

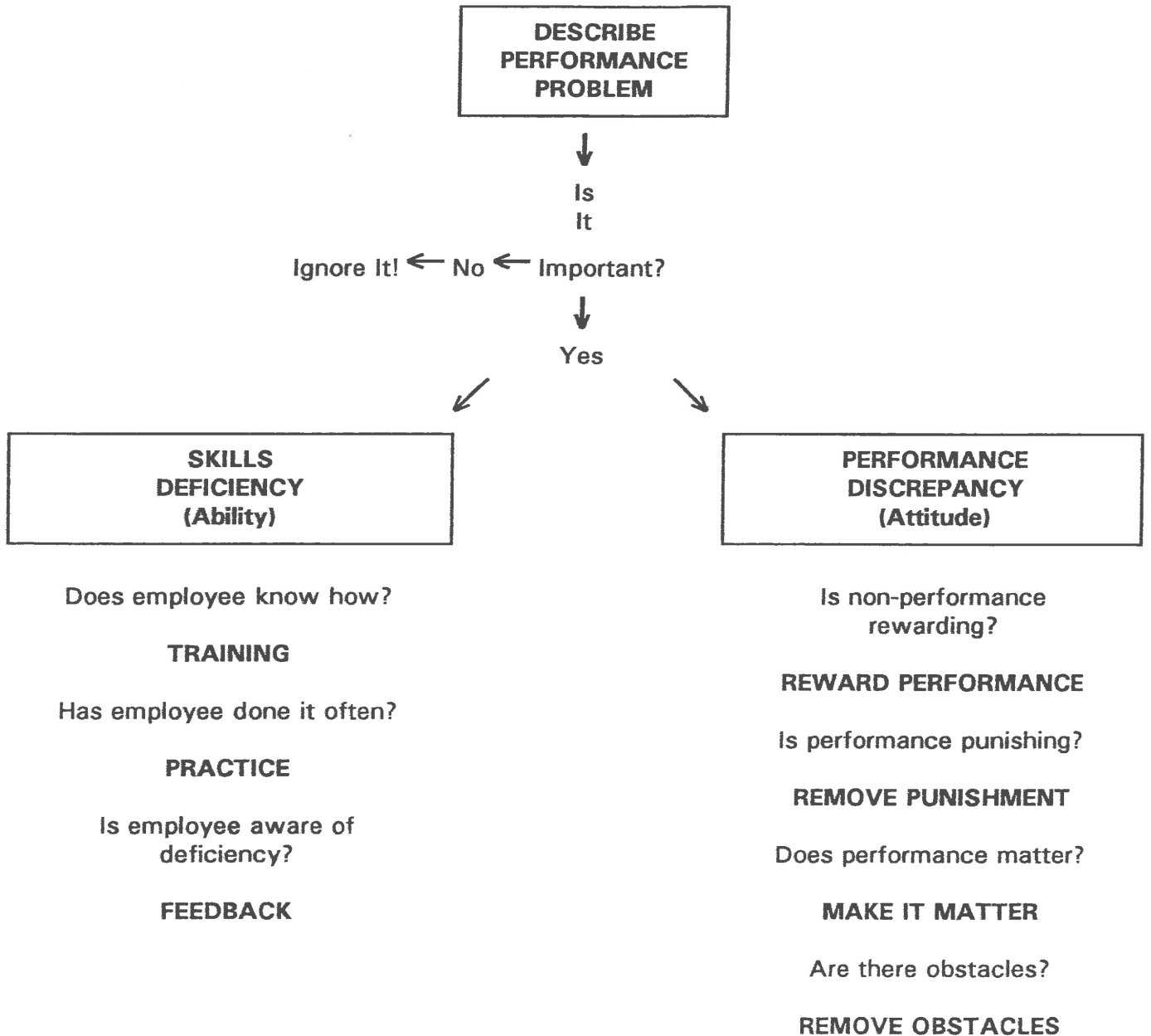
CSMFO 2016 ANNUAL CONFERENCE

**DELIVERING DIFFICULT FEEDBACK
EFFECTIVELY:
STRATEGIES, SKILLS AND TECHNIQUES
THAT WORK**

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MAGER MODEL FOR ANALYZING PERFORMANCE PROBLEMS



DELIVERING DIFFICULT FEEDBACK PLANNING, CONDUCTING & ASSESSING THE FEEDBACK SESSION

I. Planning the Session

1. Clearly define the problem/issue and the effects of the employee's behavior on the work product/team. Fully define the situation the employee is facing.

