Welcome

Mike Gendreau, Director, Outreach, Education and Communications, Community Health Options

Health insurance company
Licensed in Maine

Qualified Health Plan
(Marketplace certification)

Consumer Operated & Oriented Plan (CO-OP)

Non-profit (501(c)29)
THE GIFT: PROVIDING FEEDBACK

David Pease, SPHR, SHRM–SCP
Director of Human Resources
Bangor Savings Bank
People Need Feedback to Learn & Grow

“We all need people who will give us feedback. That's how we improve.”

Bill Gates, Microsoft
Rising Demand for Feedback

- 64% of employees want supervisory check ins at least every two weeks.

- 42% of millennials want weekly feedback
Why Don’t Manager Give Feedback??

**Top reasons managers hesitate to give feedback to women and men**

<table>
<thead>
<tr>
<th>Reason</th>
<th>Women</th>
<th>Men</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concerned about seeming mean or hurtful</td>
<td>43%</td>
<td>35%</td>
</tr>
<tr>
<td>Don’t want them to dislike me</td>
<td>25%</td>
<td>25%</td>
</tr>
<tr>
<td>Concerned about an outburst</td>
<td>16%</td>
<td>17%</td>
</tr>
<tr>
<td>Concerned I will seem biased or prejudiced</td>
<td>16%</td>
<td>14%</td>
</tr>
<tr>
<td>Concerned about an emotional breakdown</td>
<td>6%</td>
<td>15%</td>
</tr>
</tbody>
</table>

Great feedback takes 30 seconds to 5 minutes.

It saves time in the long run.

You are building respectful relationships with your colleagues and employees – priceless!
Excuse #2: “Honest Feedback will lower morale”

Managers delivering honest feedback achieve 3 times higher levels of employee engagement (77%) than those managers who don’t provide feedback (22% engagement).
Excuse #3: “Feedback lowers productivity.”

1. **Being a bottleneck**
   Solution: Give your employees more authority to act without your approval.

2. **Not truly delegating responsibilities**
   Solution: Stop using your employees as your “helpers” and give them real ownership and responsibility.

3. **Not conveying clear expectations**
   Solution: Make sure your answers match when asked. “What’s most important for them to achieve this year?”

4. **Not giving useful feedback**
   Solution: Provide clear and direct feedback about what they’re doing well and what they could be doing better. (Remember, feedback isn’t just for criticisms – “praise what you want to see more of”)

5. **No concentration time**
   Solution: Encourage, don’t discourage, employees to block off quiet work periods on their calendars, and don’t interrupt their workflow.

6. **Neglecting employees needs for better job performance**
   Solution: Most employees won’t speak up on their own if they need a faster computer, new software, or other tools. Be proactive in asking what your team’s needs are.

7. **Not letting people telecommute when the work allows it**
   Solution: Let them. Studies show your employees are less likely to call in sick or taking a full day off to wait for a repair person when able to work from home. It also earns employees’ loyalty.

8. **Insisting on a doctor’s note to take sick days**
   Solution: Rethink the policy. Having to go to the Dr. for a note when an employee has a cold is insulting, isn’t productive and often results in employees coming in work sick, being unproductive and spreading the illness, resulting in even more productivity loss.

9. **Scrimping on training**
   Solution: Employees expected to produce results without much (or any) training can lead to serious inefficiencies. Online, computer-based or video-based training are cheaper alternatives than seminars or training center. If all else fails, buy employees a book.

10. **Creating a climate of fear and anxiety**
    Solution: Ruling through rigid control and a climate of anxiety and fear only ensures employees won’t bring up new ideas or be honest about problems, which will limit what your entire team is able to accomplish. Care for your employees quality of life, treat them with dignity and kindness, even in the hardest moments.
Excuse #4: “Honest Feedback will increase Employee Turnover.”

14.9% lower turnover rates in companies that implement regular employee feedback.
Excuse #5: “We have never been trained in giving feedback.”

