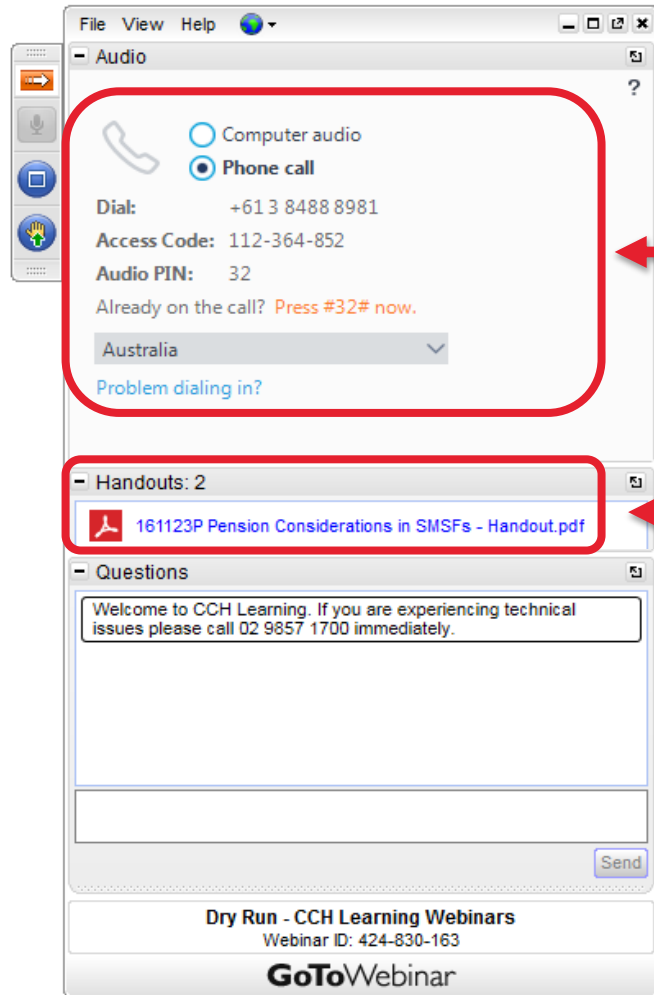

Turbo-Boost Performance through High- Quality Feedback

Deborah Assheton

Tuesday 19 March 2024



How to Participate Today



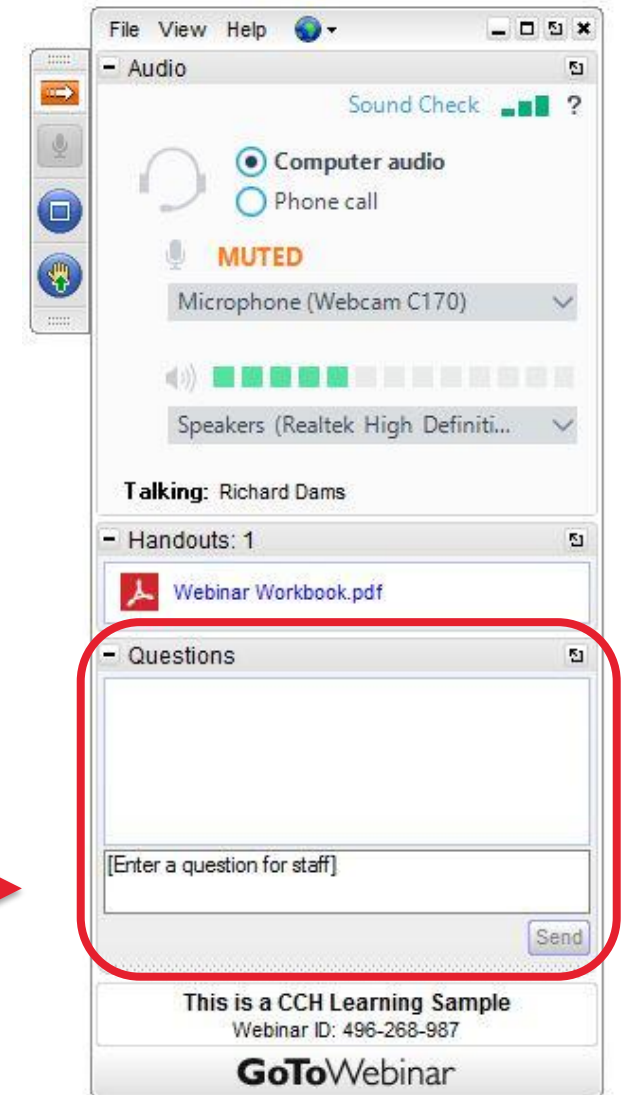
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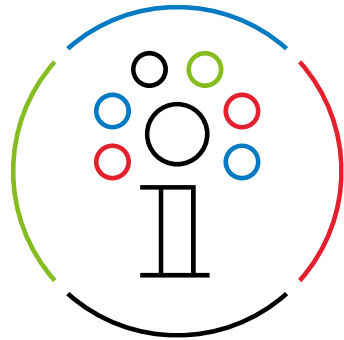
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Your Presenter



