

# Deep Dive Into Giving Feedback

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Key Scenarios Every Manager Should Be Ready For

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KAREN D. WEEKS

# A LITTLE MORE ABOUT ME!

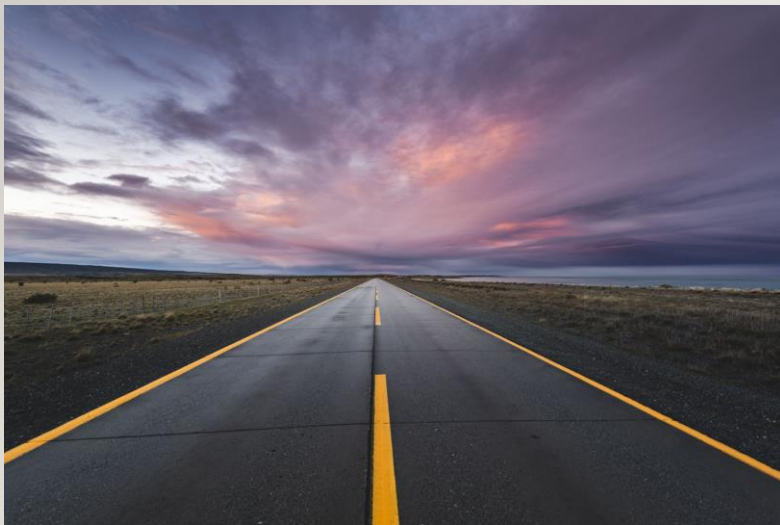
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- HR Leader for almost 20 years, currently @ Ordergroove
- Founder & Principal Coach @ KDW Coaching
- Author - Setting the Stage!
- Podcast Host – Getting off the Hamster Wheel
- Lives in NYC with partner Braden & furry babies



# RULES OF THE ROAD

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- Safe space to share and ask questions without judgement
- Confidentiality
- Focus on learning
- Have a little fun

# AGENDA

- Quick Review - Feedback Fundamentals
- Preparing for Real Life
- Case Studies
- Key Learnings
- Wrap up

# FEEDBACK FUNDAMENTALS

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82% of employees appreciate positive and negative feedback and 43% of highly engaged employees receive feedback at least once a week as opposed to 18% of low engagement employees.\*

25% of employees felt their performance was “ignored”. The worst engagement scores are from people in the “ignored” category; specifically, 57% of “ignored” employees were not engaged and 40% noted they were actively disengaged.\*\*

*\*2017 Forbes article, “Feedback, You Need to Lead it”*

*\*\*Gallup poll*

# FEEDBACK CULTURE

- People are not expected to be perfect
- People are encouraged to ask questions when they don't know the answers
- Leaders show vulnerability by admitting mistakes and asking for direct feedback
- Trying something new (even if it fails) is recognized
- Making adjustments based on learnings is rewarded
- An environment where people truly care about each other, respect & trust each other and want them to feel supported and succeed
- Leaders demonstrate empathy and active listening

# GOAL OF FEEDBACK

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Provide	Provide clarity around expectations
Review	Review the skills/behaviors currently being demonstrated and how those align with the expectations
Set	Set goals and create a list of action items in order to reach that desired future state.

# FEEDBACK BASICS

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Feedback Is...	Feedback Is Not...
Behavior Based	Personal
Immediate	Annual
Specific	General
Ongoing	Ignoring a Problem
Dialogue	Monologue
Developmental	Final Step
Action Oriented	Judgment
Example-Based	Assumptions



