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Now You're Asking for it!

A Culture of Continuous Feedback

I've got some
FEEDBACK
For you

Jason Schreuder
Agile Coach

▷ 10+ years of Agile, coaching, training and leading agile teams in the military and technology industries

▷ experience leading an Agile PMO and an Agile adoption in a global technology company developing manufactured devices, currently working on non-software applications for Agile in a large, private financial technology firm

▷ Graduate degrees in business and higher education, alphabet soup of certifications

▷ from Apex, North Carolina

Helping people, teams, and organizations pursue the ability to engage and affect their environment so that they can adapt to a complex and ever changing world.

Ask me Anything!

Menti Poll!

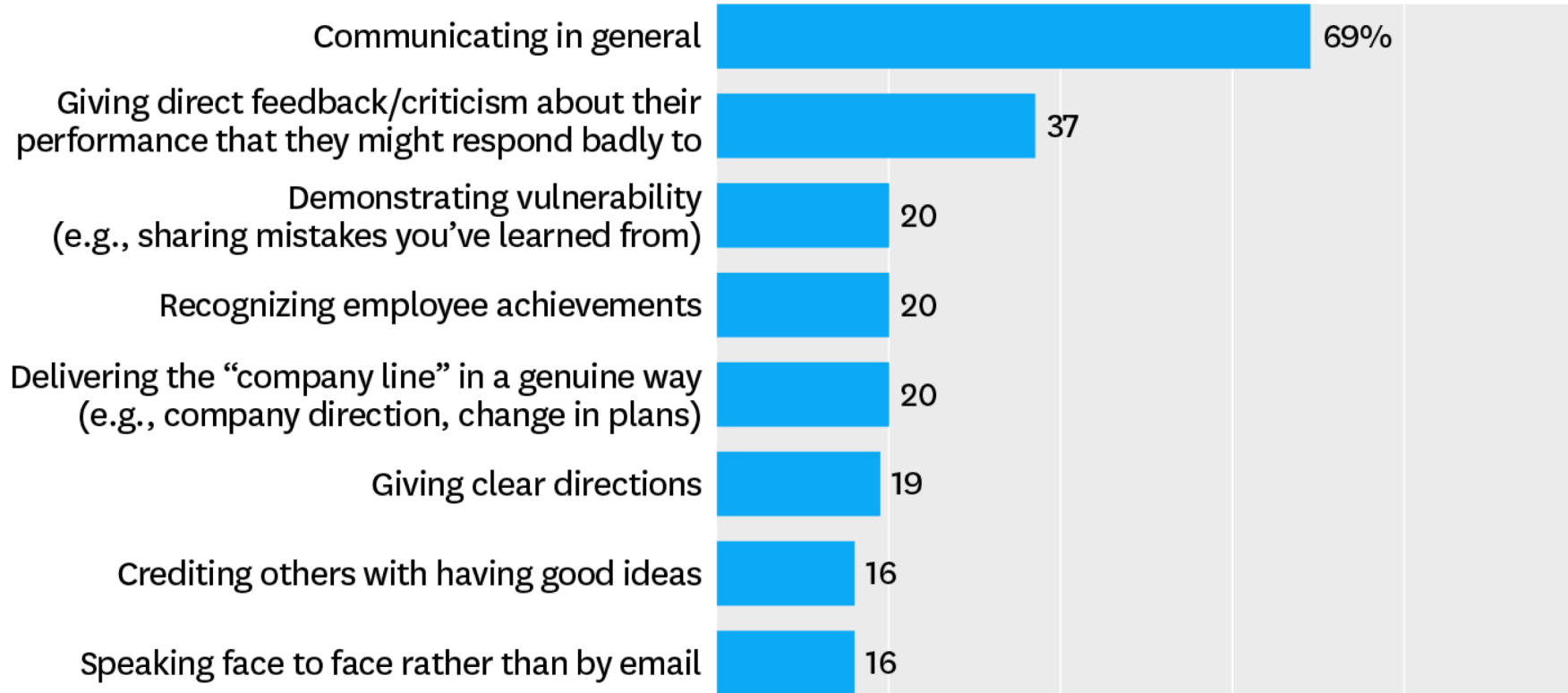Please go to menti.com on your device.