- Deb Assheton
- Director
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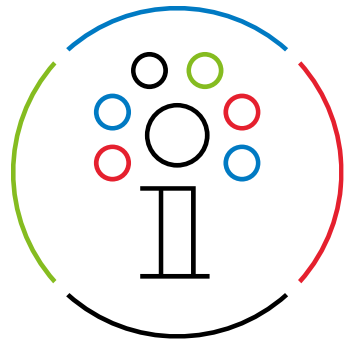
Today's session will cover



Turbo Boost performance through giving High-Quality Feedback

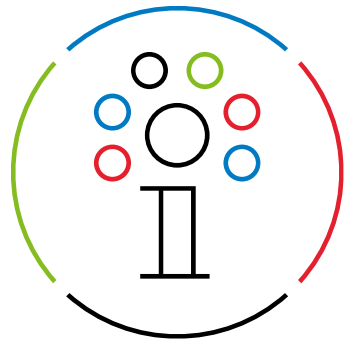
- What feedback is, and what it's not
- The purpose of feedback for individuals and your business
- How feedback directly impacts performance and engagement
- How to give high-quality feedback
- How to receive high-quality feedback
- Preparing for giving and receiving feedback
- Group case study review and discussion
- Action setting, and Q&A

When was the last time received a valuable piece of feedback from someone you work with?



- a) This week
- b) Last week
- c) More than 2 weeks ago
- d) More than 1 month ago
- e) Never

When was the last time you gave a valuable piece of feedback to someone you work with?



- a) This week
- b) Last week
- c) More than 2 weeks ago
- d) More than 1 month ago
- e) I have never given a colleague any valuable feedback

What is Feedback?

Definition: A process in which a system regulates itself by monitoring its own output. That is, it “feeds back” part of its output to itself for the purpose of performance improvement.

Principles of high-quality feedback:

1. We must **learn** from the information or experience
2. Conversations are happening **regularly** (timely) and **systemically** (360’)
3. Discussions and insights are in-service of achieving stated goals



Source: Harvard Business Review. Give your team more-effective positive feedback. October, 2018

What Feedback is and isn't...

