Feedback Conversations that Actually Work!

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When you hear the word feedback, how do you feel?
Session Roadmap

- Intention
- Mindset
- Feedback Reframe
- Practice and Accountability
What is the purpose of feedback?

Helping people learn and grow into their potential…….
The Feedback Fallacy

"FEEDBACK IS ABOUT TELLING PEOPLE WHAT WE THINK OF THEIR PERFORMANCE AND HOW THEY SHOULD DO IT BETTER – WHETHER THEY’RE GIVING AN EFFECTIVE PRESENTATION, LEADING A TEAM OR CREATING A STRATEGY.

THE RESEARCH IS CLEAR: TELLING PEOPLE WHAT WE THINK OF THEIR PERFORMANCE DOESN’T HELP THEM THRIVE AND EXCEL, AND TELLING PEOPLE HOW WE THINK THEY SHOULD IMPROVE ACTUALLY HINDERS LEARNING."

Source: The Feedback Fallacy, HBR March-April 2019
Source: Conversational Intelligence®
Judith Glaser

Amygdala
Fight
Flight
Freeze
Appease

Prefrontal Cortex
Executive Functioning
Creativity
Rational Thinking
Innovation
Hold multiple perspectives
What is your intention?

• “I know I am ready to give feedback when I’m ready to sit next to you rather than across from you.”

• “I know I’m ready to give feedback when I’m ready to listen, ask questions, and accept that I may not fully understand the issue.”

• “I know I’m ready to give feedback when I recognize your strengths and how you can use them to address your challenges.”

Source: The Engaged Feedback Checklist – Dare to Lead™ Brené Brown
GROWTH MINDSET vs. FIXED MINDSET

Embrace challenges
Persist in the face of setbacks
See effort as the path to mastery
Learn from criticism
Find lessons and Inspiration in the success of others

CHALLENGES
OBSTACLES
EFFORT
CRITICISM
SUCCESS OF OTHERS

Avoid challenges
Gives up easily
See effort as fruitless or worse
Ignore useful negative feedback
Feel threatened by the success of others
LET GO OF PERFECTION

"Practice and effort are the path to mastery and feedback will help you get there."

– Carol Dweck
Questions to Develop Growth Mindset

1. What did you learn from that experience?
2. How did you prepare that contributed to your success today?
3. What are some different strategies you could have used?
4. How did you keep going when things were challenging?
5. What can you learn from your colleagues today?

Feedback to Develop Growth Mindset

1. This will be challenging to learn, but I believe you can master it.
2. You haven’t got it yet, but you will if you keep practicing and thinking about it.
3. I really appreciated your effort today.
4. It is okay to take risks, that’s how we learn.
5. Getting better takes time and I see you improving.
Reframing Feedback
Feedforward!  
Not backward

Let’s look toward the future……
Feedforward

- Learn how to *love it!*
- Seek it out
- Make it easy
- Be specific
- Growth Mindset
- Let go of *perfect!*
Feedforward

- Learn how to *love it!*
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- Let go of *perfect!*

What would you like to see more of from me?

What would you like to see less of from me?

What is one thing I could do that would really make a difference?
Check-In
Partner A
Describe an area of your work that you would like to improve upon. Tell your partner about it briefly and be specific about where you are needing help.

Eg. “I keep getting tongue tied when I try to speak up at meetings when our VP is in the room.”

5 minutes each partner. Chimes will ring to signal a switch.

Partner B
Listen.
Be curious.

Offer Feedforward 1 or 2 ideas

Eg. “You could prepare ideas before the meeting.”

“Deep breathing to stay calm when nerves kick in.”

Let’s Practice!
Debrief Feedforward

• Share one word to describe that experience for you......
Who will you ask for feedforward?
Thank you!

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