Enter code: **44 61 95**

You have a problem.

A Culture of Niceness
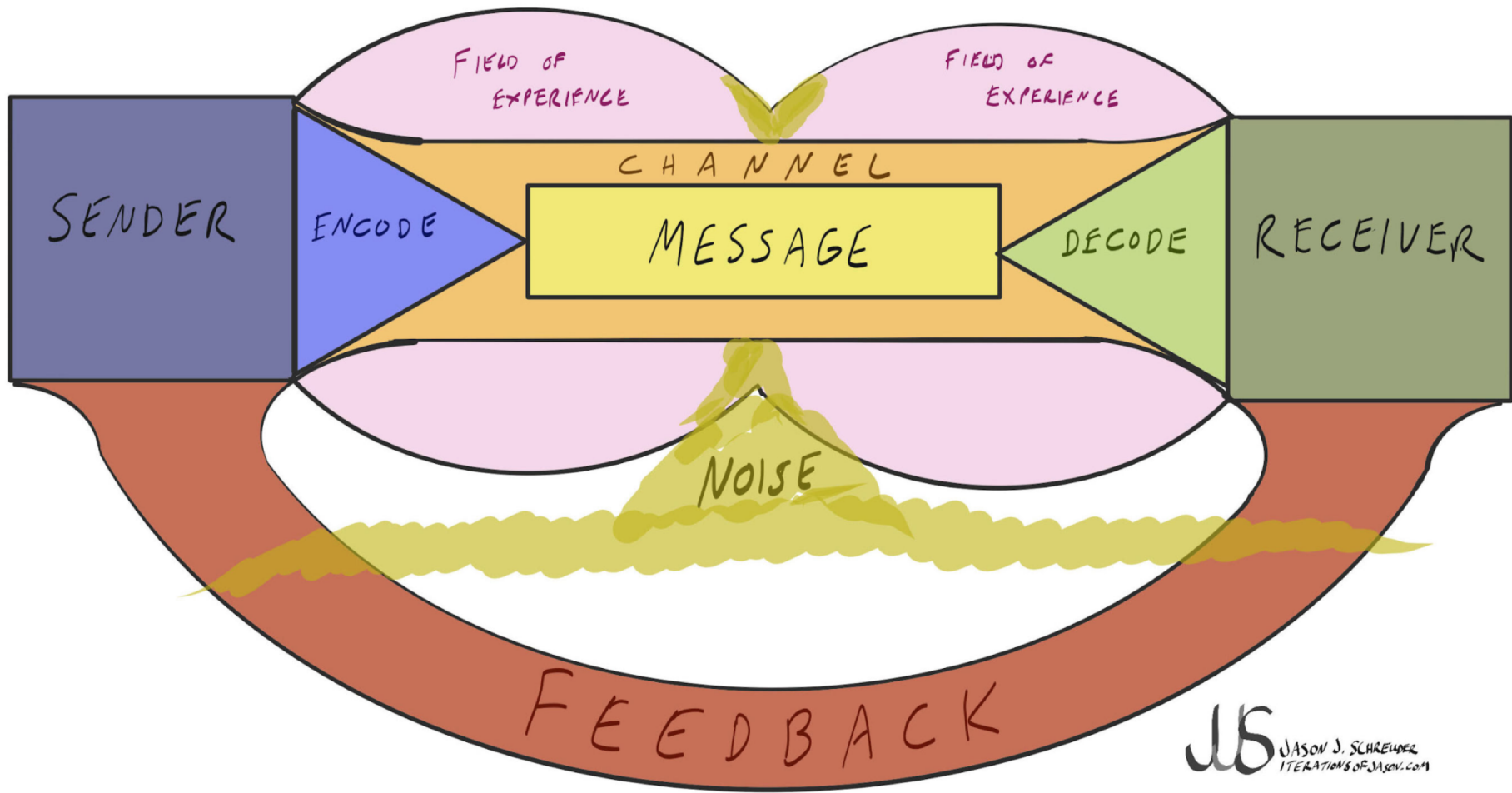