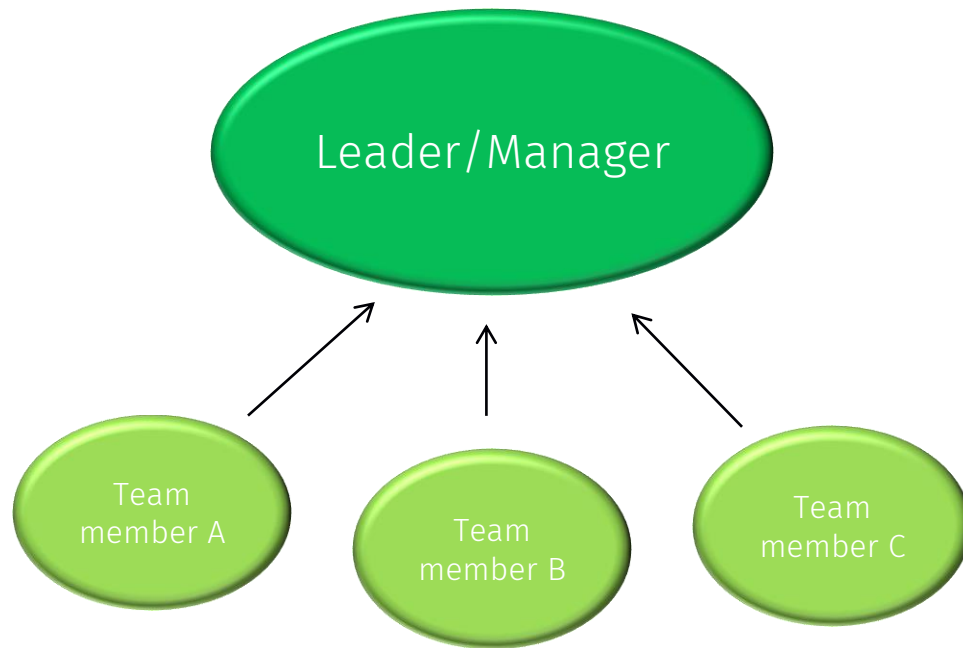
CRITICISM	CONSTRUCTIVE	POSITIVE	PRAISE
<i>Purely negative feedback "That was terrible"</i>	<i>Helps the other close gaps "Make it more effective"</i>	<i>Helps cement competence "You have a strength in"</i>	<i>Purely positive feedback "You are amazing"</i>
De-motivating	Observant	Growth oriented	Appreciative
Damages relationship	Vulnerable	Specific	Kind
Assumptive	Brave	Invested	Warm
Judgemental	Connective	Motivating	Affirming
Reactive/stressful	Nurturing	Appreciative	Abundant
Brutal/Harsh	Honest	Contribution focussed	Belonging

High-quality Feedback is that which...

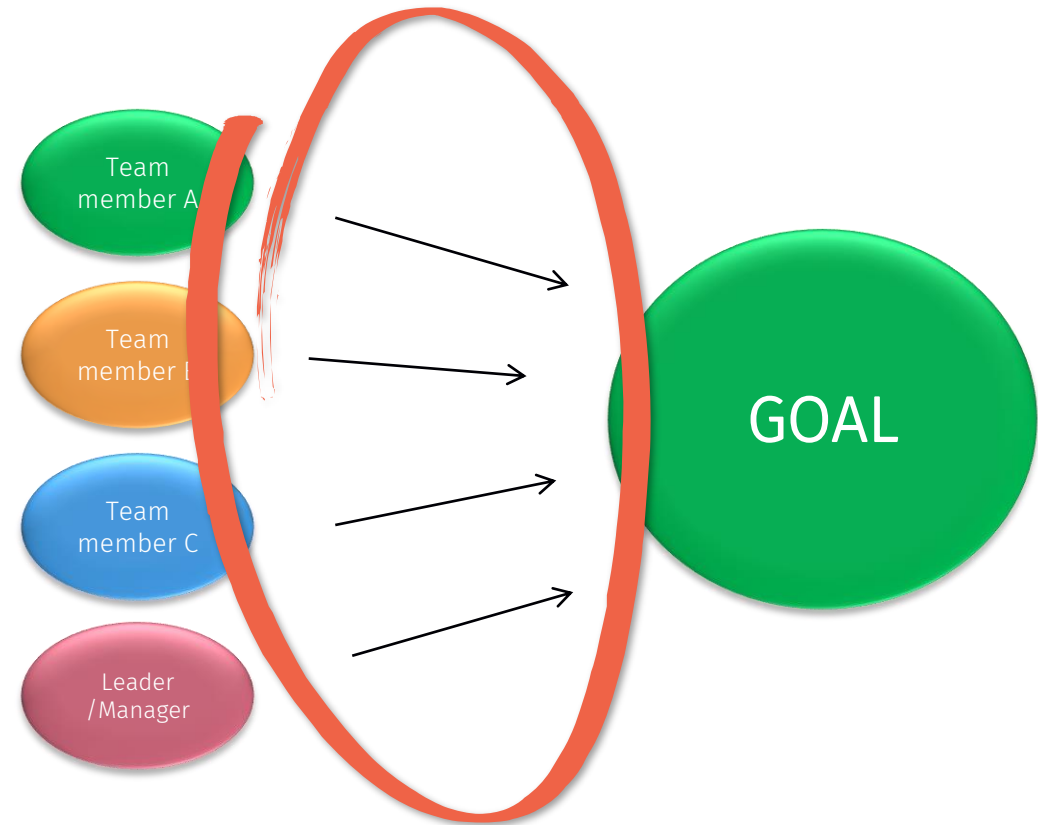
1. Generates awareness
2. Provokes reflection
3. Encourages responsibility

