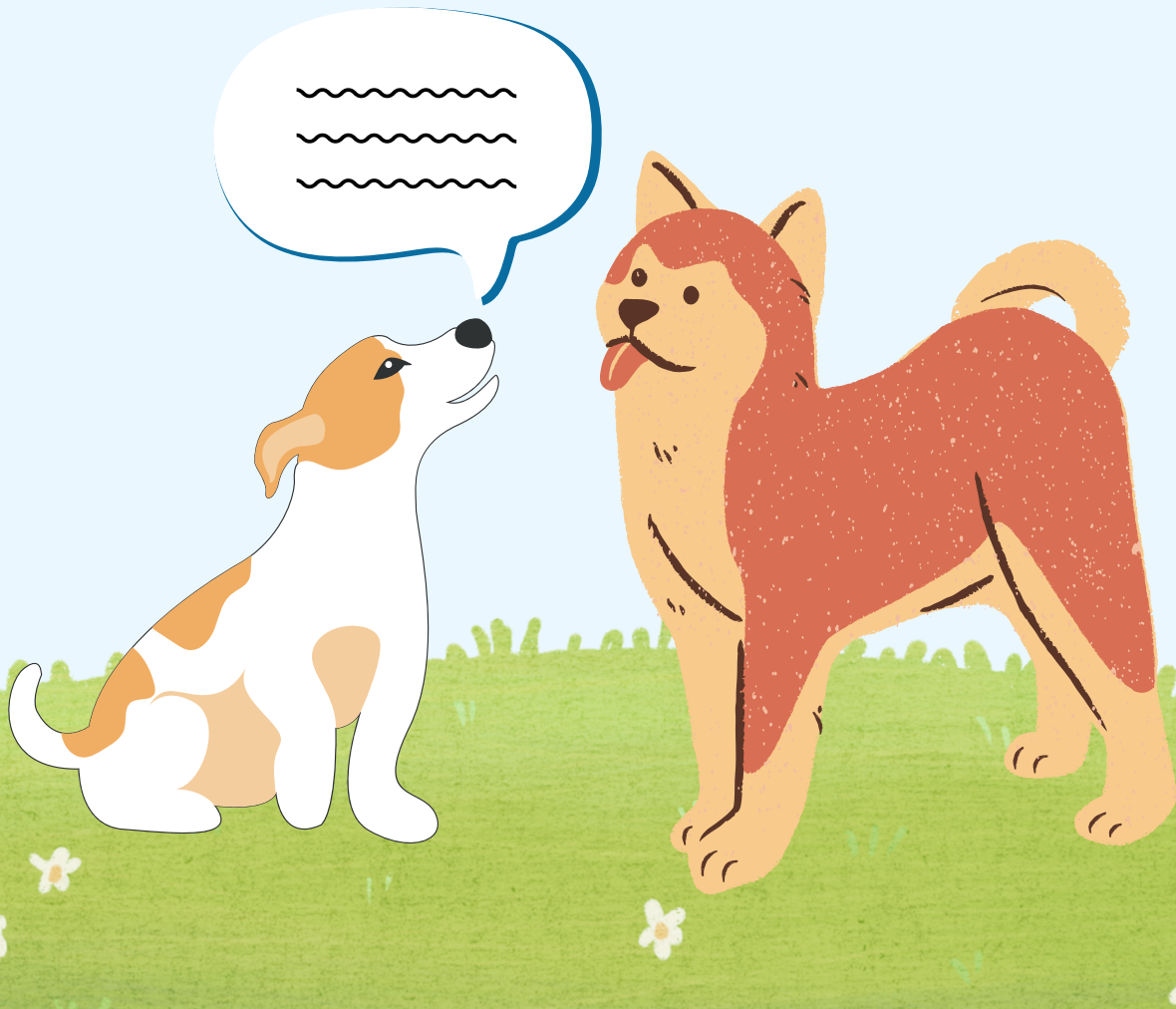


# HOW TO DELIVER FEEDBACK THAT IMPROVES PERFORMANCE



# HOW FEEDBACK IS RECEIVED

As you give feedback or input to a person, their emotional brain may deflect or defend against it, depending on their beliefs of who they are as a person and their perception of you as a leader. Your goal in giving great feedback is to help them move from a reaction to a decision.