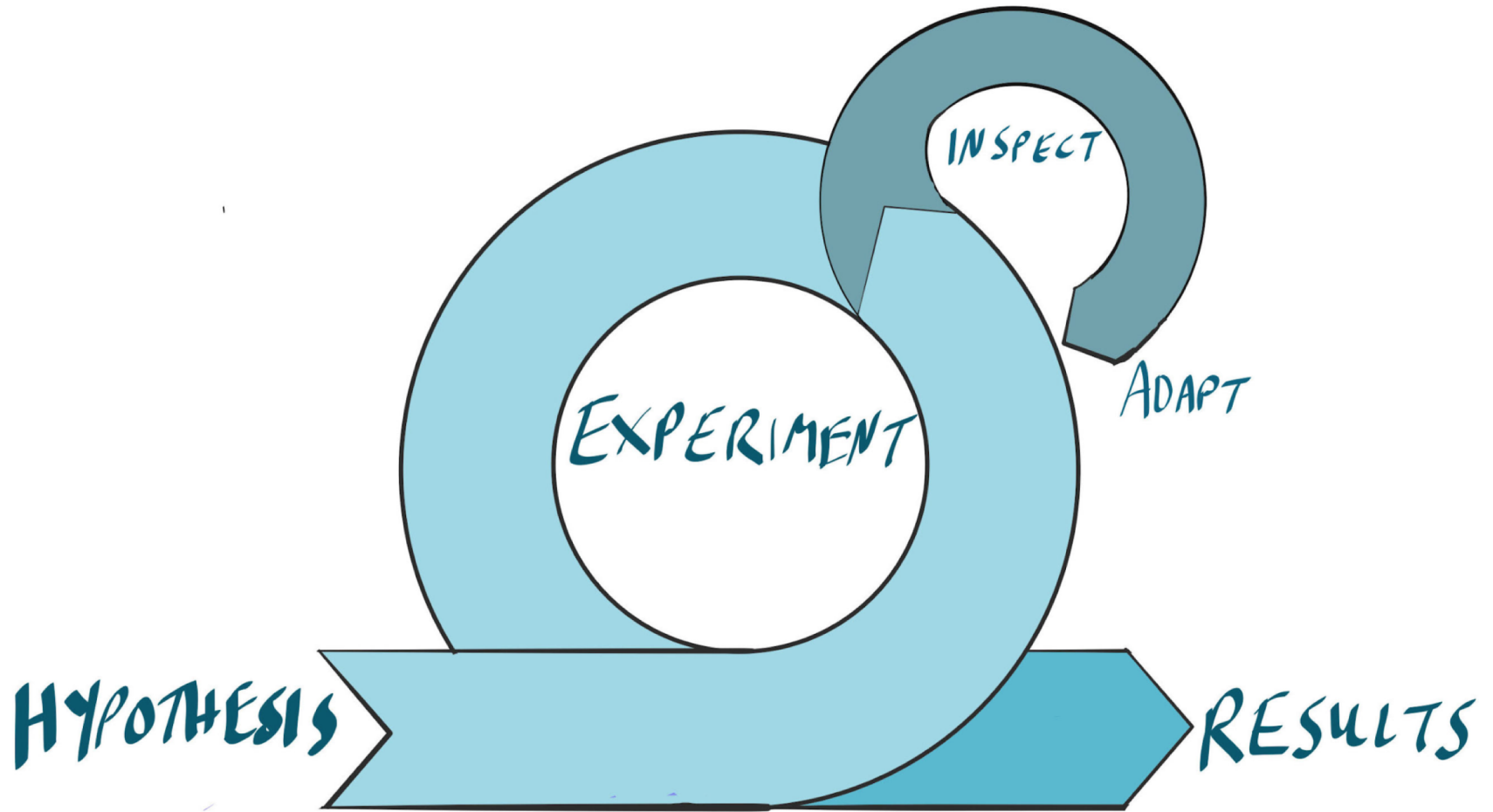**PERCENTAGE WHO SAY THEY'RE UNCOMFORTABLE COMMUNICATING WITH EMPLOYEES WHEN...**