Goal orientation in teams

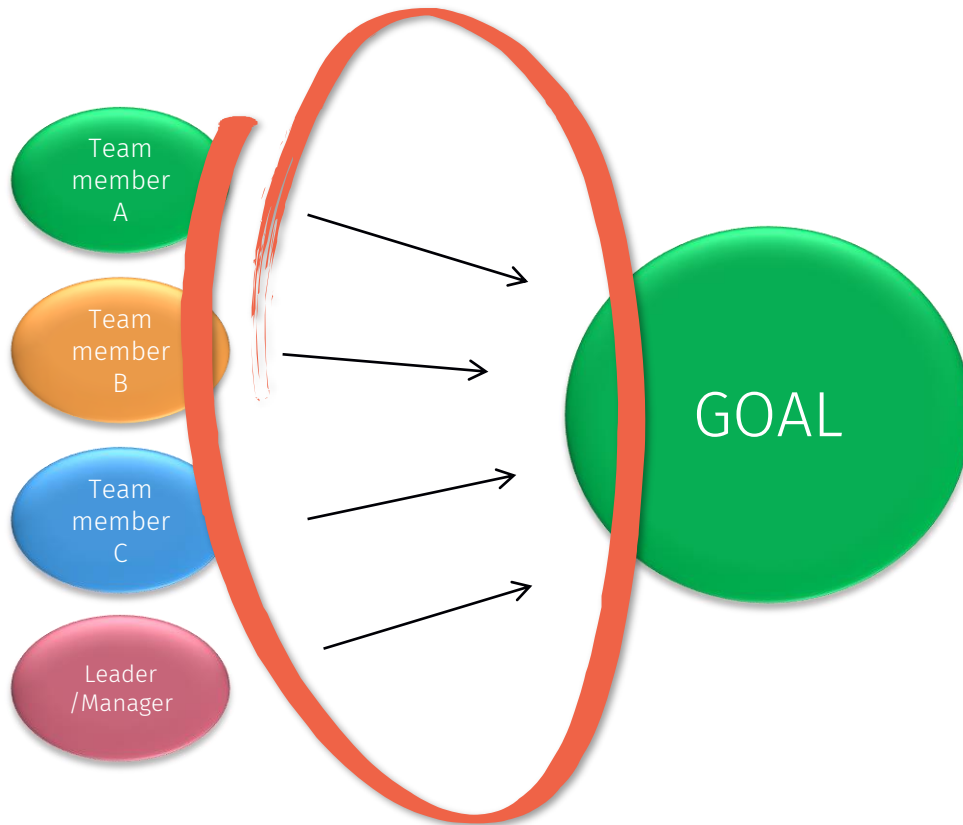
Typical Team Orientation



High-performance Orientation



The relationship between Feedback, Performance and Engagement



The business and personal impact of high-quality feedback are well established
(Team agility is the number 1 priority)

Delivering to your operational and strategic plans requires building and sustaining a high-performance culture that can learn and change – feedback is essential

Talented/ high performers want to be both intellectually and emotionally stimulated and engaged in learning and growth in the workplace

(financial performance of the company increases by 22% with engagement >65%, Gallup, Aon Hewitt)

Feedback is good. A feedback-friendly culture accelerates peer to peer learning and both individual and team performance improvement

Source: Harvard Business Review. Give your team more-effective positive feedback. October 2018

Feedback Conversation Skill #1 - Framing



Framing helps us to...