# PREPARING FOR FEEDBACK

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GET THE DATA



GET FEEDBACK  
FROM OTHERS



IS THIS A NEW  
BEHAVIOR OR A  
TREND



HAVE YOU SHARED  
THIS FEEDBACK  
BEFORE



IMPACT OF  
PERFORMANCE ON  
OTHERS

# A NOTE ON PROVIDING FEEDBACK ON SOFT SKILLS

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**Explain**

Explain the impact to the role

**Behavior**

Focus on the behavior not the person

**Ask**

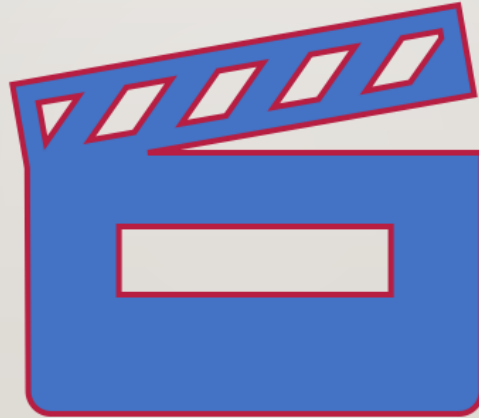
Ask their point of view on an example

# BE READY FOR THE UNEXPECTED

- Impact of being remote (and during a pandemic) while delivering feedback
- Emotional rollercoaster and the reality of business changes impacting individuals after 2020
- Push back – anger, frustration, denial, disappointment, shutting down
- Lead with empathy and ask a lot of questions – assume best intent always
- Recognizing if a conversation should pause and how to circle back
- Always end with recognition & next steps

# CURTAIN UP – FEEDBACK IN ACTION

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# PLAYING THE ROLE OF THE CRITIC

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What went well?

What happened that was unexpected?

What could they have done differently?

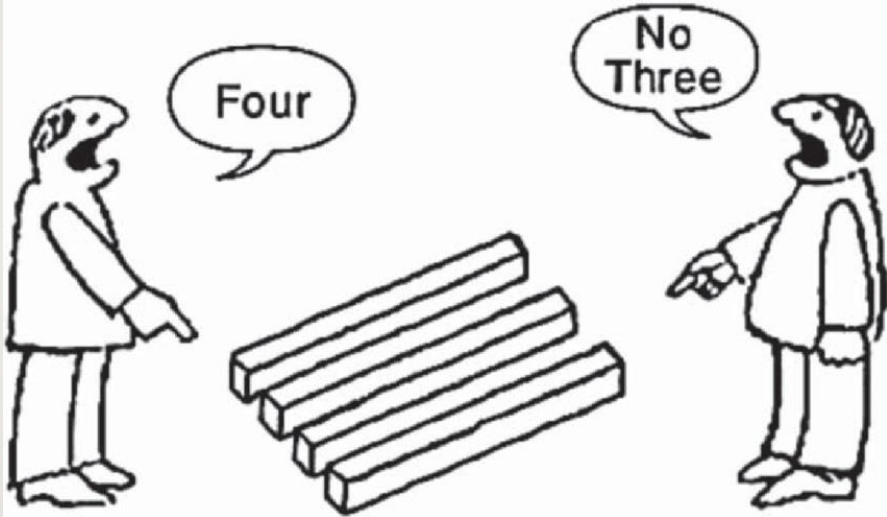
What action items do you have coming out of the meeting?

# SCENARIO #1: The Denier

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SCENARIO #2:  
Conflicting data



**SCENARIO #3:**  
When a  
conversation  
gets off track

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SCENARIO #4:  
The feedback  
sandwich



SCENARIO #5:  
Personal  
judgement  
versus  
witnessed  
behaviors

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**SCENARIO #6:**  
**Lack of next  
steps**

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**SCENARIO #7:**  
What are some examples where you have seen managers struggle?



# WRAP-UP

- What can we learn from these managers to avoid some of the same mistakes?
- The key is to prepare!
- But also be ready to improvise and be open to new data.
- And be open to receiving your own feedback.
- It won't go perfect every time, so lead with servant leadership and employees will follow you on the journey
- Ask for help - even the most experienced managers need coaching & guidance

# THANK YOU!

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- Questions, comments, feedback?!
- Let's connect!
- [www.karendweeks.com](http://www.karendweeks.com)
- karen@karendweeks.com