MAYBE?
How We Respond to Conflict

- FIGHT
- FLIGHT
- INSIGHT
Don't be afraid of opposition. Remember, a kite rises against; not with the wind.

--Hamilton Mabie
“The primary role of a manager/leader is to help employees achieve their maximum performance and strive for their optimal personal potential.”

--David Pease
### 5-Step Strategy for Giving & Receiving Feedback

<table>
<thead>
<tr>
<th>GIVING FEEDBACK</th>
<th>RECEIVING FEEDBACK</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Examine your motivations</td>
<td>1. Listen to understand, not response</td>
</tr>
<tr>
<td>2. Ask for Permission</td>
<td>2. Assume non-defensive, open body language</td>
</tr>
<tr>
<td>3. Prioritize the feedback</td>
<td>3. Paraphrase feedback to confirm</td>
</tr>
<tr>
<td>4. Give specific examples</td>
<td>4. Request specific examples</td>
</tr>
<tr>
<td>5. Set Expectations</td>
<td>5. Ask for prioritization</td>
</tr>
<tr>
<td>6. Follow-up</td>
<td>6. Thank them for feedback</td>
</tr>
</tbody>
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Handling Problem Situation

- **Core Criteria**
  - Eliminate or Minimize the Behavior
  - Maintain Self Esteem of Problem Employee
  - Avoid further disruption of Team & Customer

- **Three Step Model**
  - Step 1: Identify possible alternatives.
  - Step 2: Apply the three criteria for handling problems.
  - Step 3: Select the Best alternative.
CONSTRUCTIVE FEEDBACK MODEL

- **B** Behavior - What the person is doing or not doing that needs to be addressed?
- **E** Effect - What is the impact of the behavior...how it hurts the team, effects the customer or impacts results?
- **E** Expectation - What you expect the person to do or not do to change.
- **R** Result - What happens if positive changes made or the consequences if negative behavior continues.
Providing Feedback

PRAISE FEEDBACK MODEL

B: Behavior
What the employee is doing that is valuable?

E: Effect
Why the performance is important; how it contributes, what’s the impact

T: Thank you
A tangible expression that makes one feel good
Feedback Do’s & Don’ts

**FEEDBACK DO’S**

- Be aware of body language it’s a non verbal communicator.
- Be specific when recalling the situation.
- Be specific when describing the behavior.
- Acknowledge the impact of the behavior on you.
- Make it positive.
- Make it only about behavior.

**FEEDBACK DON'TS**

- Don’t assume.
- Don’t judge the person.
- Don’t be vague about feedback.
- Don’t pass along vague feedback from others.
- Don’t give advice unless asked.

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Lolly Daskal
7 criteria for effective feedback:

1. The feedback provider is credible in the eyes of the feedback recipient
2. The feedback provider is trusted by the feedback recipient
3. The feedback is conveyed with good intentions
4. The timing and circumstances of giving the feedback are appropriate
5. The feedback is given in an interactive manner
6. The feedback message is clear
7. The feedback is helpful to recipient
Your Job as a Coach

- Set goals aligned with Vision
- Recognize/Reward results exceeding goals
- Thank employees who are meeting goals
- Quickly address staff falling short of standards
- Build on employee’s strengths
- Identify ways to grow & develop staff

People don't care how much you know until they know how much you care  
John C Maxwell
Inside Out Coaching Model

The GROW Model
- FOCUS
- Goal
- Reality
- Options

Wrap Up
- Way forward
- Commit to action
- Identify possible obstacles
- Make steps specific and define timing
- Agree on support

Get the full range of options
- Invite suggestions from Coachee
- Offer suggestions carefully
- Ensure choices are made

Agree topic for discussion
- Agree specific objective of session
- Set long-term aim if appropriate

Coaching is unlocking a person's potential to maximise their performance, helping them to learn rather than teaching them.
- Dr John Whitmore

GOAL
- What do you want to achieve?
- Why is this important to you?
- Ensure the goal is: Specific, Measurable, Achievable, Relevant, Time-bound
- What short/medium term goals are needed in order to reach the end goal?

