources: Craig Groeschel Leadership Podcast, Giving and Receiving Feedback

Dr. Henry Cloud 7/2/18 Global Leadership Summit Podcast

Another great source:

Challenging Conversations—How to Tell an Employee It's Over

<https://artpetty.com/2018/12/03/how-to-tell-an-employee-its-over/>