

DEVELOPER FIRST

GIVING EFFECTIVE FEEDBACK

TIPS FOR NEW TECHNICAL LEADERS

let's figure out your social style.

YOU HAVE JUST STARTED ON A NEW PROJECT. WHICH OF THESE WOULD DESCRIBE YOUR NATURAL ROLE ON A NEW TEAM?

- A. focuses on facts and logic
- B. cooperates to gain agreement across all members
- C. takes charge
- D. creates excitement to motivate the rest of the team

YOU ARE TASKED WITH CHOOSING A NEW VENDOR FOR YOUR TEAM'S PROJECT MANAGEMENT TOOLS. WHICH DESCRIBES YOUR DECISION MAKING PROCESS?

- A. research extensively, present a recommendation backed with data and alternatives
- B. spend time asking the team questions to understand their needs for the tools
- C. choose an approach that we can start making progress on immediately
- D. follow my gut sense

WHICH OF THESE DO YOU PREFER?

- A. thinking and facts
- B. relationships and agreement
- C. goals with an action plan
- D. involvement and intuition

WHICH OF THESE DO YOU AVOID?

- A. talking about feelings
- B. conflict
- C. inaction
- D. being alone

CHANGE IS HARD FOR ALL WORKING STYLES. WHICH OF THESE DESCRIBES YOUR FEAR ABOUT POSSIBLE OUTCOMES OF CHANGE?

- A. making the wrong decision
- B. confrontations
- C. loss of control
- D. being associated with failure

WHEN PERFORMING A JOB, IT IS MOST IMPORTANT TO ME TO:

- A. do it correctly, regardless of how long it takes
- B. bring others along
- C. set deadlines and get it done
- D. demonstrate my talents and enthusiasm

THE MOST ENJOYABLE PART OF WORKING ON A PROJECT IS:

- A. building something
- B. the people you meet
- C. the results you achieve
- D. seeing how the project ties to the larger vision

AM WILLING TO MAKE RISKY DECISIONS WHEN:

- A. there are facts to support my actions
- B. it won't hurt others
- C. it gets the job done
- D. it feels right for the situation

ADD UP YOUR TOTALS:

A	B	C	D
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

need a tie breaker?

circle ONE word in each HORIZONTAL line across that best describes you

1

BOLD
IMPATIENT
ASSERTIVE
DECISIVE
RISK - TAKER
COMPETITIVE
DRIVEN
CONFIDENT
DEMANDING
INTENSE
DIRECT
HIGH EGO
FORCEFUL

2

ENTHUSIASTIC
TALKATIVE
EXPRESSIVE
IMPULSIVE
FLEXIBLE
CONVINCING
INTERACTIVE
POSITIVE
EMOTIONAL
TRUSTING
CHARMING
INSPIRATIONAL
INDEPENDENT

3

CAREFUL
ANALYTICAL
FORMAL
EXACTING
PRECISE
CONSERVATIVE
LIKES DATA
RESERVED
PRIVATE
FOCUSED
ACCURATE
LOGICAL
LIKES RULES

4

PATIENT
STEADY
PASSIVE
AGREEABLE
STRUCTURED
SINCERE
TEAM PLAYER
HARMONIOUS
TOLERANT
OBJECTIVE
LENIENT
COUNSELOR
SENSITIVE

which column had the highest number of circled words?

column 1: **C**

column 2: **D**

column 3: **A**

column 4: **B**

this page can be used for jotting down notes and
charting your team

analytical

driver

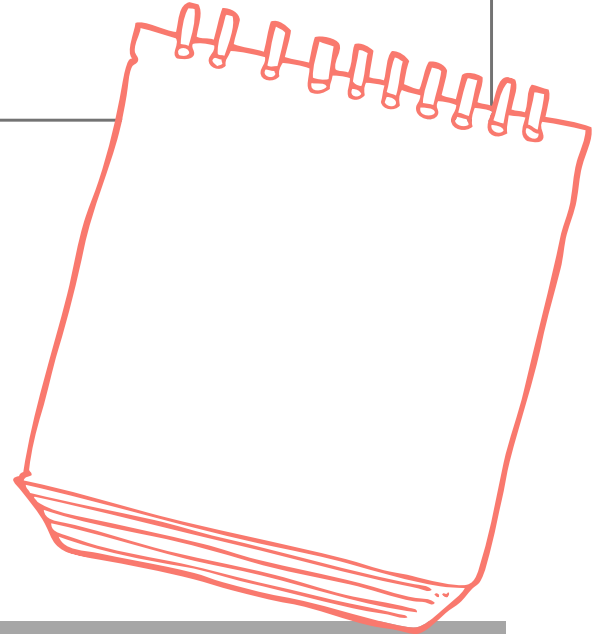
amiable

expressive

WHAT IS A FEEDBACK SITUATION YOU ARE AVOIDING?

