

# WORKBOOK: WEEK THREE

## COMMUNICATION & FEEDBACK

new manager  
boot camp

# CHECKLIST

Use this checklist as a guide each week. Keep it handy as you go through the lessons and mark the box  once complete.

## Week 3: Communication and Feedback

- Lesson 1: Productively Receiving Feedback
- Lesson 2: Talking Points for Tough Conversations
- Lesson 3: 2 Manager Tools
- Lesson 4: God Bless the A\$\$hole
- Lesson 5: Evaluating Performance: The PPV Tool

## Lesson 1: Productively Receiving Feedback

# Feedback Assessment

*Either before the video lesson or after, please take amount to assess where you are currently giving and receiving feedback.*

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



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

*I listen and accept good/bad feedback well*

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

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

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## Lesson 1: Productively Receiving Feedback

# *Facts about Givers and Receivers*

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

- *winston churchill*

### Facts About Receivers

1. Blame the Giver When They Hear Something They Don't Like
2. Shut Down When They're Triggered
3. Have a Need To Be Liked

### Facts About Givers

1. Are Uncomfortable
2. Often Lack Empathy
3. Have a Need To Be Liked
4. Aren't Usually Prepared for the Conversation

**YOU ARE IN CONTROL OF THE FEEDBACK YOU RECEIVE**

+What you do or do not accept

+How much sense you make of the feedback

+Whether you choose to deny/ignore or accept/grow

## Lesson 1: Productively Receiving Feedback

# *Advice to Givers and Receivers*

INABILITY TO TOLERATE FEEDBACK IS AN INABILITY  
TO ALLOW YOURSELF PERSONAL GROWTH & SELF AWARENESS

### Receivers Responsibilities:

1. Stay Confident, Curious and Open to Feedback
2. Ask for Clarification and Examples
3. Stay in the Conversation & Remain Engaged
4. Request a Postponement if Need Be
5. Find the Game-Changing Golden Nugget - Ask: “What can I improve on?”

### Givers Responsibilities:

1. Be Kind
2. Remember the Invisible Backpack
3. Keep Your Eye on the Goal - What is your goal of the conversation?
4. Recognize the State of the Person Before the Conversation.

**THE GOAL OF ANY TOUGH CONVERSATION:**

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

## Lesson 2: Talking Points for Tough Conversations

# *Consider These Before Tough Conversations*

### Begin with these Main Points in Mind:

- *Have Good Intentions*
- *Prepare*
- *Acknowledge Emotions*
- *Don't Feed Into Drama*
- *Be Courageous*
- *Participate*
- *Use Intuition*
- *Accept Responsibility*
- *Get Buy In*
- *Really Listen*
- *Keep Your Eye on the Goal*

### Key Steps to Prepare:

1. **What is the issue?** Identify the exact issue at hand. Ask: Right now, the issue I most need to resolve is....
2. **What exactly is going on?** Get really clear on what the problem is and what the backstory or unseen conditions are.
3. **What impact is it having?** Describe the impact the problem is having on you and the team. What is happening as a result of what's going on?
4. **What are the implications?** If this issue continues, what are the effects and implications?
5. **What is at stake?** What is at risk by the issue not being resolved? A critical project, a client relationship, a department reputation?
6. **What is my role in the issue?** Take stock of what your role might have been in this situation developing.
7. **What are the possible outcomes?** Come up with some potential solutions. Remember there is more than one way to have a win.
8. **What does the best resolution look like?** With agreement from all parties, what is most amenable solution at hand?

### Other Questions to Consider

- What is really going on?
- Do I know the whole story or only part of it?
- Is this the right time to address it?
- Is this an on-going issue or a one-time incident?
- What assumptions am I making about the person's intentions?
- Am I more emotional than this situation warrants?
- Is the person aware of the problem or will this catch them off guard?

## Lesson 3: 2 Manager Tools

# ***Two Powerful, Key Tools for Managers***

### First Truth First

1. Align your message to your team or employee with your body language
2. Acknowledge your state of mind before the conversation which shows you are real, approachable and care about the outcome of the conversation

### Revisit the Tough Conversation/Situation

1. Reconnect with the individual the next day
2. Acknowledge that you felt the conversation needed to be continued. Use sentences such as: “I was thinking about you...”
3. Use humility as tool to admit when you’re at fault

### Notes:

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## Lesson 4: God Bless the A\$\$hole

# ***Navigating Difficult People & Situations***

### Find the Lesson

1. Difficult people can teach you tact, patience, compassion, negotiation, self-control, empathy
2. Difficult situations teach you to stay in learning mode and not take things so personally.

### How Can I Work with Difficult People and Situations?

1. Treat them as a psychology experiment. You stay more objective while in learning mode.
2. Offer to tackle the tough conversations and work with difficult people to improve your interpersonal skills.

### Notes:

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## Lesson 5: Evaluating Performance

***PPV TOOL: performance, potential, value***

Employee: \_\_\_\_\_

**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 – has 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.

**P=**  **P=**  **V=**  **Average of 3 Ratings=** \_\_\_\_\_