

## How Mindsets Affect Feedback

As you've already seen in one of your management traits, providing productive feedback is critical for so many reasons. A 2009 Gallup poll found that 98% of employees fail to be engaged when managers give little or no feedback <sup>1</sup>— and a 2014 Deloitte study found that 75% of millennials believe their employer is responsible for providing them with further development opportunities.<sup>2</sup>

Providing constructive feedback takes effort – it requires the use of specific examples, research done to be able to provide tactical steps for improvement, and requires preparation to thoughtfully deliver so as not to present information negatively. However, managers with a growth mindset recognize the importance and incredible potential of feedback opportunities – enabling employees to feel empowered to improve, and connecting them with the tools to do this, can have an outstanding impact on your organization.

One thing that is important to consider is whether or not the *employee* you are providing feedback to maintains a fixed or growth mindset. If the former, they may become more defensive in your conversation, as they innately see non-positive feedback as critical of their innate character or ability. However, articulating to them that you maintain a growth mindset can build their confidence in your support of them and their ability to positively contribute to the team.

## Exercise: Provide Feedback with a Growth Mindset for an Employee

Identify one of your employees who is struggling with something. It could be a project, skill, or aspect of their role on your team.

- What are they struggling with?
- What could they try differently?
- What have you noticed them trying to do right now?
- What resources are available (articles, books, presentations, activities at your organization , software, mentors, etc.)?
- What trainings / skill building activities are available (either formal, or informal from communities like Toastmasters or MeetUp groups, etc.)?

**Write a 1-2 page letter (that you can either give to them, or use to guide a conversation either in a 1-on-1 or performance conversation)** in which you outline, in your own words, the reasons and evidence that ability can be developed. Include a meaningful personal example of a time you struggled with something similar, or a relevant example of something you faced, and were able to “work” your way to achievement. What tools and resources did you use? How did you seek help from others? Finally, close with suggestions from your brainstorm from the questions above – note effort you’ve seen them put in either in relation to this struggle or another initiative at work, to demonstrate that you are confident in their abilities as a team member. Provide tactical suggestions, and how you will be available to support.

1. <http://www.gallup.com/businessjournal/124214/driving-engagement-focusing-strengths.aspx>
2. <http://www2.deloitte.com/al/en/pages/about-deloitte/articles/2014-millennial-survey-positive-impact.html>