

FEEDBACK

Informal & Formal Direct Dialogue 2.0

Presented by: Sue Tetzlaff, Principal/Co-Founder of



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RESOURCES

TOOLS

- Direct Dialogue 2.0
https://drive.google.com/open?id=1ir7umbJE6k_oa4AV_PHMxW_Q7tgJYeeir
- CORRECTION – Preparing for Reactions
https://drive.google.com/open?id=14_pHW2_OFUqMk617hw6EBJp3rb_2bXmY
- Feedback Traps
https://drive.google.com/open?id=14mM8HILNiYYGE71uxdXFzCTKgZJR3_rp

VIDEOS

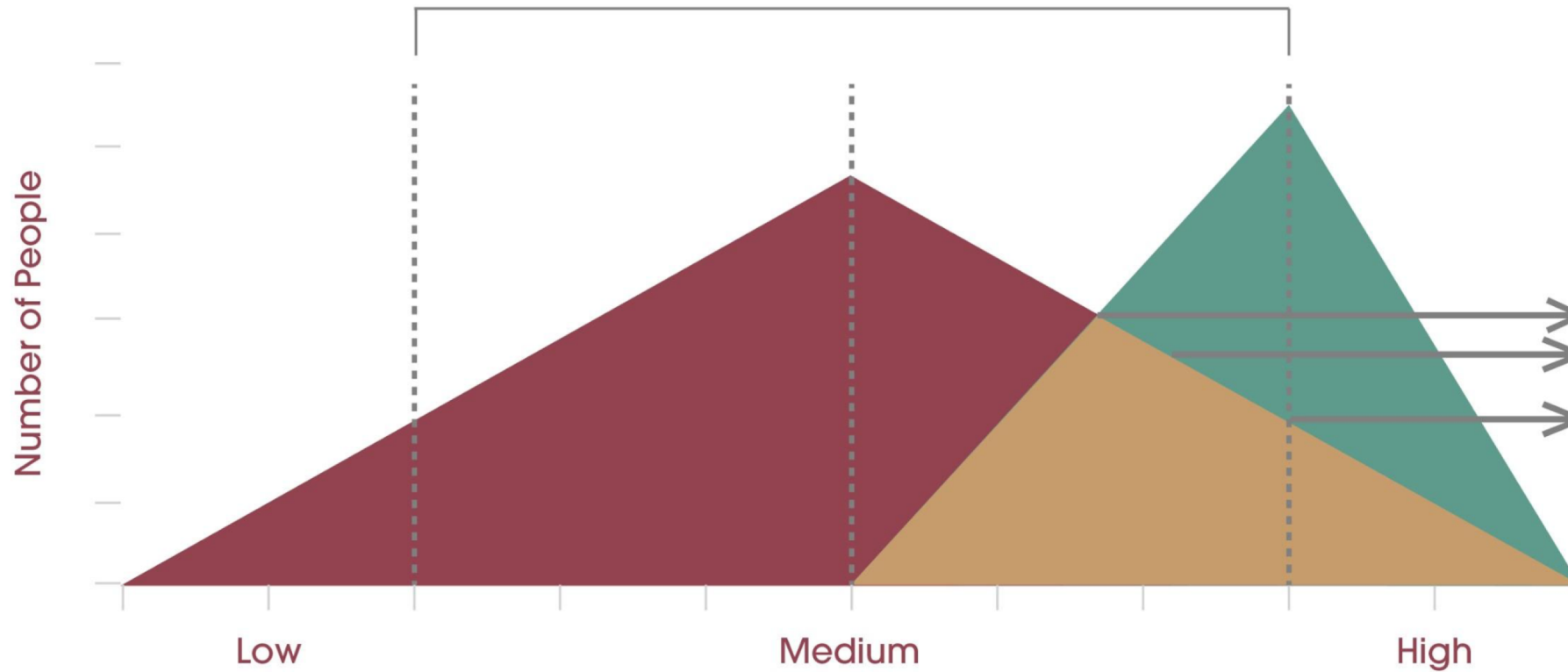
- Positive Coaching Outline
<https://vimeo.com/359632555/144e29500b>
- 5-Point Correction Conversation
<https://vimeo.com/362706752/982ab41f09>

FEEDBACK

“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

VALIDATE

- Customer Rounding
- Employee Rounding
- Data
- Competency Assessment



FEEDBACK

- Compliment
- Coach
- Correct

Harvard Business Review

“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.”

