

Delivering Difficult Feedback

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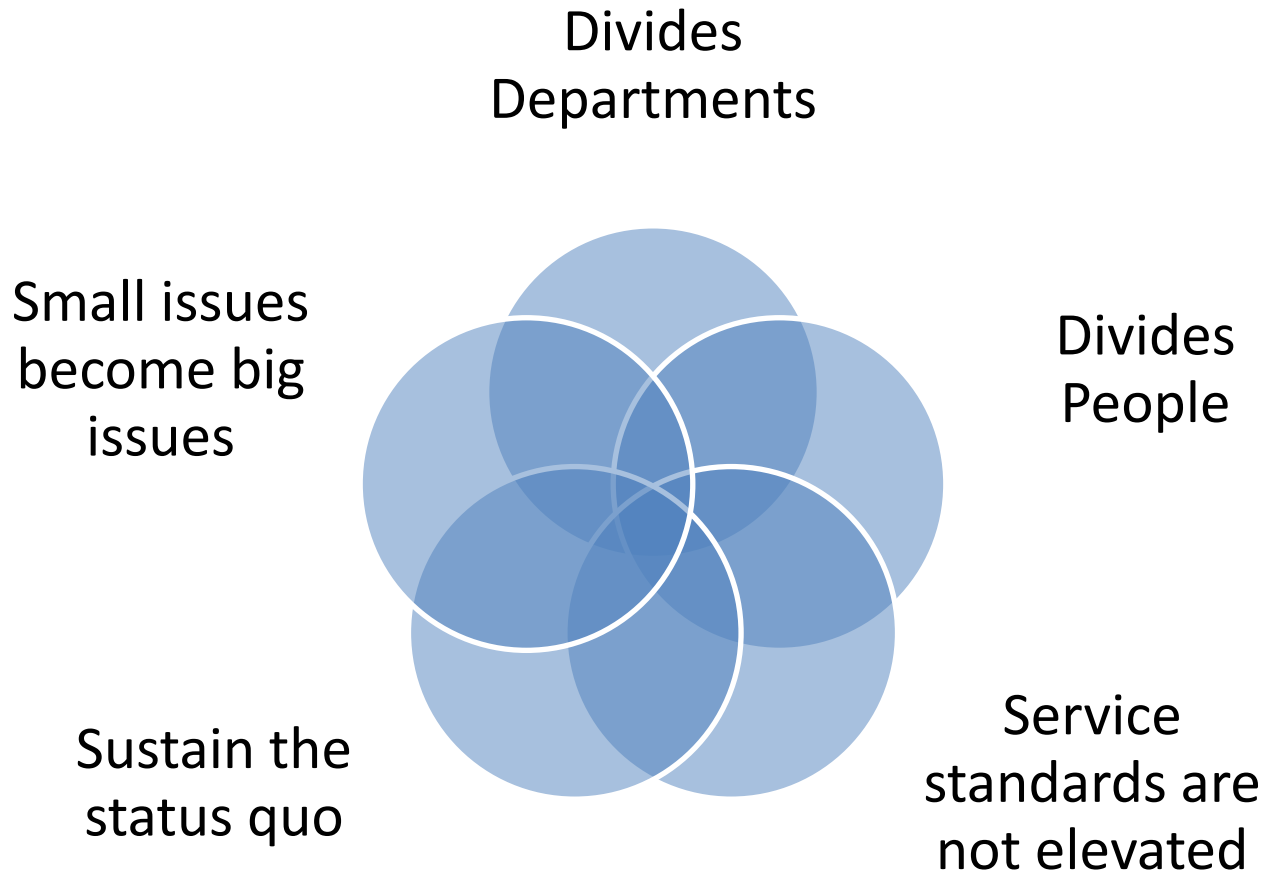
Leadership & Development Coach

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Role of Delivering Feedback & What Happens When we Don't Coach?



