

Leading with Feedback

The most effective Northeastern Leaders work to create an environment in which everyone is motivated to perform and grow.

A key element to creating a culture of growth and performance is being open to giving and receiving feedback.

This means leaders must make time on their calendar to regularly deliver feedback to their team. They also need to regularly ask them for feedback and be open to hearing their team's perspective.



Characteristics of Effective Feedback

Effective feedback is:

Specific

Concise

Behavior-
based

Future-
focused

Feedback should be:

- Immediate or within 24 hours of the event
- A two-way dialogue
- Relevant to performance
- Followed up on
- Delivered in an appropriate environment

Building a Culture of Growth and Performance

Building a culture of growth and performance starts with shifting your mindset as a leader and shifting the mindset of your team.

Research has shown that individuals with a growth mindset are more likely to feel motivated, achieve their goals, and persist when confronted with challenges. They also see feedback as a valuable part of their growth, not as a reflection of their innate skills. Embracing a growth mindset enables staff members to use feedback as an opportunity to improve.

Questions that Support Building a Growth Mindset

- How can I better support you in achieving your goals?
- How do you feel about the feedback I've shared?
- What would you like to see changed?

Tips for Receiving Feedback

- Listen to understand, not to respond
- Avoid interrupting
- Be open to their viewpoint
- Ask questions or ask for examples
- Avoid being defensive or making excuses
- Demonstrate that you have listened by finding ways to make visible changes
- Thank them for their feedback



The SBI Feedback Model

When providing feedback, the employee needs to walk away from the conversation with a clear understanding of the behavior, its impact, and what should be changed in the future. Feedback should follow the SBI model.



Situation:

Start by sharing the situation. Be sure to include when or where the issue you are commenting on took place. It is always more impactful to comment on a specific situation rather than making a general comment...and certainly, avoid making a declarative statement such as “you always” or “you never”. Sharing the situation first allows the employee to recall the event.

Behavior:

Then describe the behavior that you are commenting on. The behavior should be specific and clear. Behaviors can be seen, heard, or measured. It is important to share just the behaviors and not your assumptions or judgments about the behavior.

Impact:

Discuss the impact of the behavior. Help the employee recognize the consequences of their actions and the benefit of changing their behavior in the future.

Emotional Conversations

As you have a feedback conversation, ask yourself:

- Is the employee getting angry?
- Has the conversation gotten personal?
- Are declaration statements being made such as you ALWAYS do this, and you NEVER do that? Or
- Has the employee just gone silent?

If you answer yes to any of these questions, the conversation may be going awry. It is time to take a step back, reframe your intention, and find a common purpose.

Recurring Concerns

When there is a recurring concern, focus your feedback on the broken commitments. Additionally be sure to reflect the concern in your performance evaluation rating. Finally, if the issue persists, reach out to your HR Business Partner for support.

Remote Feedback

In today's work environment, remote working has become common. This can create certain challenges when it comes to delivering feedback. In a remote working relationship, it can be more challenging for the manager to observe behavior on a day-to-day basis. There are also not as many natural opportunities to share feedback. That's why as a manager you must be more purposeful in your communication with remote employees.

The best practice for delivering feedback remotely is to use video conference technology. Video conference technology enables more complete communication – including voice, body language, and tone. Your employee will be better able to interpret your message and you will be better able to gauge how your employee is feeling. Additionally, video conference technology provides a stronger platform for collaborating on solutions and overall is more personal, enabling you to build a stronger relationship.

