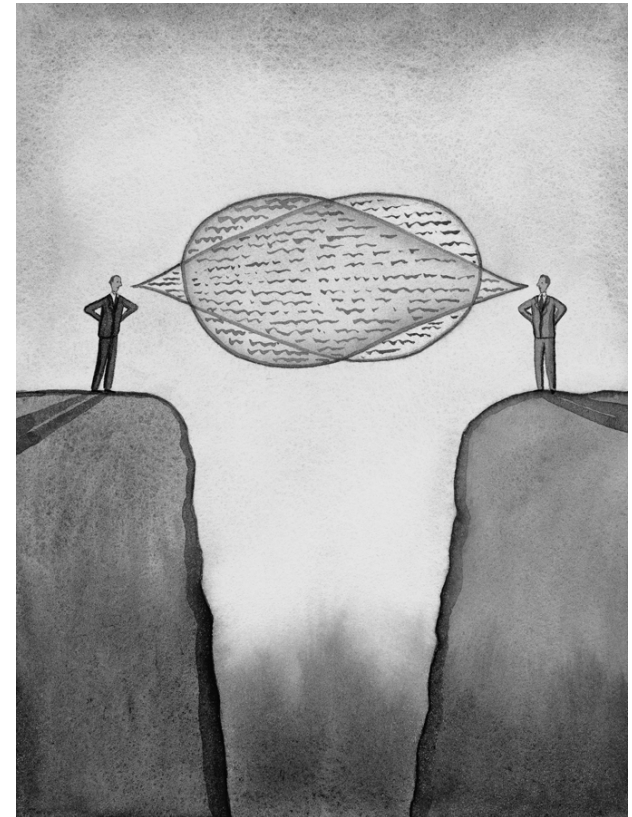


Welcome to: **Feedback Skills for Leaders**



Learning Objectives

- Understand obstacles to receiving feedback
- Use techniques to respond to feedback
- Overcome obstacles to giving feedback
- Understand the power of positive feedback
- Handle recurring employee problems

Agenda

Introduction	20 minutes
Module 1: Understanding Obstacles to Receiving Criticism	50 minutes
Module 2: Responding to Critical Feedback	15 minutes
Break	10 minutes
Module 2: Responding to Critical Feedback (cont'd.)	80 minutes
Lunch Break	30 minutes
Module 3: Giving Constructive Feedback	85 minutes
Break	10 minutes
Module 4: Giving Positive Feedback	35 minutes
Module 5: Handling Recurring Problems	45 minutes
Conclusion	10 minutes

“What Will Other People Think?”

- Seek approval
- Take criticism personally
- Fear failure
- Take fewer risks

“If You Can’t Say Anything Nice...”

- Criticism is not nice
- Repress negative feelings
- Give only positive feedback

How We Perceive Critical Feedback

Statistics from Simmons/Bright Study

Resent feedback from:

- In-laws (24%)
- Mates (22%)
- Employees (21%)

How We Perceive Critical Feedback (cont'd.)

Statistics from Simmons/Bright Study

Most important to respond if given feedback from:

- Managers (72%)
- Mates (62%)

Least important if given from in-laws and siblings.

Types of Critical Feedback

- Valid
- Unjustified
- Vague

Three Stages of Response

- Awareness
- Assessment
- Action

Awareness Responses



Aggressive

The Counter-
Attack

Assertive

(Win/win)

Passive

The Silent
Victim

Assertive Techniques

1. Fogging
2. Admitting the truth (negative assertion)
3. Asking for feedback (negative inquiry)

Overcoming Obstacles

- Ignoring trouble
- Sarcasm and jokes
- Lack of time
- Easier to just to do the job myself
- The mind reader's syndrome

Five Steps for Constructive Feedback

1. Set realistic goals and expectations
2. Research the facts
3. Choose your timing
4. Be specific
5. Monitor and follow through

1. Set Realistic Goals and Expectations

- Be specific
- Be realistic
- Be measurable
- Include deadlines
- Be value-anchored
- Be in writing

2. Research the Facts

- What happened?
- What were the expectations?
- Why are you giving the feedback?
- How do they like feedback provided?

3. Choose Your Timing

- Immediately = constructive criticism
- Before the next opportunity = advice
- Personal timing
- Privacy

4. Be Specific—Using the DASR Script

Describe

Acknowledge

Specify

Reaffirm

What Is Praise?

Praise, or positive feedback, is the act of affirming, accepting, or approving of someone's behavior or actions.

The Impact of Praise

The results:

- Improved relationships
- Repeated reinforced behaviors
- Increased employee confidence
- Increased employee performance
- Increased employee motivation

Rethinking Barriers to Praise

- Lack of time
- Lack of a role model
- Motivated employees

Giving Positive Feedback

1. Be specific about the positive behavior
2. Describe how you feel about the behavior and the impact
3. Encourage more of the same

Positive Feedback Gone Bad

- Turning praise into a cliché
- Assigning more work
- Using poor timing

Five Steps in Discussing Recurring Problems

- Raise the issue
- Describe the specifics
- Request a change in behavior
- Agree on an action plan
- Follow up

Case Studies

- Pair up
- Decide who will be the manager in each case
 - Case I: Joanne Jenkins - pg. 114
 - Case II: Jerry Drake - pg. 118
- Review your case and complete your action plan (10 minutes)
- Conduct Role Play Case I (5 minutes)
- Switch and conduct Role Play Case II (5 minutes)