- Set the boundaries or context of the conversation
- Balance the roles of relationship and performance in connecting with each other
- Build the psychological safety of others by being clear and direct (not blunt)
- Start the conversation very constructively

Feedback Conversation Skill #2 – Setting Common Goal/s



Setting common goal/s helps us to...

- Be explicitly clear on the outcomes we both/all want
- Deal with disconnect at the outset of the conversation – if it exists
- Build our combined psychological safety and performance focus
- Start the conversation very constructively

How do we give High-Quality Feedback?

Fluid Feedback:

- Very regular, at relevant moments where there is a learning opportunity
- 'Live' in that is relevant to a moment or event. Use workplace events/moments as a source of feedback
- Share insights and ask questions – this is a dynamic, inclusive conversation
- Think at different levels – such as, situation vs issue or symptom & cause – the goal is insights, and 'aha' moments
- Ask for feedback about your own performance. Make it specific and timely. You can also ask in advance (feed-forward)
- Balance your constructive and positive feedback with some praise. Remember the 5:1 positive/negative ratio
- Give this feedback at a team as well as individual level
- Never get defensive!

Formal or structured feedback:

Ensure you prepare well for the entire conversation (see planner):

- How you will open or frame the conversation
- The shared goal for the conversation
- The content (behaviour & examples)
- How you will manage your own emotions
- Your Plan B approach if the conversation falters
- Have the appropriate logistics in place (see guide)

Be sincere and direct

- Do not ramble – make your point clearly
- Do not say 1 nice thing then dump negative feedback
- Make yourself emotionally safe to speak with (stay constructive)
- Be prepared to listen and compromise (take winning off the table)

Feedback Conversation Planner

What is the situation?	What is the issue?
1. What is <i>your</i> goal for this feedback conversation?	
2. How will you frame (to build relationship and identify the feedback topic)?	
3. What will be the feedback conversation goal you will suggest to the other person?	
4. What are the key issues you see, and will need to discuss?	
5. What outcomes are important to you?	
6. What aspects of the situation (theirs and yours) do you need to consider in advance?	

How do you receive feedback?

- Are you open to feedback? How would I **know** that if I worked with you?
 - Have you asked for feedback recently?
 - Have you publicly shared feedback that you have received?
 - Have you changed something in response to receiving feedback about it?
- **No. 1 rule** - do not get defensive if you receive constructive/negative feedback. This is true whether you agree with the feedback or not. Stay calm and look for the 1% that is true
- If you are being criticized...do not engage in the negative behaviour
 - Ask the person for concrete and recent examples, if they don't have them suggest reconvening when they do
 - Ask them to stick to the facts so you work through the issues constructively
- Resist deflecting positive feedback – it demonstrates low openness. Just say 'Thank-you' and stop talking!



Case Study

Your team member Sally is a solid performer, she delivers well and at a good level of quality. Your office has 3 days at home/2 days in the office working arrangement that everyone has agreed to. You have noticed that on 'office' days Sally often leaves very early and sometimes does not arrive in the office until late morning. Last week, while you were on leave Sally missed a full office day. Whilst her work output is fine there are broader impacts such as other team members not being able to discuss matters with her, and project and client meetings that she is not attending.

You know that she is working flexibly around her family commitments, however, the degree of flexibility is now affecting team performance and you are also 'feeling' an undercurrent of resentment in the culture. When you talk to her you think she could become quite defensive as Sally loves flexibility

Let's discuss:

