

# FEEDBACK

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Informal & Formal  
Direct Dialogue 2.0

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WWW.CAPSTONELEADERSHIP.NET

# RESOURCES

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## TOOLS

- Direct Dialogue 2.0  
[https://drive.google.com/open?id=1ir7umbJE6koa4AV\\_PHMxW\\_Q7tgJYeeir](https://drive.google.com/open?id=1ir7umbJE6koa4AV_PHMxW_Q7tgJYeeir)
- CORRECTION – Preparing for Reactions  
[https://drive.google.com/open?id=14\\_pHW2\\_OFUqMk617hw6EBJp3rb\\_2bXmY](https://drive.google.com/open?id=14_pHW2_OFUqMk617hw6EBJp3rb_2bXmY)
- Feedback Traps  
[https://drive.google.com/open?id=14mM8HILNiYYGE71uxdXFzCTKgzJR3\\_rp](https://drive.google.com/open?id=14mM8HILNiYYGE71uxdXFzCTKgzJR3_rp)

## VIDEOS

- Positive Coaching Outline  
<https://vimeo.com/359632555/144e29500b>
- 5-Point Correction Conversation  
<https://vimeo.com/362706752/982ab41f09>

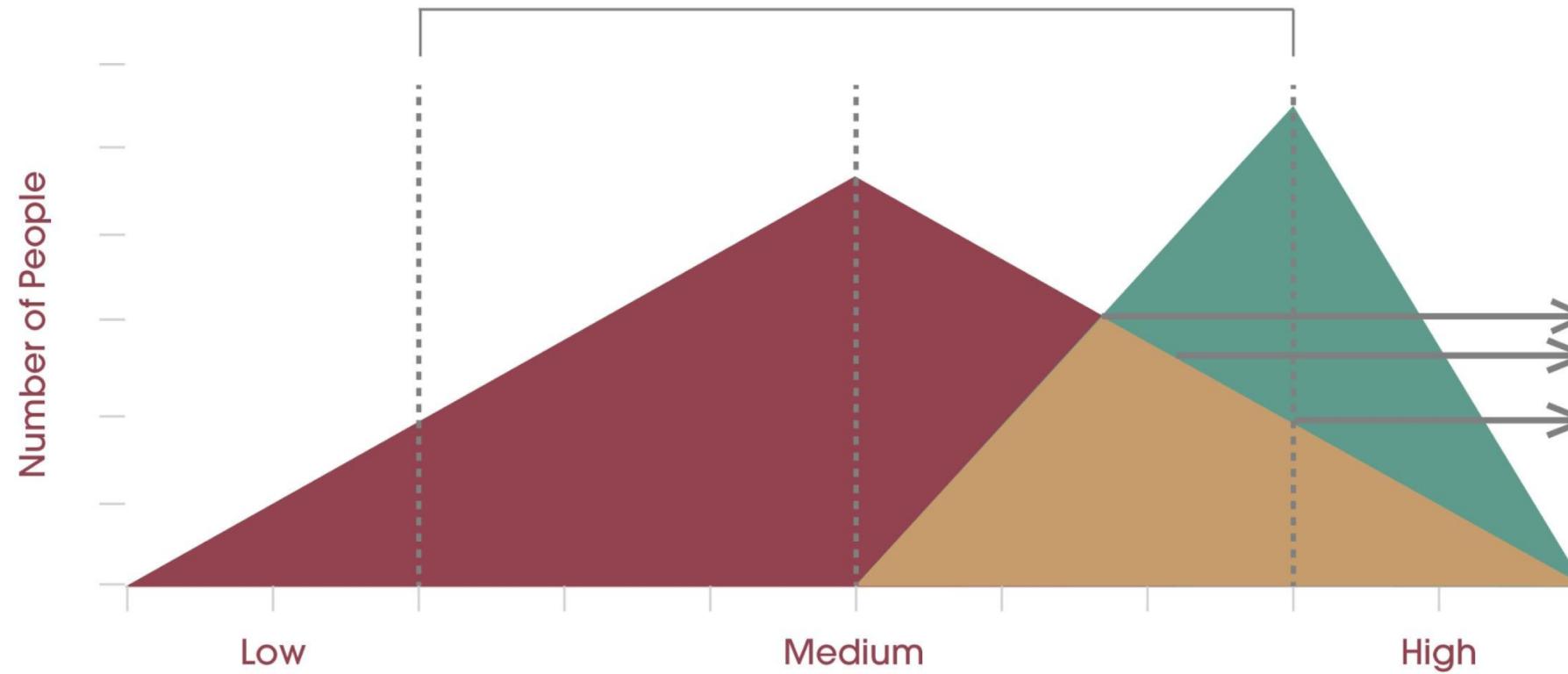
# FEEDBACK

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“In an organizational context, **feedback** is the information sent to an entity (individual or group) about its prior behavior so that the entity may adjust its current and future behavior to achieve the desired result.”