Communicating in general	69%
Giving direct feedback/criticism about their performance that they might respond badly to	37
Demonstrating vulnerability (e.g., sharing mistakes you've learned from)	20
Recognizing employee achievements	20
Delivering the "company line" in a genuine way (e.g., company direction, change in plans)	20
Giving clear directions	19
Crediting others with having good ideas	16
Speaking face to face rather than by email	16

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Research is suggesting that by switching from giving feedback to asking for it, organizations can tilt their culture toward continuous improvement; smarter decision making; and stronger, more resilient teams that can adapt as needed.
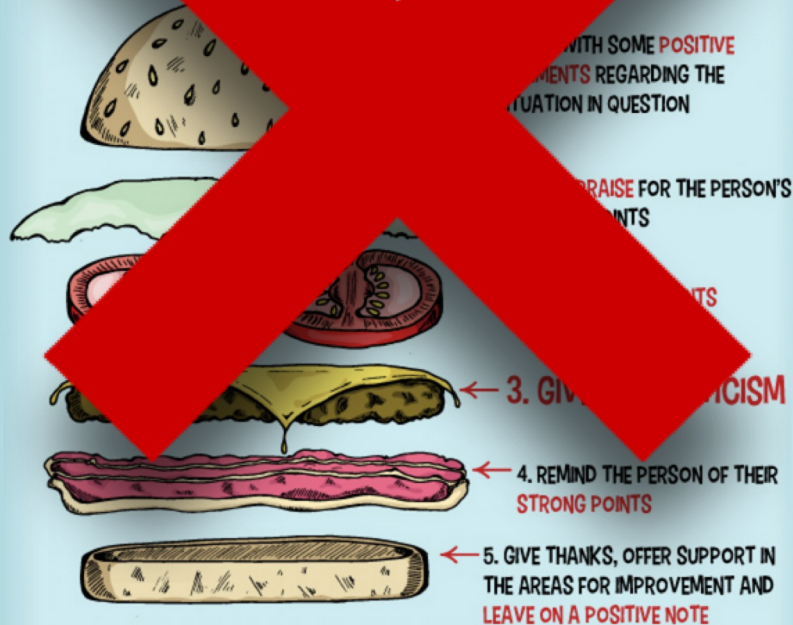
Neuroleadership Institute

The Way Forward

▷ Hello Brain

▷ Three Types of Feedback

▷ Three Crucial Elements

▷ Learn and Practice:
Giving, Receiving, Asking for Feedback

▷ How to get started in your organization

Hello, Brain!

▷ Your brain rules you, other people's brains rule them.

▷ Your brain runs on subroutines

▷ Your brain seeks patterns

"Social threats are experienced like physical threats."
        -- Neuroleadership Institute

NEO CORTEX
HUMAN "RATIONAL"

LIMBIC BRAIN
MAMMALIAN "EMOTIONAL"

BASAL GANGLIA
REPTILIAN "LIZARD"

JASON J. SCHREIBER
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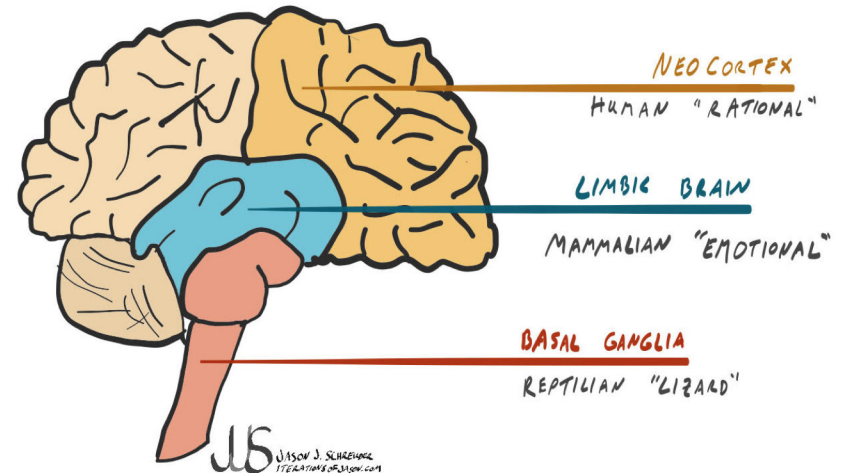
Three Types of Feedback