1:1

3:1

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the Will**

**Master
the Skill**

Muster the Will

“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)

Muster the Will

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

Assess Your Common Feedback Traps

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

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"> • Open Up • Build Up • Coach Up • Support Up • Button/Close Up 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-generate (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

- Open Up
- Build Up
- Coach Up
- Support Up
- Button/Close Up

Body Language: Positive (eye contact, smiling, face-to-face)

5-Point Correction

1. Observations/Evidence
2. Impact
3. Standard/Expectation
4. Monitoring
5. Consequences

Body Language: Serious tone, formality, professionalism

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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



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

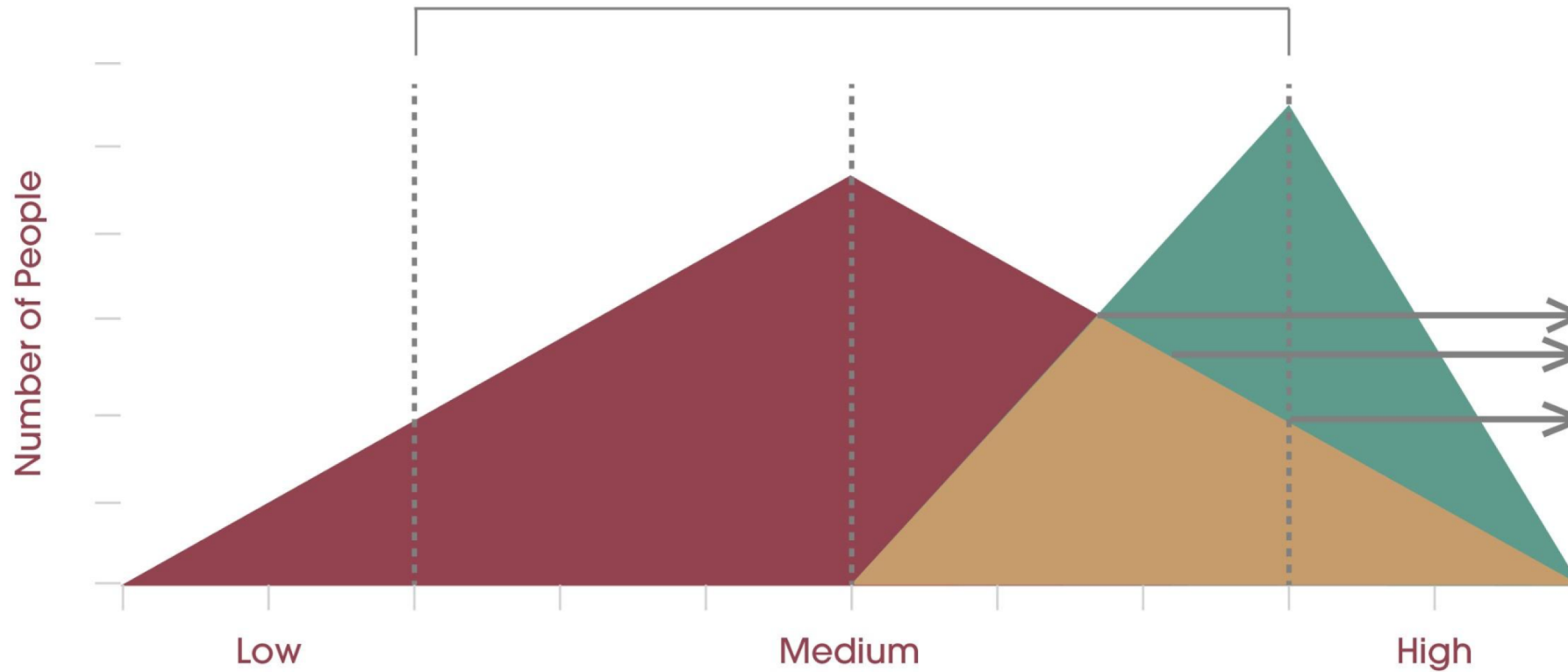
Professional Development Soaring Plan

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?

CONTACT US



Sue Tetzlaff

sue@capstoneleadership.net

906.259.0542