(Source: Business Dictionary)

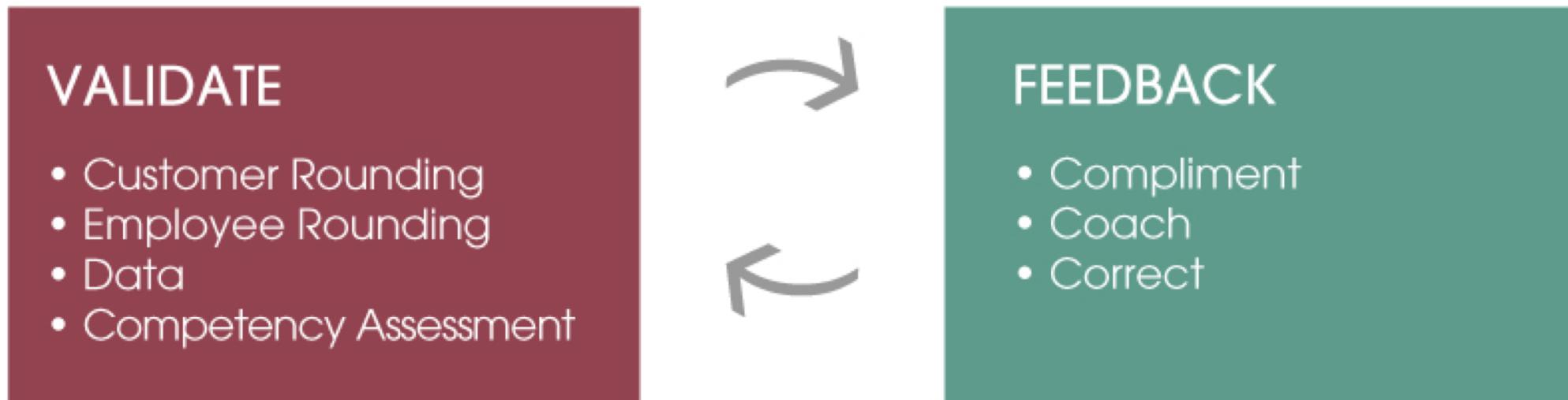
# MOVE THE CORE



## VARIATION IN BEHAVIOR, PERFORMANCE AND CONTRIBUTIONS



# VALIDATION-FEEDBACK LOOP



***“The process strikes at the tension between two core human needs—the need to learn and grow, and the need to be accepted just the way you are.”***

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1:1

3:1

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# Muster the Will

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*“When senior HR executives were asked about their biggest performance management challenge, 63% cited managers’ inability or unwillingness to have difficult feedback discussions.”*

(Source: Harvard Business Review)

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1. Do it more
2. Be prepared
3. Find a mentor

# Assess Your Common Feedback Traps

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**Activity #1:** Review the listing of “feedback traps” below. Which traps do you most often fall in to? **Checkmark your common feedback “traps”**

- I think I'll just be patient and see if the employee will figure this out on his or her own. He or she must know that this is an issue, right?
- What if the employee quits? We are already short-staffed.
- Maybe if I am subtle and hint about this issue, he or she will catch on.
- Maybe it isn't that bad.
- What if I'm wrong about the issue?
- What if he or she gets defensive? Or retaliates?
- It's really not going to make a difference. He or she is not going to change no matter what I say.
- I'll deal with it if it happens again.
- Why bother? Human Resources won't support me anyway.
- The employee is technically competent, so why should I get so concerned about his or her behavior?
- Last time I did this it didn't go so well. I'm not sure I want to go there again.
- What if he or she perceives me as unfair or mean?
- What if he or she creates a stir afterward?
- Do I really want to open this can of worms?
- If I ignore it, maybe the problem will go away.
- I don't get paid enough to do this.
- The thought of having this conversation makes me sick.

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# Master the Skill

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Informal

Formal

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## **Informal Direct Dialogue (Day-to-Day)**

- o Compliment
- o Call-Out

## **Formal Direct Dialogue (Scheduled – Annual Performance Reviews, Mid-Year Performance Conversations, and as needed)**