▷ **Appreciation -** Building relationships, encouraging ("thank you" and "you matter.")

▷ **Coaching -** Learning, grow, change, improve (can be peer, but usually only with a high degree of trust, often comes from a manager. *Peers must start a conversation*)

▷ **Evaluation -** Comparison against standard, align expectations (much more difficult to deliver)

Three Crucial Elements

▷ **Intent** -- **Assume positive** intent, and come with positive intent.

▷ **Trust** -- Trust that your team members **want the best** for you and the for the team.

▷ **Process** -- Use the process we are going to learn today to **engage** and **start a conversation.**

You have blindspots
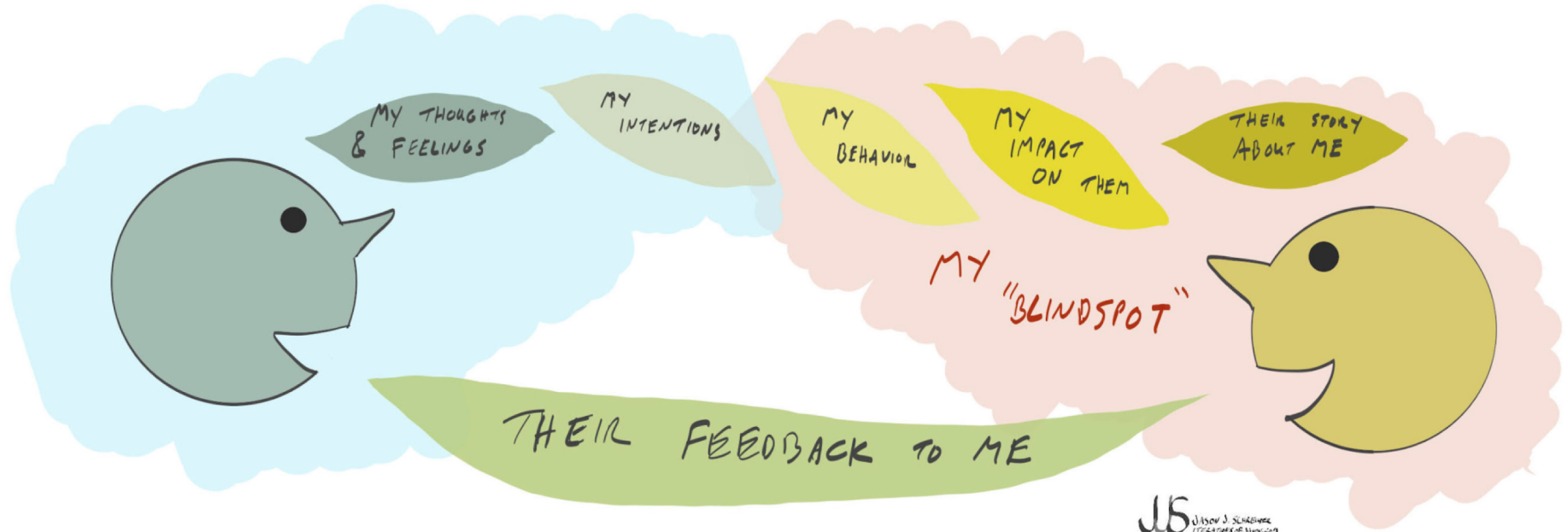
Intent

A checklist to prepare yourself:

❏ What's my intent in **giving** this feedback?

❏ What's is the level of **trust** this person feels toward me?

