

The Art of Feedback

Learning Facilitator: Jo Anne Preston

Workforce & Organizational Development Sr. Mgr.

jpreston@rwhc.com

DRCHSD Summit Presentation - 2021



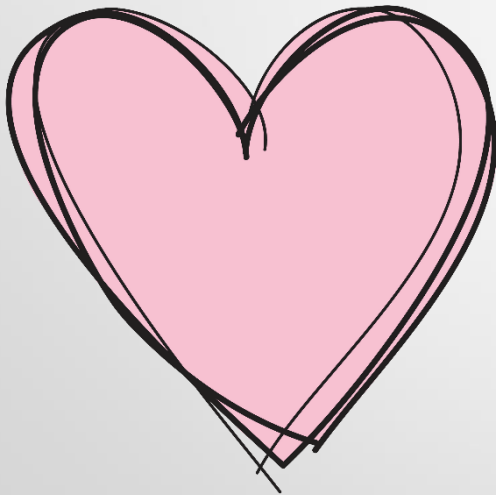
Today we will explore:

1. Why feedback is so important for health care teams
2. A model for delivering effective feedback
3. Opportunities to practice giving difficult feedback
4. How to manage challenging responses to feedback
5. Tips for gracefully receiving feedback

Why feedback matters:



Chat a characteristic of someone who
you can hear the tough message from



Managers and Leaders Must:

- Select good people
- Define clear expectations
- Provide recognition
- *Care*

Marcus Buckingham, Author of The One Thing You Need to Know About Great Managing, Great Leading, and Sustained Individual Success

More from “The One Thing...”

- “Fake caring is worse than no caring”
- “If you don’t care about people, get out of management”
- Marcus Buckingham, Author of The One Thing You Need to Know About Great Managing, Great Leading, and Sustained Individual Success

Challenges and Opportunities

In your small group, discuss what challenges you most when you need to give feedback.

One person keep a list of the themes and share with the larger group when you are done.


What are employees thinking?

- What am I supposed to do? (*Managing expectations*)
- Once I know,, how am I doing? (*Providing feedback*)



Leaders are paid to:

- Set and meet goals
- Create and meet budget
- Foster a welcoming culture
- Meet productivity targets
- Recruit and retain employees
- Structure the work



So why **DON'T** employees do what they are supposed to do?

Often it's that they don't know-

- **What** they are supposed to do
- **How** they are supposed to do it
- **Why** they are doing it
- **Who** it matters to

Can't/Won't!

Unwilling and Unable

Unwilling but Able

Willing and Able

Willing but Unable

Set the Stage



Effective Feedback-Feed *Forward* Is:

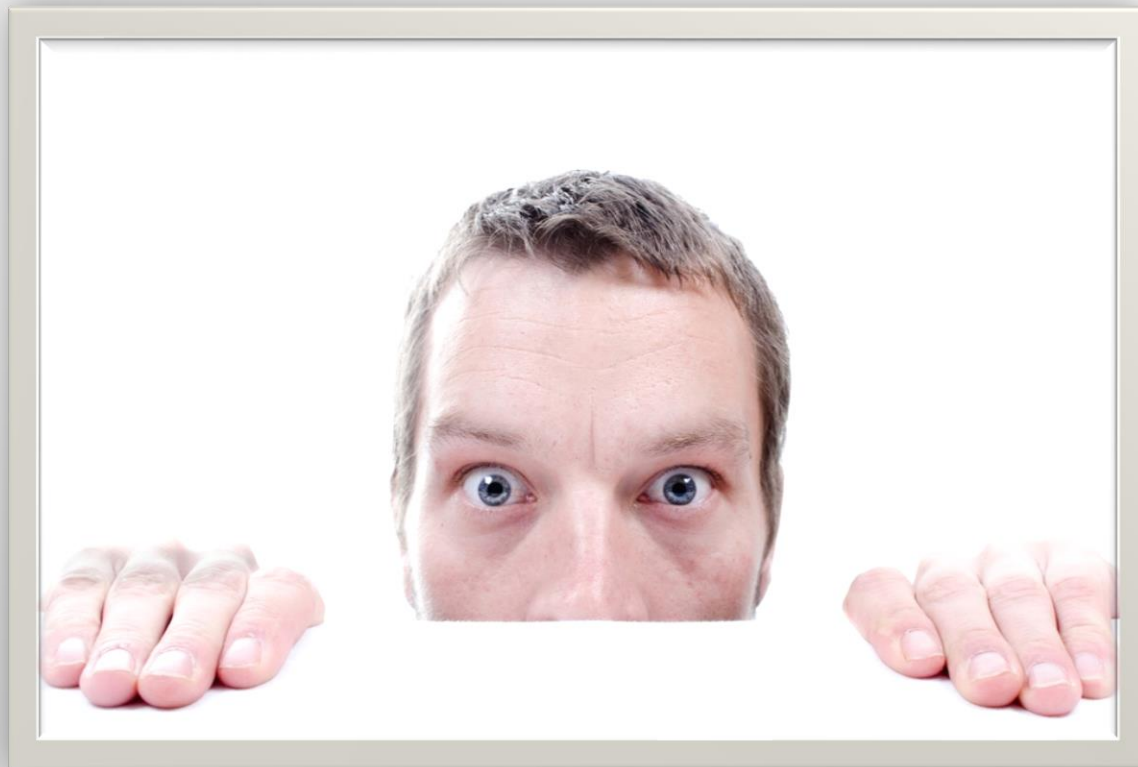
1. Specific
2. About **behaviors/actions**,* not characteristics/judgments
3. Clear about the result or effect of the behavior
4. Clear about future expectations of behavior
5. Clear about consequences

The BEARRR model:

- **B**ehavior
- **E**ffects of Behavior
- **A**sk
- **R**esults/**R**einforce/**R**ecognize



It doesn't always go as planned....



Addressing Difficult Responses to Feedback

- Anger/Attack
- Defensiveness/Denial
- Passing the Buck
- Silence
- Indifference
- Despair
- Superficial Agreement

Feedback Practice Groups:

- A – the manager giving feedback
- B – the employee
- C – Other(s) are observers (your “phone a friend” resource if you need one!)

- Take a few minutes to create your “giving feedback” scenario based on the previous “judgments/ behaviors” discussion
- Employee, give some thought to how you might react to feedback with one of the defensive behaviors
- Practice it!

Practice Debrief

- Did you get derailed?
- Employees & Observers, what did the person giving feedback do effectively?
- Who controlled the conversation?
- Will the conversation improve performance?
- Was the working relationship improved?

Basic Themes to Keep in Mind:

- Say what you see
- Keep your intention front and center
- Be prepared to be flexible: but don't get derailed
- Be open to personal accountability – but not hard on yourself

Being on the receiving end

- Assume goodness
- Don't defend
- "Tell me more" vs "But..."
- THANK them
- Be THAT kind of leader – Why?
- Ask yourself, "who might say I am NOT that kind of leader?"



Questions and discussion