




**DELIVERING EFFECTIVE FEEDBACK**

**DIAL 844- WEB ADIGO**  
**(844-932-2344) NO ID NEEDED**

START TIME: 5 MINUTES AFTER THE HOUR  
WE'LL GO FOR 20 MINUTES UNTIL 25 PAST




**A Conferencing Tips Webinar  
with Brad Volin, President of  
Adigo – 3/10/2015**



**AGENDA**

- Intros
- Common feedback challenges
- Delivering feedback: ground rules
- Top-notch feedback: A Game Plan
- Receiving feedback: ground rules



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## INTRODUCTIONS

- President, Adigo
- Experience at Public and Private companies
- Lots of employee reviews!  
(Not all went well!)

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## COMMON FEEDBACK CHALLENGES

- Person giving feedback avoids the real issues.  
NO CHANGE is enacted.
- Person receiving feedback becomes defensive and/or emotional.
- Too many things at once, making the receiver feel overwhelmed.
- The very worst mistake:  
NO FEEDBACK at all!  
The black hole...



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## BASIC FEEDBACK PRINCIPLES

- **OWN your contribution to the situation.**
- “I wonder if I have contributed to the situation by .....



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## BASIC FEEDBACK PRINCIPLES

- **Ask** the other person if they are open to receiving your feedback.
- **Be compassionate:** Feedback is not simply a way to make your life easier, but to provide another individual with information that will benefit them in their life.
- **Think:** are you motivated by a compassionate desires to help?





## CHOOSING A TIME AND PLACE

**Pick your setting intentionally:** Public? Private? Coffee shop offsite? A walk around the block?

**Pick the right time:** Feedback is most effective if offered soon after an event. If the individual you are addressing is typically slammed on Mondays, it may be more appropriate to ask the person to coffee at the end of the week to talk.



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## BE SPECIFIC; AVOID FLUFF

- **Be direct.** Speak in the first person and do not obscure what you are trying to say with unnecessary verbiage or flattery.
- **Be specific:** Avoid general statements (“You talk on the phone too loud”). Instead use specific examples → *“Yesterday when you were speaking to a client, I had a hard time hearing the client I was talking to.”*



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## OFFER SUGGESTIONS; CHECK COMMUNICATION

- **Suggest:** “I feel like you and I often misunderstand each other, particularly during stressful times or when one of us is very busy. *Perhaps we can grab lunch next week to discuss our different communication styles.*”
- **Check in:** While they may not agree with what you, it is important they understand what you are saying. Ask: “*Do you understand what I am attempting to say?*”



## RECOGNIZE GOOD INTENTIONS

- **Recognize good intentions:**  
→ “*I recognize and appreciate your desire to get the project perfect, but I’d rather see an on-time draft than nothing at all.*”
- **Own your feelings:** help distinguish between your *feelings* and the *behaviors* of the other person. Use “I statements”...  
→ “*I find it very frustrating when you speak loudly while standing right next to my desk.*”



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## PAY ATTENTION

Pay attention to responses/reactions: If you notice the other person becoming emotional or defensive, address that reaction. Do not simply try to convince them of your point.

→ *“I see that my prior statement may have frustrated you. Can I ask why?”*



## LIMIT YOUR FEEDBACK



- It is overwhelming to be bombarded with more than a couple of points of feedback at a time. Choose the **most pertinent and important** feedback and **focus on one or two points**.





## TOP NOTCH FEEDBACK: A GAME PLAN

### 1. Value the individual.

Start the conversation by affirming what the individual contributes to your team and the organization. Be sincere, and be thorough. This step is crucially important because it frames the entire conversation.



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## TOP NOTCH FEEDBACK: A GAME PLAN

### 2. Ask the person to identify his biggest challenges .

Invite the employee to assess his own performance, both strengths and challenges. This helps you, as his manager, identify areas where you can provide **targeted coaching**.



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## TOP NOTCH FEEDBACK: A GAME PLAN

### 3. Provide targeted feedback: the more specific, the better.



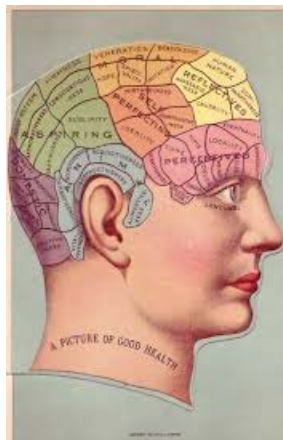
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## TOP NOTCH FEEDBACK: A GAME PLAN

### 4. Agree on areas to develop for the future

- Focus on the development of the individual. Encourage him to practice specific new skills. Steer him to toward targeted training.



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## TOP NOTCH FEEDBACK: A GAME PLAN

### 6. Commit your support, and reaffirm the person's value

- It's tough to deliver feedback, But usually listening to it is even harder. Reassure the employee that you value his contributions and will support him fully as he works to improve.



## TIPS FOR RECEIVING FEEDBACK

- **Actively seek feedback:** Feedback is an opportunity to become a more effective, productive, and positive person.
- **Listen carefully:** Ask clarifying questions if you do not understand something the other person is saying, or if the feedback the other person is providing seems vague.
- **Maintain open body language:** It is likely that the person providing feedback is stepping out of their comfort zone to provide you with developmental feedback. Encourage their attempt to help by sending them positive messages.
- **Listen objectively:** Do not let yourself feel threatened or become defensive. Receive feedback with the basic assumption that the person providing is motivated by a desire to help you grow as an individual, and to improve your effectiveness.

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## TIPS FOR RECEIVING FEEDBACK

- **Reflect before responding:** Make sure you understand what the other person is trying to communicate, then intentionally and honestly consider what the other person has said.
- **Say thank you:** Again, the person who gave you feedback may have taken an emotional risk to provide it to you – recognize that risk and encourage such motivation by thanking the feedback provider.
- **Take it or leave it:** You decide whether the feedback you have received is truly an opportunity for development. If you recognize the truth and value in the feedback given, take it to heart and do what you can to improve. If you don't find the value, you have the right to leave it behind.

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## ADDITIONAL RESOURCES FOR MORE EFFECTIVE FEEDBACK

- *Difficult Conversations* by Douglas Stone, Bruce Patton, Sheila Heen
- *The Hands Off Manager* by Steve Chandler
- “A CEO’s 6 Steps to More Effective Feedback” at HBR.org (Harvard Business Review)
- *Forbes Magazine* Feedback Self-Assessment, available online:  
<http://zengerfolkman.com/feedback-practices-perceptions/>

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## CONNECT



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