



# Delivering Performance Feedback





## *Why feedback is essential?*

Can anyone share a time when they received performance feedback that profoundly impacted their performance?

How was it delivered? What was your relationship with the person who provided the feedback? What feelings were you left with as a result of the feedback? What changes did you make as a result of the feedback?



## **Get to know the people you are leading:**

- What interests do they have?
- What are their goals and aspirations?



*Building relationships*

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- What are their goals and aspirations?



## **Offer reinforcing feedback:**

- AKA “Catch people doing things right or the right things.”
- “Nothing off-sets the emotional impact of corrective feedback better than prior reinforcing feedback”



**Display empathy:**

- Actively listen
- Provide safe spaces for people to share
  - Validate feelings and emotions
  - Assume positive intent



Now that we have created a foundation for  
the feedback to be received  
constructively...



**Situation > Behavior > Impact > Ideal**





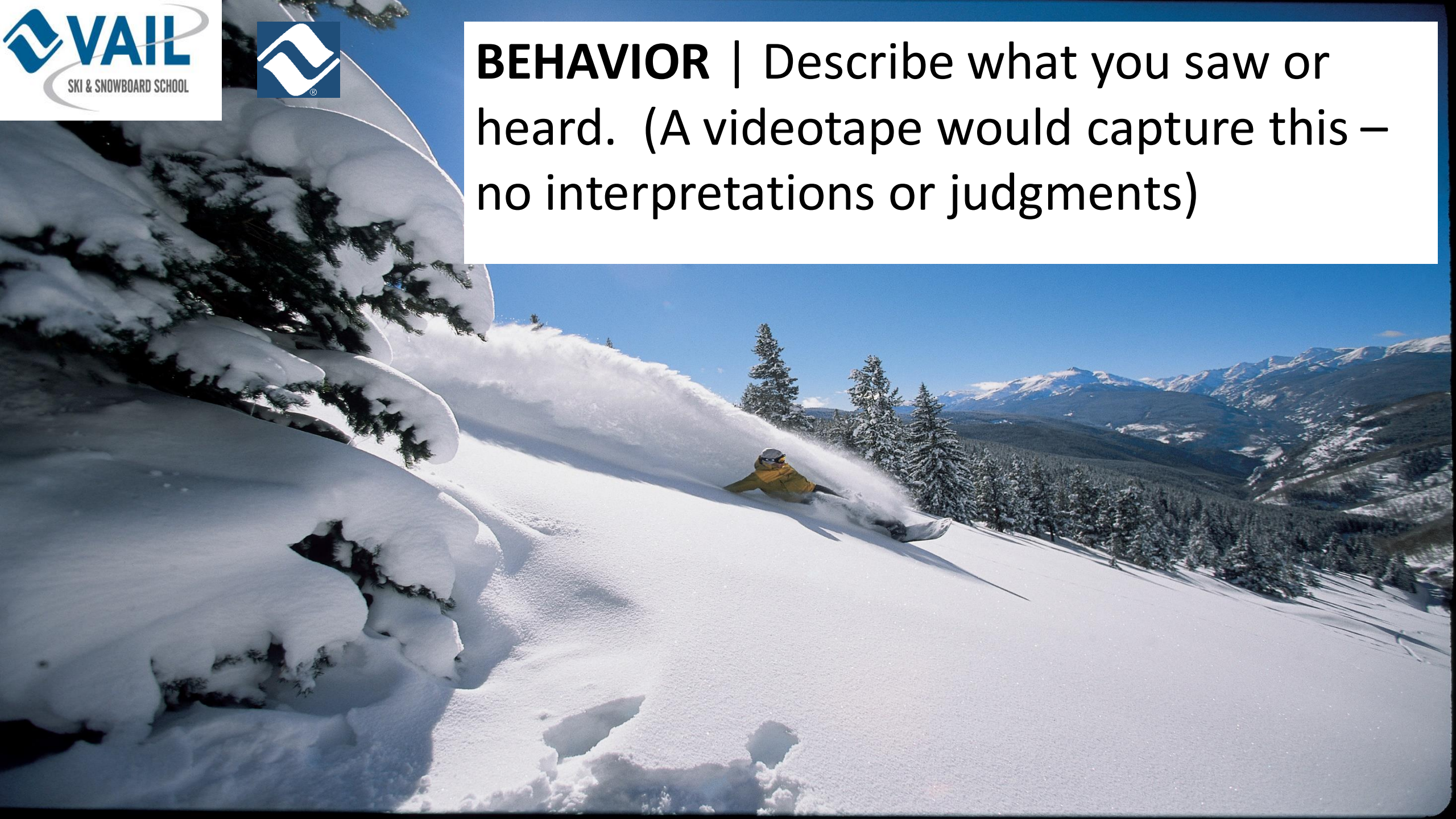