## Feedback is only valuable if it works.

- Much of the feedback managers give simply triggers a negative emotional response
- Feedback that results in defensiveness or disengagement isn't valuable
- Unbalanced feedback is perceived as unfair

## Many leaders believe these things about feedback even though they may not be true:

- People don't know they should be doing something differently  
*In fact a team member may know they should be performing a task differently, but doesn't know how.*
- If they do know, they will do things better or differently  
*Simply telling someone to do something differently doesn't mean they will actually do it differently. A knowing - doing gap exists for everyone.*
- Our thoughts and ideas about their performance are correct  
*In reality, a team member's thoughts and ideas must be their own. As leaders, we may not be in a place where they will buy into our thoughts. If a level of trust hasn't been established, just telling a team member what we think can cause them to deflect.*



# GIVING EFFECTIVE FEEDBACK TO OTHERS

- 1 Their ideas about what to do next matter most**

We can tell people what to do, but we are more effective when we can get them to think about their own ideas around changes they want to make.
- 2 You need to help them create a plan, not just an intention**

Someone saying they want to do something differently won't actually make any changes until they have a concrete plan for how it will happen.
- 3 Questions help them think more than statements**

Asking them how they want to get different results or what changes they want to make next time is far more effective than telling them what you think they should do differently.
- 4 If you cause fear or create stress, they are no longer listening**

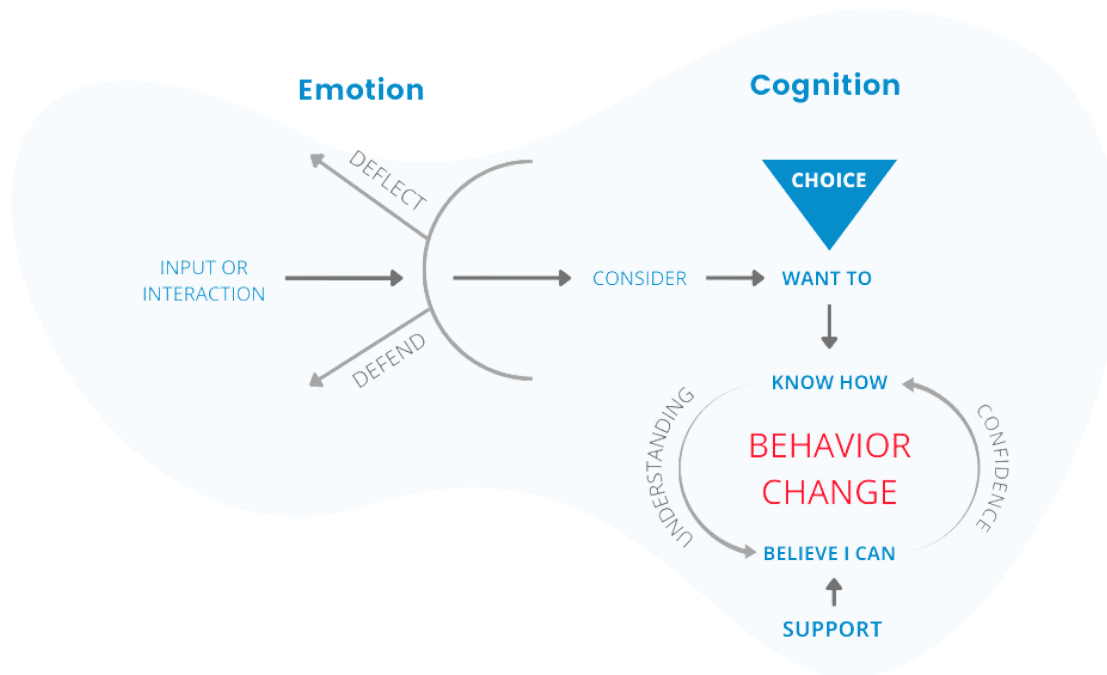
Once someone gets scared or stressed their fight or flight system gets engaged and they are focused only on escaping the situation or defending their position.
- 5 Compliance and commitment are different**

Getting someone to agree with your point of view on what they need to do differently is far less effective and sustainable than their own commitment to a new course of action or set of thoughts.
- 6 You cannot win and help at the same time**

If you catch yourself trying to convince them that you are right, you have lost the ability to support them in developing their own new thoughts or new set of actions.
- 7 Timing matters**

Sometimes speed is not the most important thing, and we need to wait for opportunities for others to be in the right frame of mind and receptive to new ideas or ways of thinking.

# USING QUESTIONS TO BREAK THROUGH



## Sample Questions

- What's your definition of success for this task?
- How do you want to prepare for your day to be at your best?
- What would happen if you prepared in a certain way everyday for the next year?
  - Do you think you would achieve more? If so, how?
  - What would it look like?
  - What would you spend your time on?
  - How much time would it take?
- What do you want to do differently next time?
- How can I help you?
- How are you going to organize differently?
- Who else do you know that's really good at this, that might be able to support you as you do it?

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