REALITY
- What is happening now / has happened?
- What is the current situation?
- What have you tried or done to progress things so far?

OPTIONS
- What options do you have?
- What else could you do, what else could you try?
- What if...?
- I have a suggestion, would you like to hear it?

WILL DO
- Which options do you prefer and why?
- What are you actually going to do?
- When are you going to do it?
- How will you know that you have been successful?
- What obstacles might you face and how will you overcome them?
- What support do you need and how will you get it?
Coach: Assess/Evaluate

- What am I doing that you would like me to **STOP** doing?
- What am I not doing that you would like me to **START** doing?
- What am I **Doing** that you would like me to **CONTINUE** doing?
SMART Goals

- **Specific**: State exactly what you want to accomplish (Who, What, Where, Why)
- **Measurable**: How will you demonstrate and evaluate the extent to which the goal has been met?
- **Achievable**: Stretch and challenging goals within ability to achieve outcome. What is the action-oriented verb?
- **Relevant**: How does the goal tie into your key responsibilities? How is it aligned to objectives?
- **Time-bound**: Set 1 or more target dates, the “by when” to guide your goal to successful and timely completion (include deadlines, dates and frequency)
Dump Performance Appraisals

Performance management is not delivering the way it should
Both managers and employees like to see changes the way performance is managed

60% feel they spend too little time on important activities e.g. ongoing conversations with employees and collecting feedback from colleagues.

42% managers and
36% employees are generally satisfied with the performance management process.

But companies struggle to figure out how to improve the process

29% Companies have no formal measurements to gauge the effectiveness of their performance management process

31% Companies report that line managers do not see the value in the performance management process

Trends shaping the future of performance management

Spend more time on the right activities (discussions, calibration)
Focus on improving manager capability and effectiveness
Change performance management from once/twice a year to ongoing

Source: Willis Towers Watson 2015 TM&R Pulse Survey – Asia Pacific
Employees want to know:

- What am I supposed to be doing?
- How well am I required to do it?
- What do you think of my performance?
- How will I be rewarded?
- How can I improve my performance?
Create a Dialogue

First principle of dialogue: start with heart

Work on me first, us second

The manager asks the employee:

1. What is one thing you think you did well?
2. Here is one thing I think you did well.
3. What's one thing you think you should do differently?
4. Here's one thing I think you should do differently.
# AGILE PERFORMANCE
Creating a Culture of Conversation

<table>
<thead>
<tr>
<th>Traditional</th>
<th>Agile</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PERFORMANCE MANAGEMENT</strong></td>
<td></td>
</tr>
<tr>
<td>Review Past</td>
<td>✓ Future Improvement</td>
</tr>
<tr>
<td>Focus on Score</td>
<td>✓ Focus on Conversation</td>
</tr>
<tr>
<td>Manager as Judge</td>
<td>✓ Manager as Coach</td>
</tr>
<tr>
<td>1-time Annual Event</td>
<td>✓ Frequent &amp; Ongoing</td>
</tr>
<tr>
<td>HR Controlled</td>
<td>✓ Manager Driven</td>
</tr>
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</table>
Coaching Performance

- Link performance to the job description, work standards and organization strategy & values.
- Provide regular work review & feedback during the first 3 months. Identify problems early.
- Encourage good behavior (BET); address undesired behavior (BEER). Feedback!!!
- BE HONEST!
- Ongoing Dialogue to Reinforce.
The Gift: Time & Feedback

“A gift consists not in what is done or given, but in the intention of the giver or doer.”
Lucius Annaeus Seneca

The greatest gift you can give someone is your time. Because when you give your time, you are giving a portion of your life that you will never get back.

“Honest is a very expensive gift. Do not expect it from cheap people.”
Warren Buffett

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Questions?

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