

Participant Workbook Feedback

AVEDA

Our careers, our companies, our relationships, our very lives succeed or fail, gradually then suddenly, one conversation at a time.



definition of fierce feedback

A conversation in which we help ourselves and others stay awake during "gradually" so that we arrive at our desired "suddenly."

When our achievements, talents, and positive results are noticed and acknowledged and our missteps are addressed and resolved, we deepen our commitment to bringing out the best of ourselves to our work and to our families every day.

This in turn translates to stronger relationships and better performance.



small group conversation

Choose one of the following questions to discuss in your small groups:

What prices do we pay if we don't have a culture of feedback – where feedback is not openly shared and received?						
2.What are the benefits of a feedback-rich culture – where feedback is shared and received 365 days a year on our teams and with the people around us?						

"Complicated times call for simple measures. Simply put, if it is to be, it is up to me."

— Susan Scott

research

- 39% of employees report that they don't feel appreciated at work
- 14.9% lower turnover rates in companies that implement regular employee feedback
- 43% of highly engaged employees receive feedback at least once a week – compared to only 18% of employees with low engagement
- 65% of employees said they wanted more feedback while 58% of managers think they give enough
- 98% of employees will fail to be engaged when managers give little or no feedback
- 69% of employees say they would work harder if they felt their efforts were being better recognized
- 78% of employees said being recognized motivates them in their job.

Combined data from a 2009 Gallup survey and the 2011 Globoforce Workforce Report.



waypoints - mapping the journey



Instructions for paired conversation:

Partner A:

Share your future waypoints with Partner B.

Partner B:

Share your future waypoints with Partner A.



Waypoint Model: the 3 steps

experience					
The when, where, and what.					
explore					
cxplore					
Inviting the other person's perspective.					
explain					
Why is this conversation/this feedback essential?					

"Our most valuable, enduring relationships require that we stay current with one another at work and at home – face to face."

Susan Scott



what's the difference?



feedback VS. confrontation

It's never happened before and I don't think they were aware they did that.

They did a great thing and I want to make sure they know how impactful it was for me, the team, the organization.

I see a pattern that could become a problem later on for the person and feel compelled to share it with them so that they have an opportunity to course correct.

Happened once—not necessarily an expectation they change, but rather I want to make sure they see it from my perspective.

A mistake was made and it's important to share insights on what could have been done better.

There is a pattern of similar behavior. I've said something and nothing is changing or it is not changing quickly enough.

They did something that is troublesome to me, or the team, or the organization and it really shouldn't happen again.

The individual has done something and once is too much.

Keeps happening and now it is affecting our relationship, ability to work effectively together, and/or our results.

Mistakes keep being made and there is an underlying issue that needs to be corrected to prevent further, unanticipated mistakes.



I would like to give you some feedback...

Setting your context for giving feedback

Before you give feedback, ask yourself:

- What is my true intention with giving feedback? To improve performance? Work better together? To be right?
- 2 Am I making some assumptions about this person and their abilities, decisions, behaviors?
- 3 Have I laid out my expectations in clear and direct terms?
- 4 Have I set realistic goals with this person?

"Out beyond ideas of wrongdoing and right doing there is a field. I'll meet you there." -Rumi



WHO



Who do you need to have a feedback conversation with? Who needs to have you hold a mirror up for them, to have a waypoint set on their behalf?

experience where? when? what?



What was YOUR experience of what happened? Be specific. As though you were watching a video.

explore GET CURIOUS



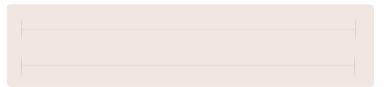
Ask: What's true for you? What was your experience? How do you see this? Can you tell me what was going on? I'm curious if you see what I see.

explain why it matters



What are the results if this behavior continues? What is the impact if nothing changes? For them? For the team? For the organization?

FUTURE FOCUS



What are the next steps? What can they commit to? What are they feeling now? What will they feel when they accomplish this next step? What else?



small group conversation

Partner A:

Read the EXPERIENCE and EXPLAIN sections.

Be sure to express to your partner why you think it matters for the future of this individual. Let them know, from your perspective, what is at stake. Why is this important?

Partner B:

Make sure Partner A has described a physical point in time and an action – the when, where, and what.

Is their example clean and clear? Were there any loaded words or assumptions? How can you help them make their feedback stronger?

Switch roles and repeat.





experience

What is one of your desired suddenlys?

|-----

explore

From whom do you need feedback along the way?

Why that person?

explain

What results are you currently getting and where can you improve?

Write out your "ask" in 2-3 sentences.

For example:

When I lead a meeting, my goal is to have a robust, transparent conversation with everyone so that we understand and respect one another's perspective. (experience)

I would appreciate hearing from you about ways in which I could have improved the experience and outcomes of the meeting. (explore)

I ask because it's easy for me to assume the meeting is going well, but there is always room for improvement. (explain)



When and where will you have this conversation?







experience where? when? what?

- Listen carefully to what is being said and how.
- Say "thank you."
- Decide what you can learn from the feedback.

explore GET CURIOUS

- Be curious.
- Ask for clarification and examples:
 - Can you give me some specific examples? Can you say more about that? Where else have you seen me demonstrate this? How long have you been noticing? What has the impact been on you and me, on others, on the team?

explain why it matters

Articulate your future focus.

•	rake responsibility	for the impact	and present yo	ur thoughts.
•	Reiterate gratitude	for the feedba	ck and share W	HV it is important to

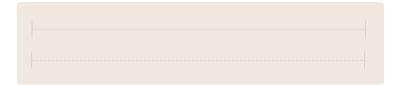
"What we do not make conscious emerges later as fate."

— Carl Jung





experience when? where? what?



Give specifics and details. "Good job" is not enough.

explore GET CURIOUS



Ask questions that help incorporate the feedback: Have you received feedback like this before? Where does this land for you?

explain why it matters



Articulate why they deserve to hear this feedback and how their behavior impacts you/ others (in the best of ways).

"If your recognition program is their paycheck...you're sunk."

— Susan Scott



refresher

- Feedback is a conversation in which we help ourselves and others stay awake during "gradually" so that we arrive at our desired "suddenly."
- Waypoints are the conversations we need along the way in order to navigate successfully toward our desired suddenlys.
- In every aspect of feedback giving, asking, and receiving there are 3 components: EXPERIENCE (the when, where, and what), EXPLORE (being curious, interrogating reality, and provoking learning), and EXPLAIN (the why + a future focus).
- When receiving feedback, focus on identifying the 4
 Objectives of Fierce Conversations. Really ask and really listen.
- It takes courage to give feedback. Saying "thank you" can ensure the feedback continues.

whatcha gonna do?

What are you committed to do when you return to work?					
What feedback do you want to ask for? When will you ask for it?					
What else could you do to turn today's insights into new behaviors?					



my

"apostrophe"	



stay fierce.

