

The background image shows a majestic mountain range at sunset. The sky is filled with warm orange and yellow hues, with the sun partially visible behind the peaks. A vibrant rainbow arc is positioned on the right side of the frame, its colors transitioning from red at the top to blue at the bottom. The mountains in the foreground are dark silhouettes, while those in the distance are bathed in the golden light of the setting sun.

Providing Meaningful Feedback

October 2017

Class Objective

In this course you will learn the importance of giving and receiving feedback and how it helps us all improve our client delivery and overall success at Slalom

Today's Agenda

- Setting the stage for meaningful feedback
- Requesting feedback
- Giving positive feedback
- Giving corrective feedback

Setting the Stage

What you'll learn today

Build awareness and move through what holds us back from requesting and giving feedback

Choose between the different channels available to request and provide feedback

Use the techniques of requesting and providing feedback to facilitate meaningful growth

For another day

The technical aspects of how to request and provide feedback through Workday Talent and Performance (see job aids)

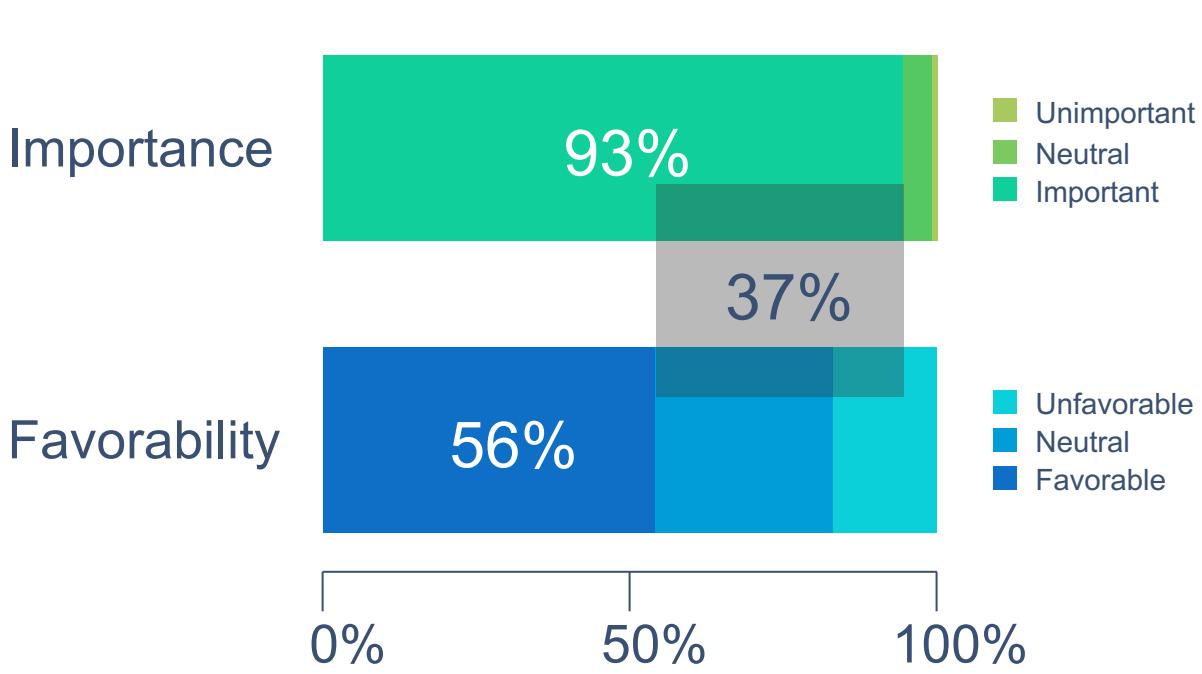
Deeper dives into difficult conversations (will be a different class)

Broader coaching and mentoring skills (like active listening)

Why is this important?