- o Positive Coaching Conversation
- o 5-Point Correction Conversation

Direct Dialogue 2.0			
Informal Direct Dialogue ("performance/behavior feedback")		Formal Direct Dialogue ("performance/behavior management")	
Compliment	Call-Out	Positive Coaching	5-Point Correction
1. Observations/Evidence  2. Impact  3. Standard/Expectation  Inquiries: "Can you share tips for your success?" "How can I learn to do this?" Body Language: Positive (eye contact, smiling, face-to-face)	1. Observations/Evidence  2. Impact  3. Standard/Expectation  Inquiries: "What's getting in your way?" "How can I help?" "What ideas do you have?" Body Language: Positive/Neutral (eye contact, face-to-face)	<ul style="list-style-type: none"> <li>• Open Up</li> <li>• Build Up</li> <li>• Coach Up</li> <li>• Support Up</li> <li>• Button/Close Up</li> </ul> Body Language: Positive (eye contact, smiling, face-to-face)	1. Observations/Evidence  2. Impact  3. Standard/Expectation  4. Monitoring  5. Consequences  Body Language: Serious tone, formality, professionalism
Documentation: None	Documentation: None	Documentation: Employee-generated (shared w/ leader); Could be part of annual performance review &/or mid-year performance conversation documents	Documentation: Leader/HR-generated; Personnel File (formal improvement plan, discipline) (shared w/ employee); could add employee-generated plan
3 times more compliments than call-outs ("3:1 ratio")	If continues (chronic/persistent) after call-outs move to formal direct dialogue (coaching or correction)	If evolves as chronic/persistent after positive coaching, move to 5-Point Correction	If lack of improvement per required timeframe, progress to consequences (steps in the disciplinary process)

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## **Informal Direct Dialogue** ("performance/behavior feedback")

Compliment	Call-Out
<p>1. Observations/Evidence</p> <p>2. Impact</p> <p>3. Standard/Expectation</p> <p>Inquiries: "Can you share tips for your success?" "How can I learn to do this?"</p> <p>Body Language: Positive (eye contact, smiling, face-to-face)</p>	<p>1. Observations/Evidence</p> <p>2. Impact</p> <p>3. Standard/Expectation</p> <p>Inquiries: "What's getting in your way?" "How can I help?" "What ideas do you have?"</p> <p>Body Language: Positive/Neutral (eye contact, face-to-face)</p>

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## Compliments

### TIPS

1. Be **SPECIFIC**, not “generic praise” (Paint the picture of the behavior, impact, standard)
2. Don’t reserve compliments for only “above & beyond”
3. Timing - Immediately, in the moment, is best; yet....it’s never too late.
4. “Omni-directional” - everyone can give sincere compliments
5. Public v Private (know your people!)
6. Use outline for written compliments (e.g., Thank You Notes, email)

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## Call-Outs

### **TIPS**

- 1. Be SPECIFIC, not “generic” (Paint the picture of the behavior, impact, standard)**
- 2. The 3:1 ratio**
- 3. Relationships. Relationships. Relationships.**
- 4. Timing - Immediately, in the moment, is best; yet....it's never too late.**
- 5. “Omni-directional” - everyone can give call-outs**
- 6. Public v Private**

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## Call-Outs

### What next if it doesn't improve?

**Advice for leaders:** advance to formal direct dialogue

**Advice for employees:** when calling out again, advise employee that the consequence of this behavior/performance continuing will require you to report it to leadership.

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## Formal Direct Dialogue ("performance/behavior management")

Positive Coaching	5-Point Correction
<ul style="list-style-type: none"><li>• Open Up</li><li>• Build Up</li><li>• Coach Up</li><li>• Support Up</li><li>• Button/Close Up</li></ul> <p>Body Language: Positive (eye contact, smiling, face-to-face)</p>	<ol style="list-style-type: none"><li>1. Observations/Evidence</li><li>2. Impact</li><li>3. Standard/Expectation</li><li>4. Monitoring</li><li>5. Consequences</li></ol> <p>Body Language: Serious tone, formality, professionalism</p>

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## Coaching

### TIPS

1. Commit to the “**VALUE**” or “**SPIRIT**” of Coaching - “coach & never stop coaching”
2. Prioritize coaching needs
3. Works well as a tactic to elevate technical, procedural, or knowledge-based development needs
4. Consider Correction Conversation in place of this (sense of urgency, high impact, likelihood of success) or if Coaching doesn’t lead to the positive change

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## 5-Point Conversation

### TIPS

1. Be **SPECIFIC**, not “generic” (Paint the picture of the behavior, impact, standard)
2. Be **PREPARED** - prepare (with input from HR), practice, anticipate reactions
3. Decide - **WHEN, WHERE, WHO**
4. Follow up and follow through

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## Formal Feedback - Direct Dialogue 2.0

**How to integrate with Annual Performance  
Evaluations & Mid-Year Conversations?**

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## Formal Feedback - Direct Dialogue 2.0

### Annual Performance Evaluations

- **Behavior (Standards of Behaviors)**
- **Performance (Essential Job Functions)**
- **Contributions (Organization & Department Goals)**

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## Formal Feedback - Direct Dialogue 2.0

