

McKinsey&Company



INSPIRE GREATER IMPACT



Managing Performance Conversations

**Diagnosis and Design for
Mckinsey&Company**

JULY 15, 2016

Your need as we understand it



This development initiative is for the CSSA team at Delta. You would like us to design & deliver an **experiential, wake-up shake-up** learning event to enable participants around the following -

- Around Giving and Receiving Feedback
- Ability to use coaching as a management tool in order to reach performance goals
- Manage Tough Conversations
- Offering Peer to peer feedback
- Managing emotional energies while offering feedback

Research Methodology

Interviews with stakeholders and a few participants were done to investigate the mandate further

Sample for Pre work interviews : 5 managers and 1 Learning and Development Specialist

Stakeholders Covered from each group:

- ✓ Learning and Development - 1
- ✓ Manager - 5

Our Curiosity : Basis of Inquiry



The Pre work agenda was prepared based on the mandate by the management and explored more about the following areas :

- 1) Formal and informal feedback mechanisms at Mckinsey
- 2) Obstacles faced while receiving feedback
- 3) Obstacles faced while giving feedback
- 4) What would the ideal scenario look like
- 5) Expectations from the workshop

Inferences from Pre Work

Workshop design should address the following reoccurring themes -

- Feedback should be seen as a developmental tool not as a process to fear, feedback is a gift
- Invest in people's growth - help them see their strengths and areas of development while offering feedback.
- Have constructive developmental conversations while offering feedback
- Some people especially the ones who are new to the organization have low trust in the process - they need to understand that the giving feedback is done through collecting data extensively - 360*- have trust in the process and the person who is giving the feedback
- Person who is giving the feedback needs to have techniques to build relationship with the person
- Ability to listen and empathize while giving feedback
- Do your homework - present facts and examples to support the feedback
- Coaching for Motivation
- Offer feedback year around - informal feedback
- Managing emotional energies while giving and receiving feedback

Participant Description

- ▶ 15 participants from CSSA team who belong to senior level band 2 will be a part of the workshop.
- ▶ Since Mckinsey looks at feedback as a necessary developmental tool this workshop is requested to help the participants learn more about the most effective psychological and behavioural tools involved in giving and receiving feedback
- ▶ Thus the workshop should be a balance to address both the art and science of giving constructive developmental feedback as well as the attitude with which one receives this tool.

Outcomes

At the end of the workshop, the participants should:

Think

- “ Putting attention on the person will help them to be more receptive during feedback conversations”
- “Offering observations and facts helps to make our feedback land on the receiver ”
- “Feedback is a gift”
- “I am going to trust the process and the person offering feedback ”
- “I am equipped to handle tough conversations while offering feedback”

Feel:

- Confident about giving helpful and constructive feedback
- Open about giving and receiving feedback
- Trusting towards the process of feedback
- Aware about my strengths and areas of development while giving feedback



Be more able to:

- Give feedback instantly, constantly and factually
- Have difficult conversations with ease
- Focus on Aim for any feedback or performance communication
- Win trust with peers and teams
- Receive feedback without excess emotional energy
- Coach the receiver to move towards motivation

Design of the workshop- Day 1

Session Details	Session	Outcome	Methodology
<i>To emphasize that a Performance conversation is actually a dialogue with two way feedback by putting attention on others to : Understand, motivate & recognize people.</i>	Tai Chi Sticks	“ Putting attention on the person will help them to be more receptive during feedback conversations”	Participant lead experiential exercise
<i>Facilitator Introduction Getting to know each other (Brief Encounters with last two questions eliciting participant strengths and challenges while managing performance conversations) Road map of the whole day</i>	Introduction and Context Setting	Ensure participants feel comfortable, informed of the objective to be achieved and are ready to learn	Facilitator led; Storytelling
<i>Coaches - Coachee pairs to address individual needs and learn from peer coaching. Each participant will put down difficult scenarios while giving and receiving feedback on anonymous chit after having a dialogue with their buddies</i>	Buddies	Aware about my strengths and areas of development while giving feedback	Individual reflection
<i>Sometimes we are unable to achieve all that we want to because we believe that others are out there to pull us down. Is that really true. What is the importance of assuming positive intent. What happens when we let go of mistrust in the process and receive other's feedback openly</i>	Spy	Open about giving and receiving feedback Trusting towards the process of feedback I am going to trust the process and the person who is offering feedback	Group activity
Tea Break :			
<i>A game that creates a stressful situation to bring out latent behavioural traits in participants. This is to check for behaviours that participants struggle with while offering peer to peer feedback.</i>	1 to 100 game	Give feedback instantly, constantly and factually	Experiential Game

Design of the workshop- Day 1 (continued.....)

Session Details	Session	Outcome	Methodology
An experiential game to understand the need to have purposeful, goal oriented clear communication	Bucket Game	Confident about giving helpful and constructive feedback	Experiential Game
<i>To be able to give fact based vs perception based feedback, participants learn how to do their homework and structure the feedback</i>	Feedback Formula	“Offering observations and facts helps to make our feedback land on the receiver ”	Practice Sessions
Lunch			
<i>To be able to motivate others we need to understand what drives us and why its important to strive for excellence</i>	Understanding Motivation/ The Psychology behind Peak Performance	Putting attention on the person will help them to be more receptive during feedback conversations	Facilitator led Session
Coaching as a skill. Advise vs. coach •Asking the right questions	Coaching for motivation	Coach the receiver to move towards motivation	Video, Practice, Peer Coaching
Tea Break			
<i>The problem statements written in the morning are put into a bowl. Random situations are picked out and enacted while the group helps in offering feedback and problem solving</i>	The Fish bowl Problem Solving	Have difficult conversations with ease	Role Plays
<i>Facilitator will out various tools such as yes anding, accept and build, chemistry with the person, defence mechanisms, Trust formula etc depending upon the themes that come out of group problem statement to address the same</i>	The Arsenal	Confident about giving helpful and constructive feedback Open about giving and receiving feedback Trusting towards the process of feedback Aware about my strengths and areas of development while giving feedback	Facilitator Tool Box
<i>Let's plot our learnings and key take aways from the day. Stop-start-continue sheets</i>	Closing	Action Planning	Facilitator led



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We look forward to working with you.