WHY ARE YOU AVOIDING IT?

WHAT IS THERE TO GAIN IF YOU SUCCESSFULLY ADDRESS THE SITUATION?



“FEEDING PEOPLE HALF-TRUTHS OR BULLSHIT TO MAKE THEM FEEL BETTER (WHICH IS ALMOST ALWAYS ABOUT MAKING OURSELVES FEEL MORE COMFORTABLE) IS **UNKIND**. NOT GETTING CLEAR WITH A COLLEAGUE ABOUT YOUR EXPECTATIONS BECAUSE IT FEELS TOO HARD, YET HOLDING THEM ACCOUNTABLE OR BLAMING THEM FOR NOT DELIVERING, IS UNKIND.”

– BRENE BROWN



practice

BEHAVIOR

OUTCOME

NEXT STEPS

FRAMED IN
CONTEXT ☐

GENUINE ☐

TIMELY ☐

ACTIONABLE ☐

QUARTERLY CAREER STATUS TEMPLATE

GOALS:

goal 1:

upcoming opportunities to work towards goal:

- 1:
- 2:
- 3:

(repeat for 3-4 goals each quarter, mapping each goal to specific opportunities that Engineer can take on)

PROJECTS & ACCOMPLISHMENTS:

project 1:

key partners that I worked with:

what we delivered:

what I contributed:

what I found most challenging:

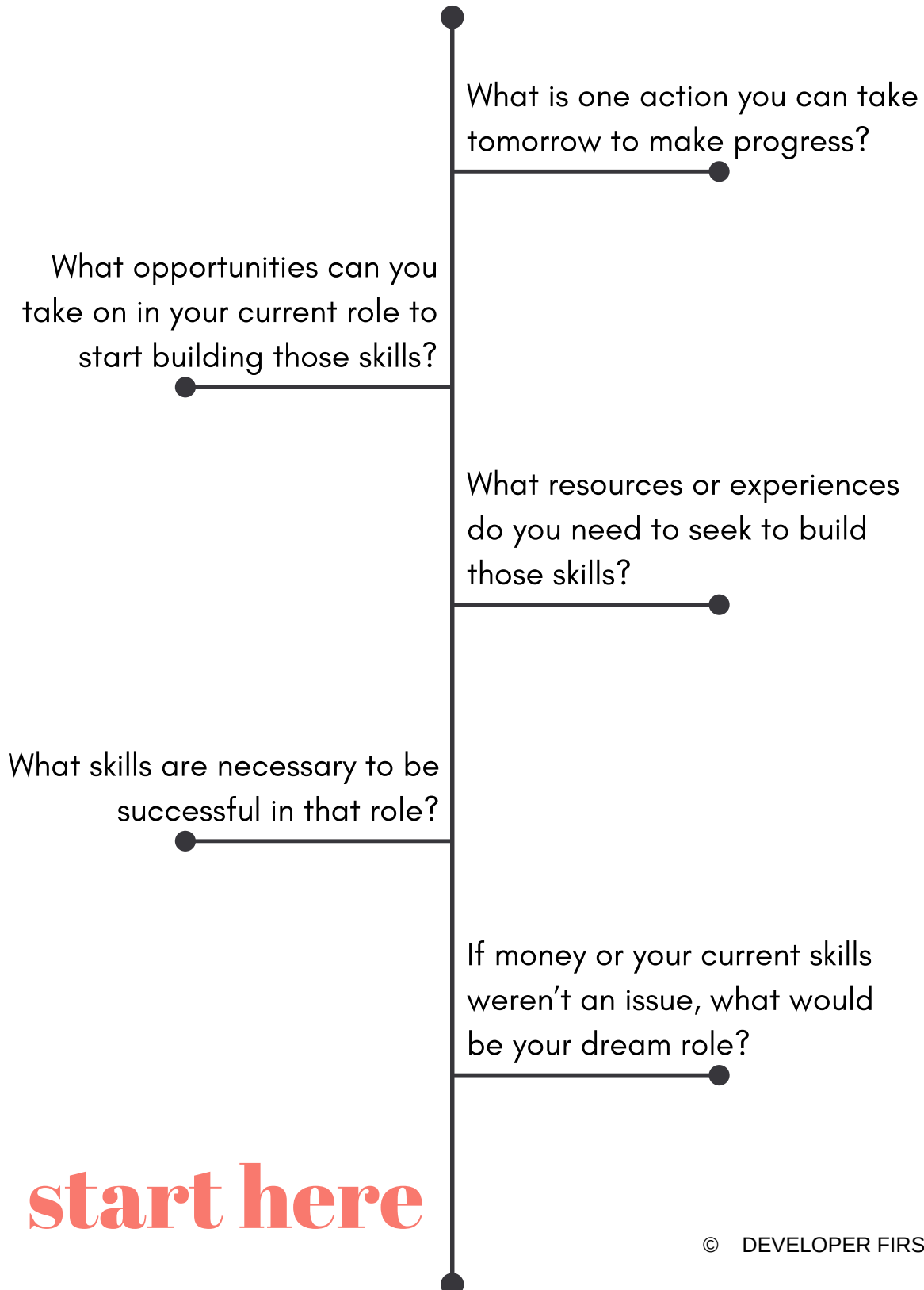
SKILLS MATRIX:

SKILL	CURRENT SCORE	DESIRED SCORE	IDEAS TO IMPROVE THIS QUARTER
HTML/CSS	5	5	N/A
REACTJS	3	5	ATTEND FRONT END MASTERS TRAINING
TYPESCRIPT	4	5	TEACH A GROUP OF NEW DEVELOPERS
POSTGRES	3	3	N/A

0: No experience or knowledge
1: Little experience or knowledge
2: Reasonable experience or knowledge
3: Considerable experience or knowledge
4: Expert experience or knowledge - I could teach this!



GOAL SETTING



How is [project] going? What could we do to make it better?
 Is there anything blocking you from getting your work done?
 Are there any projects you'd really like to work on if you were given the opportunity?
 What parts of your job would you like to deepen your skills in or get additional training in?
 Is any part of your project unclear or confusing?
 Do you feel I am helping you advance your career at a pace you would like?
 Who do you really admire? Why? (People often admire those they want to become)
 How could we change our team meetings to be more effective?
 Are there any aspects of our culture you wish you could change?
 What are your favorite parts about our culture?
 Do you feel over-worked, under-worked, or just the right workload?
 What would convince you to leave for a job somewhere else?
 Which company values do you like the most? Which the least? Why?
 Do you feel like you're on the same page with the team?
 What do you think are the long term prospects of our team or company?
 How many hours a day do you feel you're productive? How could I help you be more productive?
 How could we be more creative or innovative as a team?
 What area of the company would you like to learn more about?
 What skills would you like to develop right now?
 How do you prefer to receive feedback?
 Do you feel you're getting enough feedback?
 What's a recent situation you wish you handled differently? What would you change?
 What additional training or education would you like?
 Are there any roles in the company you'd like to learn more about?
 What do you think are the key skills for your role? How would you rate yourself for each of them?
 Is there an aspect of your job you would like more help or coaching?
 What could I do as a manager to make your work easier?
 What do you like about my management style? What do you dislike?
 Would you like more or less direction from me on your work?
 What could I do to make you enjoy your work more?
 How can I better support you?
 What would you like to know about me?
 Is there a situation you'd like my help with?
 What's one thing we do to help you enjoy your job more?
 Is your job what you expected when you accepted it?
 Who on the team do you have the most difficulty working with? Why?
 How would you describe the work environment on the team? Is it more competitive or collaborative?
 How could we improve the ways our team works together?
 Who do you admire on the team? Why?
 Do you feel your ideas are heard by the team and I?
 Who would you like to work more often with? Why?
 What's one thing we should change about how our team works together?
 What characteristics make someone a good fit for our team?
 What do you like most about working on our team?
 Has anyone on the team ever made you feel uncomfortable? What happened?
 What makes you excited and motivated to work on a project?
 When you get stuck on something, what is your process for getting unstuck? Who do you turn to for help?
 What part of your work routine do you find is working best? What area do you want to improve?
 Are there any meetings or discussions you feel you should be a part of that you're not? Are you included in any you don't want to be a part of?
 What can I hold you accountable for next time we talk?
 What can I be accountable to you for the next time we talk?