SES Results

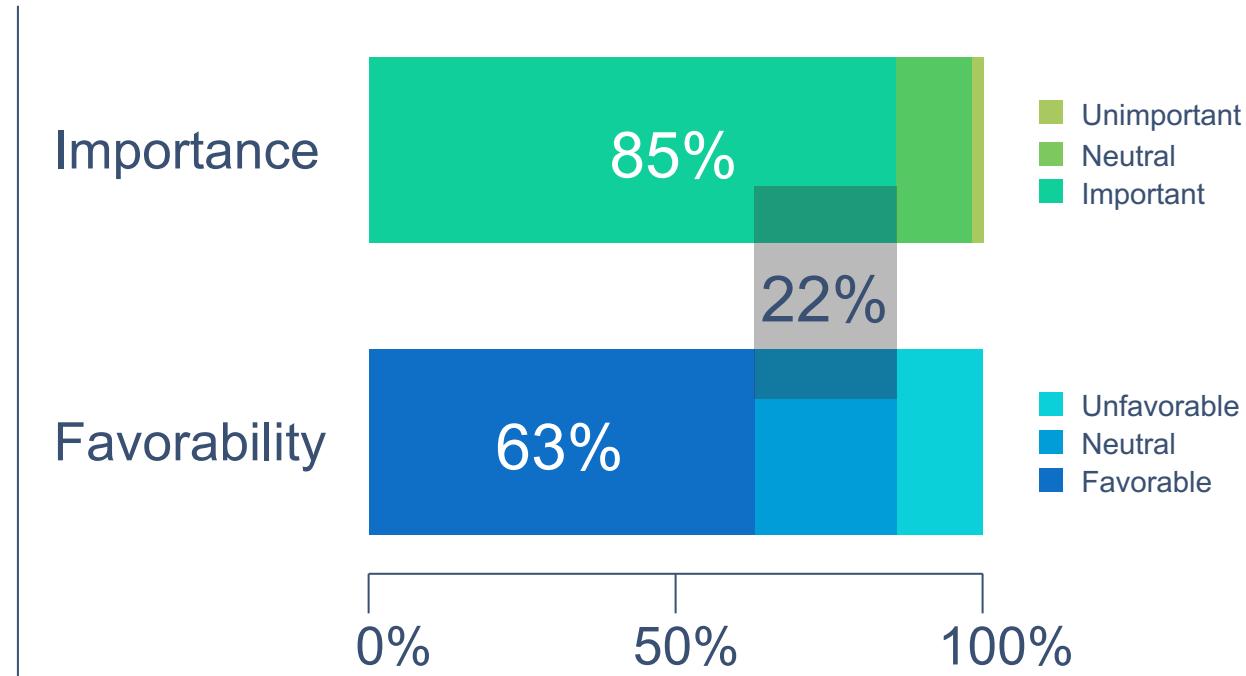
I regularly receive meaningful **feedback** and information that help me grow and develop professionally.



Why is this important?

SES Results

I regularly receive meaningful praise and recognition for my work and contributions.



Two Objectives of Feedback

1. See what you're good at



2. See where you can grow



Part I: Think of one piece of feedback that had an **impact** on you?

Part II: What **conditions** were in place that made the feedback impactful?

Write the conditions down on page 5 of your guide.



What holds you
back?

3 Aspects of Feedback

1. The Request (open and specific)
2. The Delivery (honest and thoughtful)

- 
3. Normalizing the discomfort

Benefits of addressing the discomfort

- / Strengthen Relationships
- / Build Trust
- / Improve Collaboration
- / Inspire Learning
- / Provide Perspective on how people impact those around them
- / Provide checkpoints on effectiveness

Requesting Feedback

Channels for Requesting Feedback

Direct



- / In-the-moment
- / Specific
- / Goes directly to the feedback requestor
- / Experienced as risky

Indirect via Workday



- / At a later time
- / Less Targeted
- / Reveals patterns across feedback providers
- / Provides all-up view
- / Goes to requestor's manager
- / Experienced as safer

What elements of the request make providing feedback easier?

- Requested with sincerity
- Open
- Specific
- Provides time

Gateway Requests (starting simple)

- Non-verbals
- Ummmmms
- Likes
- Weird phrases like “Your Guyses”
- Up Talk
- Being too (blunt, frank, forceful, pushy)

I'm working on _____. Would you mind observing me?