**SITUATION** | Describe where and when the observed behavior occurred. Be specific about time and place.



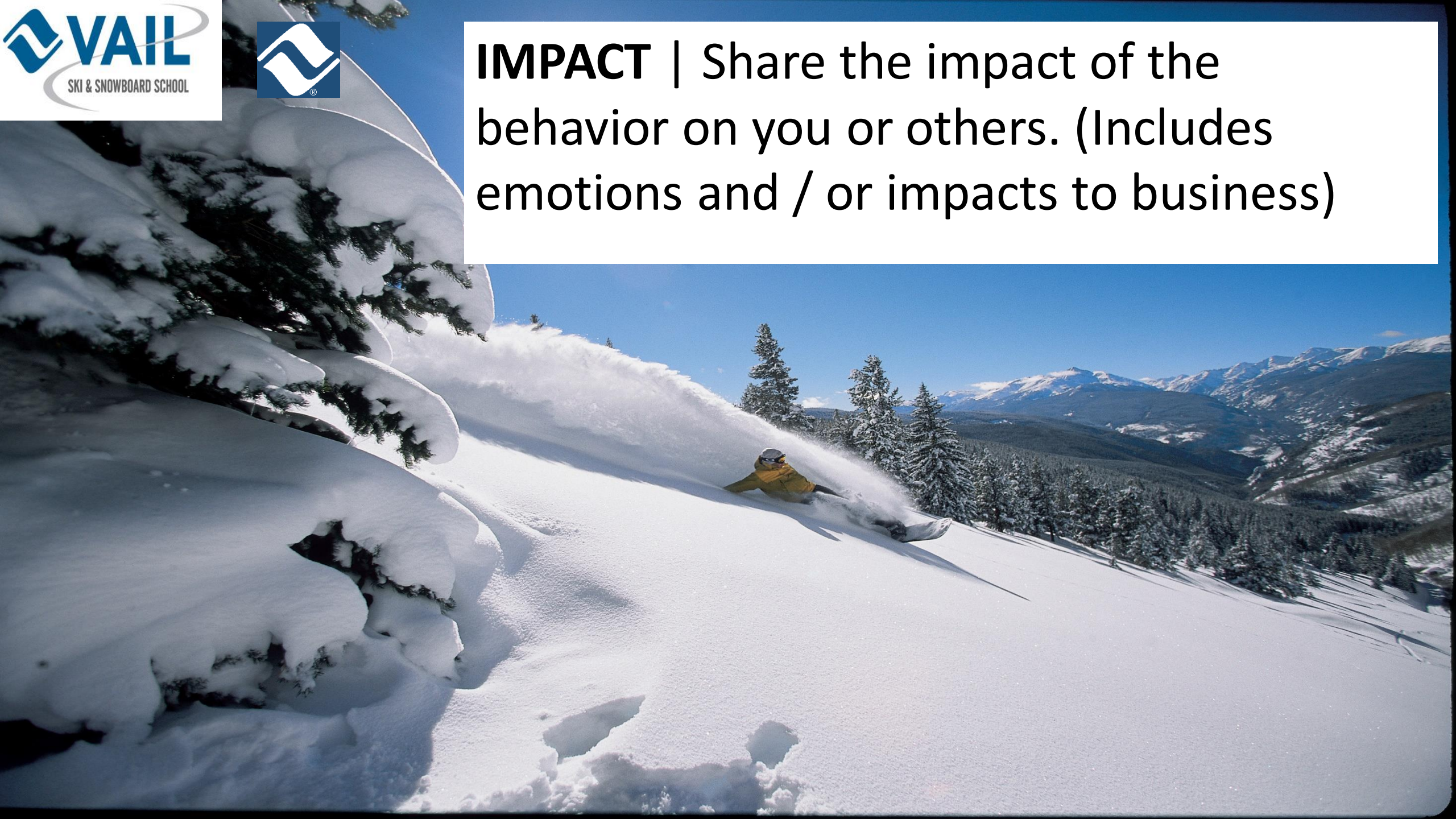


**BEHAVIOR** | Describe what you saw or heard. (A videotape would capture this – no interpretations or judgments)



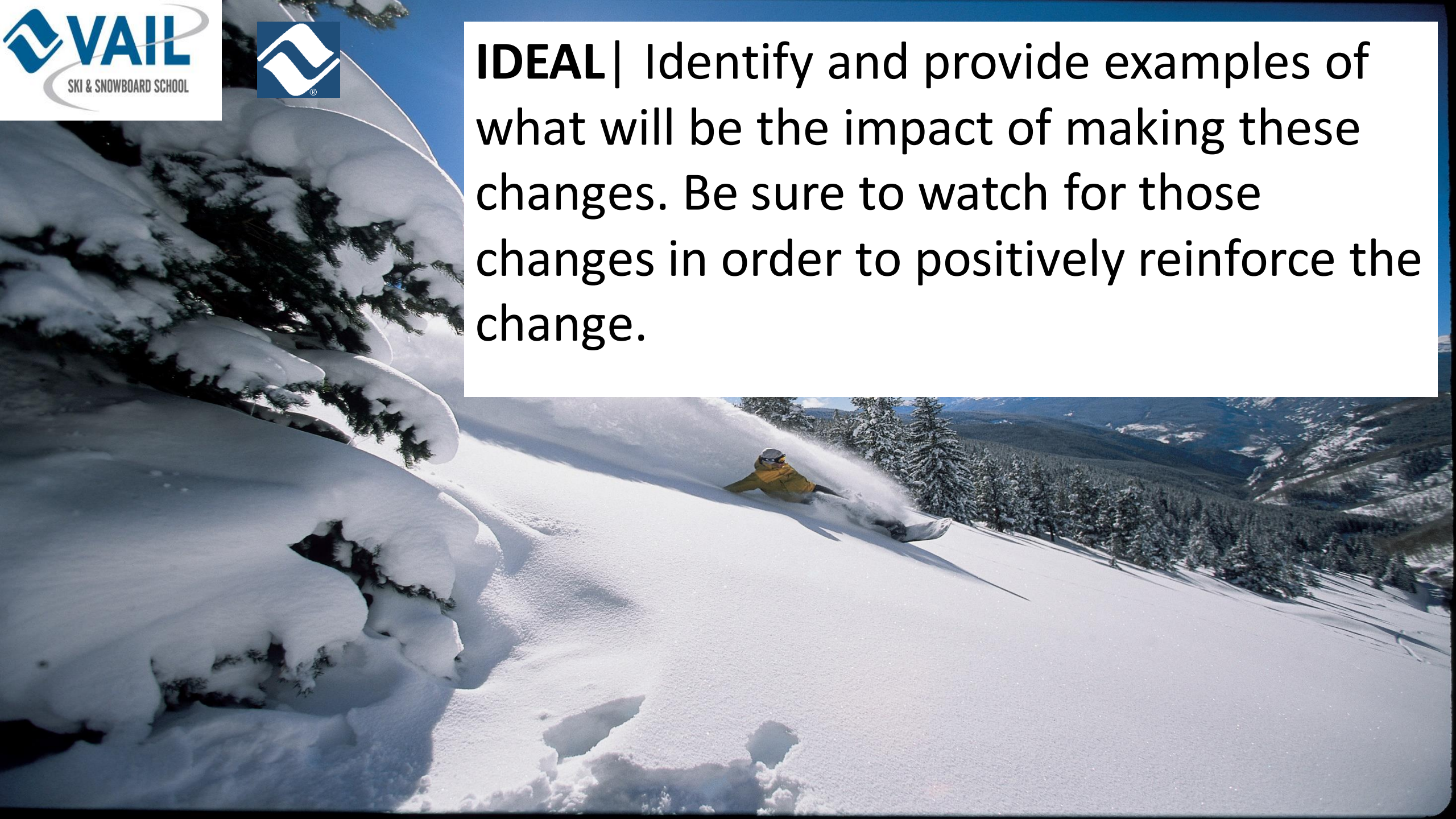


**IMPACT** | Share the impact of the behavior on you or others. (Includes emotions and / or impacts to business)





**IDEAL** | Identify and provide examples of what will be the impact of making these changes. Be sure to watch for those changes in order to positively reinforce the change.





# SBI EXAMPLE (REINFORCING)

## **INSTEAD OF:**

“Billy, you were really rude yesterday.”

## **SAY THIS:**

“Billy, during our team meeting yesterday (SITUATION)

I noticed that you interrupted your peers 3 times when we were discussing our work for the week (BEHAVIOR).

As a result, I wasn't able to hear everyone's questions regarding their deliverables (IMPACT ON ME), and I sensed that there are unanswered items that were not addresses and therefore, they may not get the support they need to run with their deliverables for the week (IDEAL).”



# SBI EXAMPLE (CONSTRUCTIVE)

## INSTEAD OF:

“Great job in the meeting yesterday, Jane.”

## SAY THIS:

“Jane, this past week, we had a lot of new integration tasks being to hit at the same time and there have been some challenges with systems access and knowing what to prioritize along the way. This topic was the bulk of our team meeting yesterday.” (SITUATION)

When we started to talk about those challenges, you were extremely positive and solutions-oriented. For example, you offered to reach out and connect with someone from IT on behalf of the group. And you got us the help we needed already this morning.

# Scenario 1

EE- Constantly late for shifts leaving the rest of the team to do all the yard set-up for each day. But EE is great with guests and keeping on task and increasing productivity when at work.

# Scenario 2

EE is constantly in a bad mood and negative towards each day and rude towards guests and fellow employees. Negatively impacts the mood of the team on days they are scheduled.



# Scenario 3

EE is kind and supportive to everyone and always willing to go out of their way to assist and guide fellow employees and assist leaders with positive intent.

# Scenario 4

Leader is short and condescending on some days, but is complimentary and supportive on other days leaving the team constantly on guard and nervous.



# Takeaways?