❏ Are the **timing** and **setting** optimal and creating a good environment?

❏ Have I identified **specifics** and **impact** and am I genuinely curious to hear their **perspective**?

Trust

The Emotional Bank Account

Withdrawal

- Break promises
- Be unkind
- Be disloyal
- Don't listen
- Be arrogant

Deposit

- Keep promises
- Be Kind
- Be Loyal
- Listen
- Apologize

Adapted from Stephen Covey, *The Seven Habits of Highly Effective People (1989)*
and John Gottman, *The Seven Principles for Making Marriage Work (1999)*

Process

PURPOSE — State the purpose for giving feedback and check for readiness to receive it.

BEHAVIOR — Describe the specific behavior involved.

IMPACT — Share the impact that you see the behavior having.

PERSPECTIVE — Ask questions and engage in dialogue to explore the other person's perspective.

ACTION — Thank them for listening, partner to create next steps, offer support to commit to action

What are some things to keep in mind?

- ▷ **Concentrate on the behavior**, not the person

- ▷ **Balance** (appreciations and coaching, greats & gifts)

- ▷ **Own it** ("I" or "Me")

- ▷ **Timeliness**

- ▷ **Interactivity** (Start a conversation, don't be a seagull)

Be:

- ▷ **Specific** - "clear is kind, unclear is unkind"

- ▷ **Open** - curiosity is the antidote for judgement

- ▷ **Aware** - of your brain and bias

- ▷ **Real** - truthful

- ▷ **Responsive** - be ready to share how to show up differently
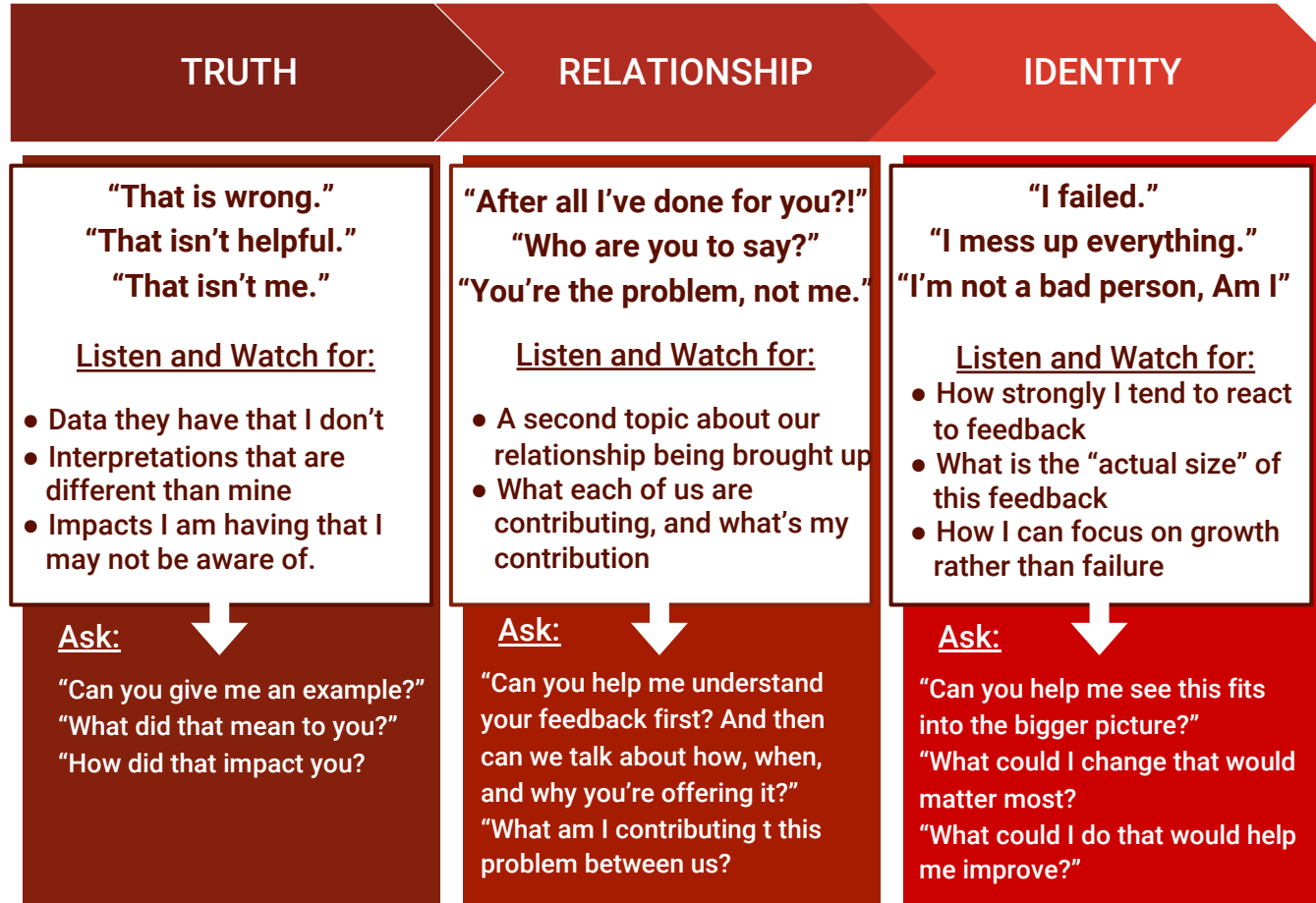
Recognize Common Triggers

