



fierce.®

CONVERSATIONS®

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:

1.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?

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"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

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:**

**1 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

Waypoint Model: giving feedback

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.



Waypoint Model: asking for feedback

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?



Waypoint Model: receiving feedback

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

- Take responsibility for the impact and present your thoughts.
- Reiterate gratitude for the feedback and share WHY it is important to you.
- Articulate your future focus.

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

— Carl Jung

Waypoint Model: giving praise

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?

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What feedback do you want to ask for?
When will you ask for it?

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What else could you do to turn today's insights
into new behaviors?

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my “apostrophe”



A large white rectangular area with horizontal dotted lines for writing, intended for a personal letter or message.

stay fierce.