

Feedback: Give & Receive





Ken Blanchard,
author of The One-
Minute Manager,
says...

feedback is the breakfast of champions

What separates the champions from those who just show up is:

what they **DO** with the feedback they receive.

Champions actually harvest feedback, listen to it, and they make appropriate adjustments.

Every day...



*somebody honks his
horn at you as your car
drifts into their lane*



*your toddler cries
when you drop him
at daycare*



*your wife kisses you
when you return home*



*your customer checks a
box on a survey*

State of Employees

Gallup recently found:



52% of Americans

Admit to being disengaged in their jobs

In fact, 35% of workers say they'd be willing to forgo a substantial pay raise in exchange for seeing their direct supervisor fired.

Essentials for Managers:



“Engage”
like Captain
Picard

Most people come to work well intentioned and only turn sour when their basic needs aren't being met. Here are four essential things managers must do consistently if they aspire to greatly improving their team's engagement:

1. Get people in the right job
 2. Set clear expectations
 3. Give people what they need to do their job
4. Be extremely generous with praise and recognition: one of a human being's greatest needs is to feel appreciated and valued. Workers are disengaged because they feel their contributions and efforts are overlooked or taken for granted. Lean in the direction of **over-appreciating** people, and devote greater attention to praising good outcomes. There's a physiological response when we get recognition; a boost of dopamine makes us feel good in the moment. This lasts a while; but with good work, we have a continued need to be recognized for it.

Why give Feedback

Feedback is a developmental tool; you'll help improve employee performance as well as enhance their personal relationship with you.

Your employees benefit in many ways from your feedback:

- ✓ **HONOR** competence & reinforce good behavior
- ✓ **ALIGN** expectations & priorities
- ✓ Fill **GAPS** in knowledge
- ✓ Show where to take **CORRECTIVE** actions
- ✓ Alleviate **FEAR** of the unknown

Feedback Guidelines



MOST
important is
to be timely!

- ✓ **Be timely and give feedback **immediately** or as quickly as possible, but not in the heat of the moment.** *If you cannot control your emotions, wait until you can before giving feedback.*
- ✓ Before giving feedback, be sure that clear agreements about your expectations were already **established**
- ✓ Ask for **permission** to give feedback
- ✓ Use a **neutral** demeanor to eliminate blame and judgment

Guidelines (cont.)

- ✓ Be focused. Don't work on too much at once. One thing at a time
- ✓ Focus on moving **forward**, not about something in the past that will never happen again
- ✓ Focus on behaviors that are within the employee's **control**. Beating people up for things outside of their control is unreasonable
- ✓ Be **specific** and descriptive of things you have observed, rather than giving generalizations or 3rd party comments
- ✓ Be **open** and **ready** for a variety of outcomes:
 - ✓ don't expect gratitude or enthusiasm
 - ✓ be ready to endorse and praise
 - ✓ be ready to work with the person
 - ✓ be ready to discuss when/how they can do what is needed

How to receive Feedback



Do as your mother taught; and say "thank you"

Let it sink in, hear it, and then decide what to do

You don't always have to act on the spot when you get feedback

In fact, let yourself hear what's said and you are likely to take a more appropriate and long-lasting response

When you can get to the point where you view ALL feedback as valuable—whether it's critical or complimentary—you're well on your way to excellence.

Now What?

1. Practice giving feedback to your staff: DAILY

2. Go after, actually harvest, feedback for yourself