### Annual Performance Evaluations

- **Look Back** - Formally close the loop on prior year's feedback
- **Look Forward** - Formally commit to “next round” of positive coaching (“personal goal”)

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## Formal Feedback - Direct Dialogue 2.0

### Mid-Year Performance Conversations

Compliment  
Coach  
Correct

|||

2.0

COACH

# Mid-Year Coaching Example

## Mid-Year Soaring Conversation

Employee: \_\_\_\_\_

Date Completed: \_\_\_\_\_ By: \_\_\_\_\_

Organizational Focus:

Department Focus:

Celebrating YOU

Professional Development Opportunity (Use attached plan)

Summarize/Follow-up plan

# Mid-Year Coaching Example

## Professional Development Soaring Plan

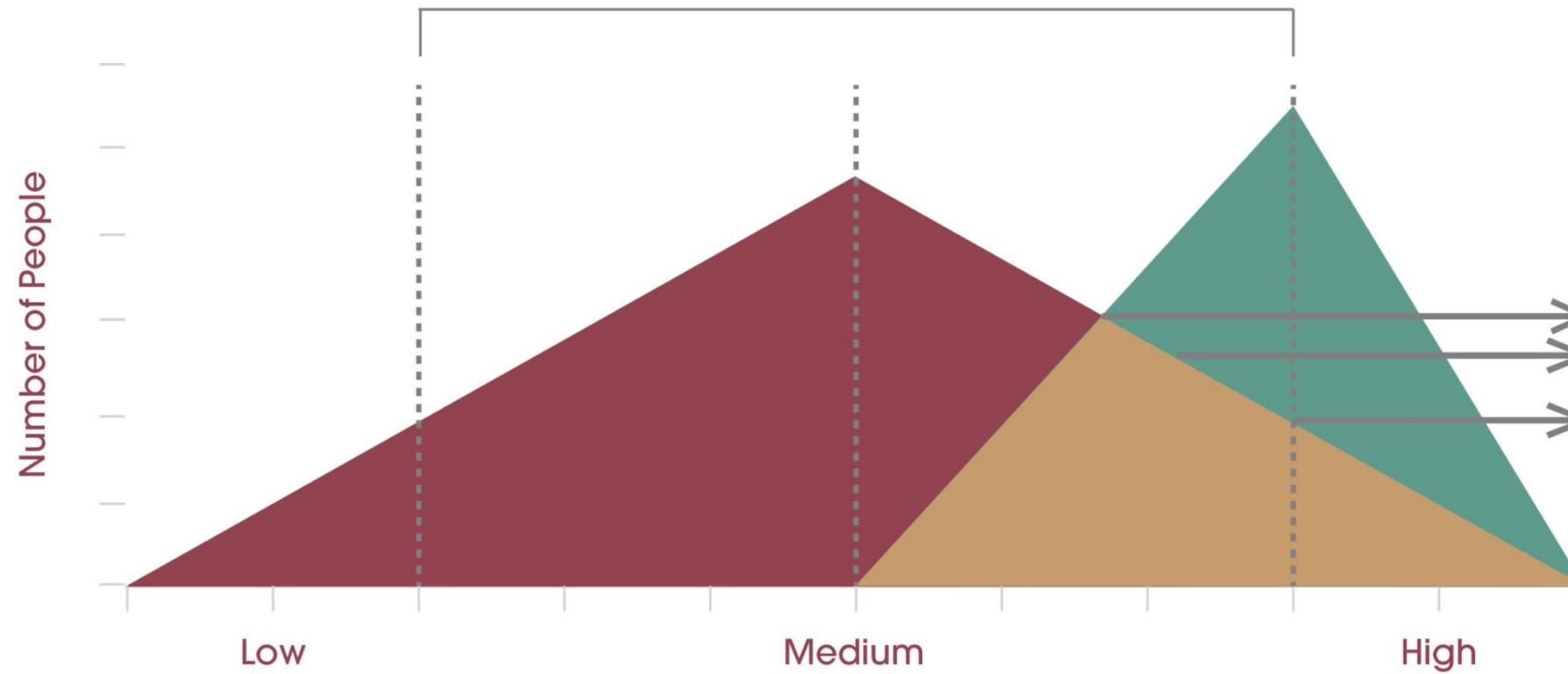
DEVELOPMENT GOAL	ALIGNMENT TO ORGANIZATIONAL OR DEPARTMENT FOCUS	STEPS TO GET ME THERE	RESOURCES OR ASSISTANCE NEEDED	HOW WILL I KNOW I AM SUCCESSFUL	TIME FRAME

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## VARIATION IN BEHAVIOR, PERFORMANCE AND CONTRIBUTIONS



# QUESTIONS?

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CONTACT US



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