2. Think about your goal for the feedback session. What do you want to accomplish?

3. Have all necessary information, documentation, work products with you.

4. Arrange for a private, uninterrupted feedback session with the employee.

5. Plan on spending as much time as you need to thoroughly discuss the situation.

6. Think about how the employee might respond, questions they might ask, and how you will respond.

7. Write down "talking points." Practice the feedback you will give.

8. Consult with your manager/human resources to ensure organizational alignment.

DELIVERING DIFFICULT FEEDBACK PLANNING, CONDUCTING AND ASSESSING THE FEEDBACK SESSION

II. Conducting the Session

1. Begin by telling the employee why you are having this feedback discussion. Do not start with tangential small talk or praise for parts of the job they perform well.

2. Describe specifically which behavior is the problem and identify the effects of this behavior on the employee's work product, other employee's, the team or CRC. Thoroughly explain the situation.

3. Ask the employee for his/her perception of the issue/problem. Listen actively and maintain objectivity.

4. Identify the desired behavior change, and discuss possible alternative solutions. Encourage the employee to come up with their own solutions before you offer your recommended suggestions.

5. Explain what actions need to be taken now, the consequences if change does not occur, as well as the positive outcomes if the desired change does occur.

6. Summarize what the two of you have discussed. Be sure that the employee has the same understanding of the situation as you do.

7. Schedule an appropriate follow up date to meet.

DELIVERING DIFFICULT FEEDBACK PLANNING, CONDUCTING AND ASSESSING THE FEEDBACK SESSION

III. Assessing the Session

1. Document the key points:

- Date & time
- The specific issue/situation discussed
- How the employee responded
- The action plan coming out of the feedback session
- The follow up date and potential next actions

2. Evaluate the session:

- How do you feel about the discussion?
- How do you think the employee feels about it?
- Did you accomplish your goal?
- What would you do differently/what did you learn from this experience?
- What do you need to do to be ready for the follow up session?

3. Follow up to see if the desired behavior change has occurred.

- Provide positive recognition if the desired behavior change has occurred
- Continue with additional feedback/counseling/progressive discipline if the desired behavior has not occurred
- Consult with your manager and human resources to ensure organizational alignment

KEY POINTS FOR DELIVERING DIFFICULT FEEDBACK CONDUCTING THE FEEDBACK SESSION

1. Begin by telling the employee why you are having this discussion. Do not start with small talk.

"Jim, I want to talk with you about your monthly reports being late."

2. Specifically describe the problem in behavioral terms. Specify the desired result.

"This is the second month that your monthly report has been late. Last month you submitted it on the 8th. Today is already the 6th and you haven't given me your report yet. I need to have that report no later than the 3rd of each month."

3. Explain the effects of the problem-behavior on the workflow, co-worker, departments, etc.

"When your reports are late, then our departmental statistics are late. We uses those statistics to make decisions regarding the budget within our department. If we don't have the information, we can't make those decisions."

4. Ask the employee to identify the cause of the problem.

"Jim, what is the reason for turning in your reports late?"

5. Ask the employee for his/her suggestions for solving the problem. Also ask how you can help.

"What do you need to do in order to get your reports in on time? What do you need from me?"

6. Summarize an agreed upon solution.

"So we have agreed that you will maintain statistics throughout the month so you don't have to compile all of them at the end of the month. I will have someone answer your calls so you are not interrupted when you complete the month-end report."

7. Schedule a date to follow-up.

"I'll check with you on the 20th to see how you are progressing with this month's statistics."