DON'T

Resist
React
Reject

DO

Receive
Reflect
Respond

All feedback is useful. Remember, it is how we survive!

TRUTH	RELATIONSHIP	IDENTITY

TRUTH

"That is wrong."
"That isn't helpful."
"That isn't me."

Listen and Watch for:

- Data they have that I don't
- Interpretations that are different than mine
- Impacts I am having that I may not be aware of.

Ask:

"Can you give me an example?"
"What did that mean to you?"
"How did that impact you?

RELATIONSHIP

"After all I've done for you?!"
"Who are you to say?"
"You're the problem, not me."

Listen and Watch for:

- A second topic about our relationship being brought up
- What each of us are contributing, and what's my contribution

Ask:

"Can you help me understand your feedback first? And then can we talk about how, when, and why you're offering it?"
"What am I contributing t this problem between us?

IDENTITY

"I failed."
"I mess up everything."
"I'm not a bad person, Am I"

Listen and Watch for:

- How strongly I tend to react to feedback
- What is the "actual size" of this feedback
- How I can focus on growth rather than failure

Ask:

"Can you help me see this fits into the bigger picture?"
"What could I change that would matter most?
"What could I do that would help me improve?"

Asking for Feedback

▷ Invite feedback often, especially from those you trust.

▷ Ask for time to reflect. "Let me think about this. I'm willing to hear more criticism but not all at one time."

▷ Take credit for your mistakes and grow

Start with:

▷ "what's one thing you see me doing or not doing that is getting in my way?"

▷ If you had to make two suggestions for improving my work, what would they be?

▷ How could I handle my projects more effectively?

▷ What could I do to make your job easier?

▷ How could I do a better job of following through on commitments?

▷ If you were in my position, what would you do to show people more appreciation?

▷ When do I need to involve other people in my decisions?

▷ How could I do a better job of prioritizing my activities?

Where to Go From here

▷ Start asking for feedback! Broadly, Explicitly, Often

▷ Strive to help people excel, not just bring awareness to flaws

▷ Be aware of the three triggers

▷ Model the change you want to see in your organization

▷ Evolve working agreements for your teams

▷ Develop a growth mindset in your team

▷ Strive for high performance with greats/gifts ratio

"

When we have difficult feedback to give, we enter the discussion uneasily, and this pushes us to the side of fear and judgment, where we believe we know what is wrong with the other person and how we can fix him. If we are mindful, we can come to such discussions from a place of care. When we do, we can enter into beautiful moments of inquiry, where we have no easy answers but can help the colleague assess himself more truthfully.

Frederic Laloux, *Reinventing Organizations*

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Thank You!