

# SOLUTION: Direct Dialogue – Peer to Peer Feedback

*“Strive to create a work environment where happy, productive, and loyal people can flourish.”*

**--McLeod & Tetzlaff, The Employee Experience**

## WHAT IS DIRECT DIALOGUE? IN ONE WORD – FEEDBACK

### Definition of 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.”*

**--Business Dictionary**

## WHY?

Feedback has two very important purposes as part of an organization’s success:

- Elevating individual (and collective) behavior and performance
- Promoting change

### Definition of Conflict:

“Tension or struggle arising from mutually exclusive or opposing actions, thoughts, opinions, or feelings.”

- Conflict occurs naturally as we interact with one another. It is a normal part of life that we will not always agree with other people about things we want, what we think, or what we want to do.
- Most conflicts arise in the moment because people of the same relative amount of power see the same situation from two different points of view.
- Two major causes of conflict are: communication and emotions. Lack of communication combined with emotions. It is hard for people to disagree.



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**SOLUTION: Direct Dialogue –**

**Peer to Peer Feedback 1**

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- Research reveals that constructive arguments over ideas – but not nasty personal arguments – drives greater performance.
- We must distinguish between people who are having a bad moment or day or people who just don't like each other versus victimization.

*"I believe we can change the work if we start listening to one another again. Simple, honest conversation... a chance to speak, feel, heard, and [where] we each listen well... may ultimately save the world."*

**--Margaret J. Wheatley, EdD**

### Why is Resolving Conflict so Important?

- 3:1 Ratio! Remember the 3:1 ratio in a productive, and health work environment. 3 positives that completely may eclipse the 1 negative that we all experience at work each day. Conflict between employees can be very toxic and negative in the work environment. Employees need tools and equipment they can use on a daily basis to provide feedback to others in the hopes of resolving conflict in positive manner.

It isn't just the work of leaders to provide feedback. In a mature, professional work environment and just culture, everyone is empowered and equipped to provide feedback to others.

Organizations, and the leaders within them, must support employees to muster the will & develop the skill to engage in peer-to-peer feedback conversations.

First, an employee needs to ask these two questions about a conflict they may be having with another employee, or behaviors they see they know are outside the standards.

- 1 What will happen if I engage in this conversation, and what will happen if I don't?
- 2 What will happen to the patient if I stay silent?



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## EMPLOYEES CAN USE DIRECT DIALOGUE THEMSELVES WHEN HAVING CONVERSATIONS WITH THEIR PEERS.

Here's how:

- Initiate the conversation. Don't sweep it under the rug! Remember, you cannot make the situation better by ignoring it. Some behaviors will not go away, no matter how much we hope they will.
- Prepare for the conversation. Practice, and get advice from your leader or Human Resources. Your leader has likely had practice with Direct Dialogue. Ask for help!

Consider using the following steps to cover the content of the conversation (write it down – it's helpful!):

- 1 Get specific about the behavior or performance. Describe the situation as you saw it happen and gain clarity around the situation. Gaining clarity really helps in defining a solution you both can agree on.
- 2 State the impact. Tell how the situation made you feel, or your concerns for the patient, client, customer, etc. potentially the situation puts other employees at risk. Often, another employee may have no idea how their behaviors affect someone else.
- 3 Connect the dots to standards. Standard of behavior, Standards of care, policies, etc.
- 4 Inquires: what's getting in your way? How can I (or others) help? What ideas do you have? State other alternatives and be open to proposing a solution to the problem.
- 5 Tone of voice and body language (be present). During the conversation, be mindful of avoiding a personal attack. Sticking to the facts will aid in this. Try to avoid being defensive – maybe you had a hand in causing the conflict. Make sure you stick to the current situation. Do not bring up old offenses.



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## SNAPSHOT: PEER-TO-PEER FEEDBACK CONVERSATIONS

### Compliment

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- 1 Get specific about the behavior
- 2 State the impact
- 3 Connect the dots to standards
- 4 Inquiries: Can you share tips for your success? How can I learn to do this too?
- 5 Tone of voice and body language (be present)

### Call-Out

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- 1 Get specific about the behavior or performance
- 2 State the impact
- 3 Connect the dots to standards
- 4 Inquiries: What's getting in your way? How can I (or others) help? What ideas do you have?
- 5 Tone of voice and body language (be present)

*"Solve problems at the lowest possible level with the least amount of bureaucracy, paperwork and drama!"*

**--Sue Tetzlaff**

### CALL TO ACTION:

Peers providing feedback to each other in a healthy and respectful manner is a sign of a great culture. Remember, not everyone adopts behaviors at the same rate! Teaching employees to have Direct Dialogue with each other takes time, patience, and coaching!

Consider having Direct to Dialogue and Peer to Peer Feedback on a training agenda to move your organization forward. Make sure you evaluate the training and get feedback as a team from your employees. Then offer other forms of communication and training in follow up annually (competencies, lunch and learns, etc.). Think of how different the world would be if we could all communicate in this way.

Your team in the VOICE of the employee group. This is a great way for the EE Team to ROLE MODEL effective behaviors. This is one of those topics that all employees will benefit from – at home and at work!

Reach out to us! We have resources for your team to teach this valuable program!



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