Do you have time to follow up with me quickly after the meeting to let me know how I did?

Giving Feedback

What does feedback **look like** when done well?

- Timely
- Frequent
- Future-focused
- Direct
- Specific
- About behavior, not character

Tip: It's also helpful to consider whether you'd like someone to start, stop, or continue doing something

Meaningful Feedback

Example

Version1: (written on a performance summary)

“It’s important that people show up on time for meetings and not be selfishly inconsiderate of others and risk missing important information.”

Version 2: (delivered after a repeated occurrence)

“Richard, I’ve noticed that you’ve been late to work five times in the past two weeks. I’m growing concerned that you’re missing important information in the meetings you’re late for.”

Meaningful Feedback

SBI (Positive Feedback)

**Situation
Behavior
Impact**

Situation / Behavior:

_____ (name) , I have some positive feedback I'd like to give you. During the _____ (situation) when you _____ (behavior) ...

Impact:

I _____ (*I feel happy that, I feel confident that...*).

Example

“Nancy, I have some positive feedback I'd like to give you. During the account meeting yesterday the client told us she appreciates how responsive you have been to her requests. She mentioned that you've been thoughtful and thorough and that she has a lot of trust in you and your team. I'm confident that your approach will increase the chances of getting more work with her organization.”

Corrective Feedback: SBI+ (pronounced “SBI plus”)

Use SBI+

- When you want to clearly express thoughts, feelings, needs
- When you are in reaction to someone and want to clear up the interaction
- When you want to request a change in your relationship

Corrective Feedback: SBI+

Situation	Describe the situation where the observed behavior occurred.
Behavior	Describe the person's behavior – physical, observable action.
Impact	Share with the person the impact of their behavior on you and others present.
+ Intention?	Ask what was going on for them and what their intention was.
+ Request	Make request for a changed behavior, a simple statement about what would help or please you going forward. Offer your help in supporting their change.
+ Agreement	Get an agreement with a future check in date to see how the new arrangement / behavior is working out.

Situation Behavior Impact

Leader: Kelly, I'd like to check-in with you on the client status meetings you've been running. I've noticed over the last few weeks that you've been really short with the client when they've asked you questions about the project deliverables. I'm concerned that the client is feeling like they're not getting the support they need from us.

Intention?

Leader: What's driving this change in how you're responding to their questions?

Kelly: I don't know. I guess I'm just really frustrated that they ask so many questions. I feel like they're micro-managing my project.

Request

Leader: I hear you, and it's really important that our clients feel like we're supporting them. I need you to soften your approach with them. What do you think it's going to take for you to do that?

Kelly: I need to be better prepared, and provide them with more information up front so they feel confident in my work and don't feel the need to ask so many questions.

Agreement

Leader: Ok, that sounds like a good plan. I'd like to observe the next meeting and see how it's going. Does that sound like it would work for you?

**Situation
Behavior
Impact**

Leader: Richard, I've noticed that you've been late to work five times in the past two weeks. I'm growing concerned that you're missing important information in the meetings you're late for.

Intention?

Leader: Is something going on?

Richard: I know I have been late a few times, traffic has just been so bad lately.

Request

Leader: Going forward I'd like to see you on time for meetings. Is there anything I can do to support you getting to work on time?

Richard: No, I just need to leave the house earlier.

Agreement

Leader: Ok, I'd like to check back with you in two weeks and see how it's going. Does that sound like it would work for you?

Meaningful Feedback

SBI+ (Corrective Feedback)

**Situation
Behavior
Impact
Intention?
Request
Agreement**

Situation / Behavior:

_____ (name) , I'd like to check-in with you on something. During the _____ (situation) when you _____ (behavior) ...

Impact / Intention:

I _____ (*I am disappointed in, I'm concerned that...*).
_____ (*can you share your intent, do you see it differently, what's driving this...?*)?

Request:

Going forward, _____ (*request*).

Agreement:

I'd like to check in _____ (*timeframe*) and see how its going, does that work for you?