TYPE	DEFINITION	PURPOSE	IMPACT
<ul style="list-style-type: none"> SILENCE 	<p>No response provided.</p> <p>Example: "Silence."</p>	<p>Maintain status quo</p>	<ul style="list-style-type: none"> Decreases confidence (long term) Reduces performance (long term) Creates surprises during performance appraisals Can create paranoia
<ul style="list-style-type: none"> CRITICISM 	<p>Identifies behaviors or results that <i>were</i> undesirable, not up to standard.</p> <p>Example: "You did a poor job during that presentation this morning."</p>	<p>Stop undesirable behavior/results</p>	<ul style="list-style-type: none"> Generates excuses and blaming of others Tends to eliminate other related behaviors Decreases confidence Leads to escape and avoidance Hurts relationship
<ul style="list-style-type: none"> CONSTRUCTIVE CRITICISM (positive) 	<p>Identifies behaviors or results that were undesirable and ways to improve performance.</p> <p>Example: "To increase the effectiveness of future presentations we need a formal plan, agenda and slides that reinforce the message."</p>	<p>Improve upon behaviors/results.</p>	<ul style="list-style-type: none"> Generates responsibility & accountability Increases confidence Reinforces "partnership" behaviors Establishes positive learning environment
<ul style="list-style-type: none"> ADVICE 	<p>Identifies behaviors or results that are highly regarded and often specifies how to incorporate them in the future.</p> <p>Example: "Please remember to talk to Sue and include her ideas in the final report, so the report is comprehensive and up to date."</p>	<p>Shape or change behavior/results to increase performance</p>	<ul style="list-style-type: none"> Improves confidence Can improve relationship Increases performance
<ul style="list-style-type: none"> REINFORCEMENT (positive) 	<p>Identifies behavior or results that were desired; up to or exceeding standards.</p> <p>Example: "This report is thorough, well documented and easy to follow. Thank you for taking the time to structure it this way."</p>	<p>Increase desired performance/results</p>	<ul style="list-style-type: none"> Increases confidence Increases performance Increases motivation

THE 10 DO'S AND DON'T'S OF DELIVERING DIFFICULT FEEDBACK: EXPLODING FEEDBACK MYTHS

- Myth #1: No news is good news.
Fact: *Lack of feedback is the #1 complaint of employees in the United States. It is your obligation to provide positive & negative feedback.*
- Myth #2: Time will take care of all problems/issues.
Fact: *Time + Problems = Worse Problems. People, not time, solve problems/issues.*
- Myth #3: Difficult feedback can be communicated on the phone or email.
Fact: *Face to face communication is the only acceptable way to deliver difficult feedback. You need to see, hear and interpret words, tone of voice, body language to know if your message is getting through.*
- Myth #4: Begin with something positive to get the employee feeling good.
Fact: *Begin with the specific problem/issue. This gets the discussion focused immediately.*
- Myth#5: Most employees do not want to hear constructive criticism.
Fact: *Most people want to do their best and they need constructive feedback to add greater value.*
- Myth #6: Stockpile difficult feedback so you can unload in one session.
Fact: *Discuss problems/issues shortly after they occur so they can be worked in a timely way.*
- Myth #7: The "Sandwich Approach" works. Positive – Negative – Positive
Fact: *This approach is confusing. Focus on what went wrong, how it can be fixed. The employee needs to know why you are having this discussion – it is to deliver difficult feedback, not to praise.*
- Myth #8: Most employees can solve their own issues/problems.
Fact: *Organizational issues need to be worked together. Your job is to practice servant leadership to maximize value added.*
- Myth #9: It is fine to display your negative emotions during the session.
Fact: *Stay cool, calm and collected. Your emotions can never take the focus off the real issues. You cannot become the issue.*
- Myth #10: It is easy and requires no planning to deliver difficult feedback.
Fact: *Delivering difficult feedback requires planning, analytical skills and sound communication skills. It is both challenging & rewarding.*