- You would deal with this issue as quickly as possible and book a formal feedback conversation. Whilst it may seem on the surface to be a flexible working situation, at the core, it is a behaviour issue
- An example Frame and Common Goal here is ..."Sally, thanks for making the time to meet with me today. The purpose of this discussion is for me to share with you some impacts I am seeing from you not fully attending office days. I want to talk through the issues and possible options as I know flexibility is important to you. Does that sound okay to you?"
- In this conversation your priority is that Sally commits to the working arrangements that have been agreed to, and to ensure the team can complete work as required. Whilst you can offer suggestions it is up to Sally to take responsibility for working differently – not you or the team. You will need to keep an eye on the sustainability of any solutions offered. If you are unsure suggest a trial of 1-month
- If Sally were to get upset, I recommend stopping the conversation and agreeing to reconvene in about 48 hours – long enough to calm down, but not drop the issue

Feedback delivery guidelines

Where you say it

- Appropriate location and time
- In person (especially for constructive feedback) if possible, otherwise virtual on video

When you say it

- Leading and managing are ongoing processes, feedback must be timely
- Schedule meeting in advance, allow sufficient time, avoid interruptions

How you say it

- Be well prepared for message and delivery
- Frame well and confidently
- Establish a positive, open and 'caring' climate
- Separate positive from constructive
- Listen / and give opportunity for questions
- Check for understanding – always as to repeat / clarify
- Don't push through if the person has become upset – slow down, understand (ask questions)

What you say

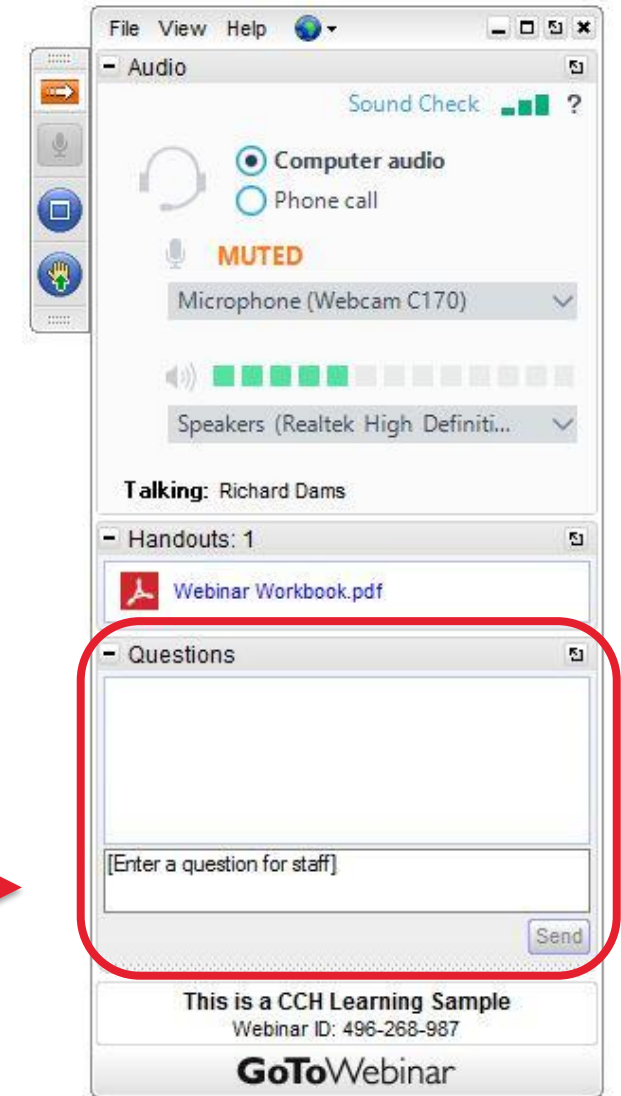
- Specific
- Factual
- Objective and honest
- Descriptive
- Actionable

Questions?

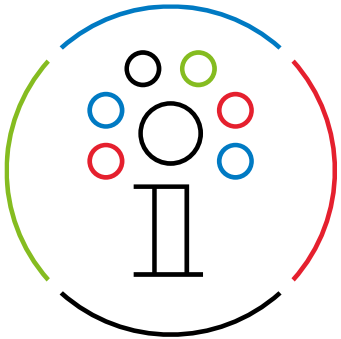


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Questions



- Deborah Assheton
- Director
- The Amplify Group
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- deb@theamplifygroup.com.au

Next Steps

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