

Giving Feedback that Sticks

LARIMER COUNTY WORKFORCE
SYMPOSIUM



Hansen Consulting
Authentic Communication@Work

**“To handle yourself, use
your head; to handle others,
use your heart.”**

--Eleanor Roosevelt

Why does feedback matter?

- Encourages continued high performance.
- Helps people feel their work matters.
- Offers guidance for improvement.
- Addresses production or accuracy to improve effectiveness.
- Keeps small issues from becoming big problems.
- Builds content for the performance appraisal.

When feedback is about improvement – What **NOT** to do

- Be disrespectful or rude
- Lecture
- Email blast
- React – eye roll, pound table
- Be emotional
- Avoid it
- Downplay the problem
- HOPE the problem will improve on its own

Feedback is...

About **past** behavior

Given in the **present**

To affect **future** behavior



Good feedback is....

- Timely – within a week.
- Given when emotions are in check.
- Given in person.
- Done in a private place.
- Motivated to reinforce or change behavior.
- Well thought out and specific.

The Value of Mutual Purpose

FIRST - Establish mutual purpose

Give context to what is most important to you

- Relationship
- Task at hand
- Community member satisfaction

The FEET Feedback Formula

The **facts** of the behavior problem

The **effects** of that behavior

Your **expectations** in this area

Possible **training** or other improvement ideas or guidance



Constructive Feedback

Facts

- Identify a pattern
- Specific rather than general (use examples)
- Focus on changeable behavior, not personality

Effects

- Express the consequences of the problem
- Use “I” statements. Own the feedback

Constructive Feedback Continued

Expectations

- State or re-state your standards and expectations

Training/Solutions

- Enlist them in a solution
- Give guidance
- Commit to a follow up meeting

FEET Example

Opinion: Misses deadlines

Mutual Purpose: Keeping our commitments creates trust.

Facts: The project meeting minutes were due to the team and client yesterday. This is the 3rd time you have missed the deadline.

Effects: This causes us to lose credibility with the client and planning time.

Expectations: I expect them to be issued by 48 hours after the meeting. You can ask for help.

Training or Improvement Ideas? (Discussion) The Project Coordinator will show you how to do....

FEET Example

Opinion: Your work is thorough.

Mutual Purpose: Effectiveness

Facts: Your weekly report is detailed and accurate.

Effects: Because I know I can count on your accuracy; I can confidently present it to my manager. We all look good.

Expectations: Please keep it up.

Training or improvement ideas become: Mentor others.

FEET Example

Opinion: You're rude

Mutual Purpose: Teamwork

Facts: You cut Tom off mid-sentence in the team meeting this morning.

Effects: Diminished participation in the meeting.

Expectations: Don't interrupt; strive for open participation.

Training or Improvement Ideas? Coaching. Attend the "Crucial Conversations" training.

Practice

Choose a current real situation

Write down

- The context – mutual purpose
- The **facts** of the behavior problem
- The **effects** of that behavior
- Your **expectations** in this area
- Possible **training** or other solutions or guidance

Practice

Find a partner.

Briefly explain the circumstances.

Role play the conversation with your partner.

The partner acts as the employee.

Switch

10 minutes total.

Nothing happens without personal transformation.

- Edwards Deming





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