

WORKBOOK: WEEK THREE

COMMUNICATION & FEEDBACK

new manager
bootcamp

CHECKLIST

Week 3: Communication and Feedback

- Week 3 Summary
- Main Teaching Video: Receiving Feedback (14:32)
- Audio Lesson: Talking Points & 1-on-1 Questions (8:22) + PDF Resource
- Audio Lesson: First Truth First (6:11)
- Audio Lesson: God Bless the A**Hole (5:36)
- Audio Lesson: Evaluating your Team using PPV Tool (7:12) + PDF Resource

Feedback Assessment

Rate how well you are currently **GIVE** feedback to others at work:



I avoid it, don't give it well or in a timely manner

I am good with giving feedback when & how it's needed

Rate how well you are currently **RECEIVE** feedback from others at work:



I don't like it, I get defensive or deny what's been said

I listen and accept good/bad feedback well

When is the last time you received constructive feedback? How did it go?

What benefits would you see in your career if you readily, openly and regularly asked for feedback from those you worked with?

Facts about Givers & Receivers

COURAGE IS WHAT IT TAKES TO STAND UP AND SPEAK;
COURAGE IS ALSO WHAT IT TAKES TO SIT DOWN AND LISTEN.

- winston churchill

Givers:

1. Are Uncomfortable Too
2. Aren't Perfect
3. Need To Be Liked

Receivers:

1. Blame the Giver
2. Shut Down
3. Need To Be Liked

YOU ARE IN CONTROL

- + What you do or do not accept
- + How much sense you make of the feedback
- + Whether you choose to deny/argue or learn/grow

Three Types of Feedback

Appreciation

1. Thank You
2. We all want and need more

Coaching

1. Says “Here’s a better way”
2. Sees things you don’t see

Evaluation

1. A rating or a score
2. We tend to feel threatened when evaluated

Three Triggers

Truth - Do I accept what you are saying as true or false?

Solution: Ask “Why do we see this differently?”

Relationships - How do I currently feel about you?

Solution: Separate the what from the who

Identity - Did you hit a chord with how I view myself?

Solution: Remember this is not a verdict. Choose to learn and grow.

Advice to Givers & Receivers

INABILITY TO TOLERATE FEEDBACK IS AN INABILITY
TO ALLOW YOURSELF PERSONAL GROWTH.

Receivers:

1. Stay Confident, Curious and Open
2. Ask for Clarification and Examples
3. Stay in the Conversation
4. Request a Postponement if Need Be
5. Find the Game-Changing Golden Nugget

Givers:

1. Be Kind
2. Remember the Invisible Backpack
3. Begin with the End in Mind

THE GOAL OF ANY TOUGH CONVERSATION:

That two people walk away feeling *heard, respected and valued*

Difficult Conversations

BE BRAVE ENOUGH TO START A CONVERSATION THAT MATTERS.

Why Bother Having a Tough Conversation?

1. What's hard to say is often what needs to be said most
2. You often learn something about another person and perspective
3. It clears the air of tension and avoidance

THE CONVERSATION IS THE RELATIONSHIP

- Susan Scott

Goals of a Difficult Conversation:

1. Both Parties Have an Opportunity to Share their Sides
2. Both Parties are Honest and Speak with Integrity
3. The Conversation is a Collaboration
4. The Relationship Transforms as a Result

Books:

Fierce Conversations, by Susan Scott

Thanks for the Feedback: The Science and Art of Receiving Feedback Well, by Sheila Heen and Doug Stone

Tools for Tough Conversations

1. **Be Courageous** - to initiate a conversation that matters.
2. **Participate** - don't shut down or avoid tough topics
3. **Use Intuition** - trust your gut telling you something is wrong
4. **Accept Responsibility** - your words and actions are yours to own
5. **Really Listen** - give your open heart and ears to the person speaking

A BETTER RELATIONSHIP IS WAITING FOR YOU
ON THE OTHER SIDE OF A TOUGH CONVERSATION

HOW TO PREPARE

1. Identify the Issue
2. Describe Its Impact
3. Define the Ideal Outcome

Conversation Lead Ins

PERSONAL BEHAVIOR

Acknowledge your role as coach and your aim to help develop them into their best self. Address a behavior that isn't working in their best interest.

“My goal is to coach you into your fullest potential. Lately I’ve noticed a behavior that isn’t working in your favor...”

PROJECT FEEDBACK

Call out specifically what you liked about their work. Use clear examples. Not just what is great but why it is. Address what you'd like to see that would make their work even better.

“What I like about this is.....What would make me like it even better is

OTHER LEAD INS

“I need your help with what just happened. Do you have a minute to talk?”

“Is there anything going on (outside of work) that is preventing you from.....?”

“Doing xyz doesn’t seem like your usual self.....”

“Talk to me about how xyz is going.....”

Difficult Conversation Lessons

Begin any tough conversation with these points in mind:

1. Have Good Intentions
2. Prepare
3. Acknowledge Emotions
4. Don't Feed Into Drama
5. Get Buy In
6. Keep Your Eye on The Goal

**YOU MATTER. THEY MATTER.
THIS CONVERSATION MATTERS.**

PPV TOOL: performance, potential, value

Getting to a more in-depth employee rating.

Performance – How an employee fulfilled or exceeded their job duties. Rates how well they delivered on: job expectations, communication, relationships, overall employee development.

- 5 – serious performance issues, may be actively being managed out
- 4 – some concerns about performance, active discussions with employee
- 3 – performing according to job duties
- 2 – consistently exceeding in more than one area of performance
- 1 – exceptional in all areas of performance

Potential – The level of future growth and opportunity an employee has within department and Company at large. Gauges drive, knowledge, leadership skills and employee's future interest and ability to grow and be developed into bigger job functions.

- 5 – has zero potential beyond immediate job function. Employee has limited ability or interest to grow and be developed. May be acceptable depending on job function.
- 4 – shows minimal potential at current time. Employee might be too new or young for potential to be determined.
- 3 – exhibits some potential, yet not on immediate radar for development.
- 2 – shows strong potential. Employee's next step may not be fully outlined, but is achievable.
- 1 – high potential. Actively participating in larger responsibilities and development opportunities. Next career step is clear and achievable.

Value – Immediate and/or sustained value to the department or the Company.

Employee exhibits one or more of the following: deep historical knowledge, critical to client relationship, specialized skill set, very high potential, high impact on department output.

- 5 – zero value and is actively being managed out.
- 4 – minimal value and could be replaced very easily.
- 3 – value is in line with job duties and expectations. Employee could be replaced with normal levels of recruitment.
- 2 – value is above expectations. Employee would be somewhat hard to replace.
- 1 – deep value to the company. Could also mean employee is critical for a certain period of time for a specific reason. Employee would be very difficult to replace.

Employee: _____

P=

P=

V=

Average of 3 Ratings=_____