



Sarah Mayle
COACHING

Giving & Receiving
CONSTRUCTIVE

FEEDBACK

PARTICIPANT GUIDE

Woman in Manufacturing

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Common Mistakes to Avoid When Providing Feedback

1. The feedback judges' individuals rather than describing their actions
2. The behavior component of the feedback is too vague
3. The feedback speaks for others
4. Negative feedback is sandwiched between positive messages
5. The feedback is exaggerated with generalities
6. The feedback analyzes the motives behind the behavior
7. The feedback goes on too long
8. The feedback contains an implied consequence or threat
9. The feedback uses inappropriate humor
10. The feedback is a question, not a statement

Content Adapted from Center for Creative Leadership



WHY FEEDBACK IS IMPORTANT



It's how we learn and grow.

 <p>Innovation</p> <p>Maximize the advantage and benefit of multiple perspectives.</p>	 <p>Engagement</p> <p>Energize employees to thrive in a growth-oriented environment.</p>	 <p>Increase Performance</p> <p>Avoid mistakes and reduce rework.</p>	 <p>Calibrates Performance</p> <p>Communicate levels of performance.</p>
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Notes



Five Elements of Productive Feedback




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PROVIDING FEEDBACK

WHAT GETS IN THE WAY

ACTIONS TO TAKE



- Don't want to upset others
- Fear reaction or impact
- Past experiences that went poorly

Review why feedback is important


Notes



PROVIDING FEEDBACK

WHAT GETS IN THE WAY


ACTIONS TO TAKE



WILLINGNESS TO PROVIDE

SKILL TO PROVIDE

Believe you're not good at giving feedback

 Practice and start small

Notes



RECEIVING FEEDBACK

WHAT GETS IN THE WAY

ACTIONS TO TAKE

WILLINGNESS TO ACCEPT

ABILITY TO PROCESS

Take it personally

Assume the next time will be like the worst time

We assume others' motives

Consider it proof we're not good enough

- ☑ Be curious, what can I learn from this?
- ☑ Review why feedback is important
- ☑ Ask for others' motives
- ☑ Be kind to yourself

Notes



RECEIVING FEEDBACK

WHAT GETS IN THE WAY

ACTIONS TO TAKE



Take it personally



Process until you can
be objective

Notes



1. Prepare

- Understand your motive
- Articulate your message
- Use the *SBI Model



2. Practice

- Practice with a neutral party
- Provide perspective to the feedback



3. Deliver the Feedback

- In an acceptable environment
- Stay objective, no personal attacks



4. Have a follow-up plan

- If applicable, agree to a time to reconnect to continue the discussion



5. Have an exit plan

- Prepare a statement that will deescalate and end the meeting if necessary



6. Reflect and Assess

- What went well?
- Where did things get stuck?
- What will you do different next time?

*SBI Model, Center for Creative Leadership

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The SBI Model provides a structure that helps you keep your **feedback*** focused, relevant and increase the likelihood it will be received in a clear, non-defensive manner by the recipient.

Situation: Describe the situation where the observed behavior occurred. The more specific you can be about the where and when, the better.

Behavior: Help the individual understand exactly the behavior you're talking about. Think of playing back a videotape using only words to describe what you saw and heard. Avoid interpretations and judgments, instead simply describe actions.

Impact: Share with the individual the impact of the behavior on you and/or others who were present. Impact is what you experienced. Impact statements are about the speaker, not the other person. The impact of the behavior can include work outcomes, client satisfaction, work team and/or the larger business organization. In essence, the consequences or result of their behavior on their reputation, perceived professionalism, capability, etc. Most often the statement will start with, "I felt..." or "I was..." not "You were...". An impact statement is not an interpretation of why the individual showed the behavior, and it is especially important not to include judgments of the behavior.

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***Note:** The word **"Feedback"** can be perceived as negative; it is at the heart of a Guidance System – Try to replace the word in your vocabulary: insight/observation/guidance/suggestion, etc.



Helpful Tips and Hints to Remember: The SBI Model

Situation	Behavior	Impact
Anchored in Time and Place	Observable Action	On You, Others, Task, Organization
<ul style="list-style-type: none"> • Describe when and where the behavior occurred. • Be specific so the recipient can go back to the time and place of the behavior. • Describe who was there, why you were there, what happened just before or after the behavior. 	<ul style="list-style-type: none"> • Describe only behaviors that you can hear or see (i.e., behaviors that a video or audio recorder might capture). • Avoid judgments (e.g., you were angry, you were a good listener). • Be specific so the recipient knows exactly what she or he did that impacted you or others. 	<ul style="list-style-type: none"> • Describe how you felt. • Describe the actions you took as a result. • If relevant, describe the feelings, thoughts, and actions of others. • Describe any impact on the task, team or organization.

Practice Grids:

Situation	Behavior	Impact
Anchored in Time and Place	Observable Action	On You, Others, Task, Organization



3 TAKEAWAYS

01

Based on what I learned today, no wonder I ____.

02

I didn't realize that ____.

03

My biggest "Ah-Ha!" today has been ____.



NOTES



ABOUT SARAH MAYLE



Sarah Mayle Coaching specializes in Leadership Development and Executive Coaching. Sarah Mayle is the owner and principal consultant with the Company. The Company is affiliated with the Management Research Group (MRG) network with over 200 consulting organizations around the world.

Sarah Mayle is a Certified Professional Coach who is passionate about the coaching process that can provide the focus, clarity, and velocity to overcome barriers with confidence. With a creative, supportive, direct, and thought-provoking approach, clients can identify, clarify, and focus on their development in a safe and non-judging space. She believes in a client until they can do so themselves.

With over 20 years of working in Human Resources in the nuclear, manufacturing, construction, distribution and health care fields, the challenges of working in a corporate environment are numerous and profound. Motivated by her own experiences and transformational journey, she assists clients to increase their self-awareness and consciousness, all while championing their successes and efforts along the way.

Sarah received her Coaching Certification from the prestigious Institute of Professional Excellence in Coaching and the Professional Certified Coach Accreditation through the International Coaching Federation. She shares her passion and knowledge of coaching as a trainer for the Institute of Professional Excellence in Coaching. She holds a bachelor's degree from Capital University and a master's degree from The Ohio State University.

Sarah is married with 3 children and a dog. She and her family live in a suburb of Columbia, South Carolina. She enjoys time with her family, traveling, meeting new people, experiencing new cuisines, and playing tennis.