Seek to Understand, to then be Understood

- “Help me understand”
- Giving a voice to their point of view is not the same as agreeing
- Don’t ignore the resistance
- Don’t explain away the resistance
- Don’t insist on compliance without first



How to communicate difficult messages with, direct reports, peers and leaders

You've made a big mistake and we need to talk

I'm a little confused about something – can you help me out?

How to communicate difficult messages with, direct reports, peers and leaders

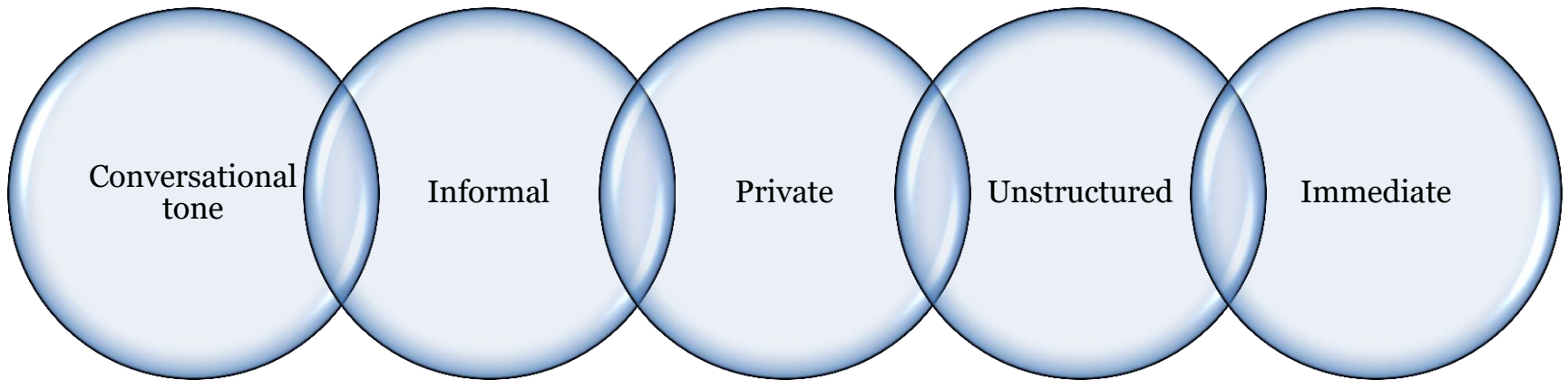
You've made a big mistake and we need to talk

- Intimidating
- Signals Defensiveness
- Does not support goodwill

I'm a little confused about something – can you help me out?

- "I" point of view is disarming
- "Can you help" indicates partnership
- Tone is conversational, allowing for real dialogue and problem solving

On Going, Off the Record



On Going, Off the Record Structure 1st Hand:

Positive Buffer



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graph TD; A[Positive Buffer] --> B[Actual Behavior]; B --> C[Expected Behavior]; C --> D[Positive Closing]
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Actual Behavior

Expected Behavior

Positive Closing



On Going, Off the Record

Example 1st Hand Example:

Hey Joe, you guys have really been keeping the wait room clean lately.

I noticed you stepped over some trash a few minutes ago.

It's not a big deal, but let's just remember to pick it up as we go.
(Anticipate Response/Explanation/Apology)

(Acknowledge: Okay or I understand and reiterate or clarify)

Thanks so much. So what else do have going on today?

On Going, Off the Record Structure 1st Hand:

Positive Buffer



Actual Behavior



Expected Behavior



Positive Closing



On Going, Off the Record 1st Hand Scenario

- You overheard one of your team members, Josie, speaking rudely and with very clear aggravation to another co-worker Beth for messing up a recently organized file room (boxes that were not labeled yet, now moved around into the hallway).
- You need to now speak to Josie about it.

Scenario Debrief

- What Worked?
- What Could the Manager Improve on?

On Going, Off the Record Structure 2nd Hand:

Positive Buffer

Share the Feedback of Actual Behavior

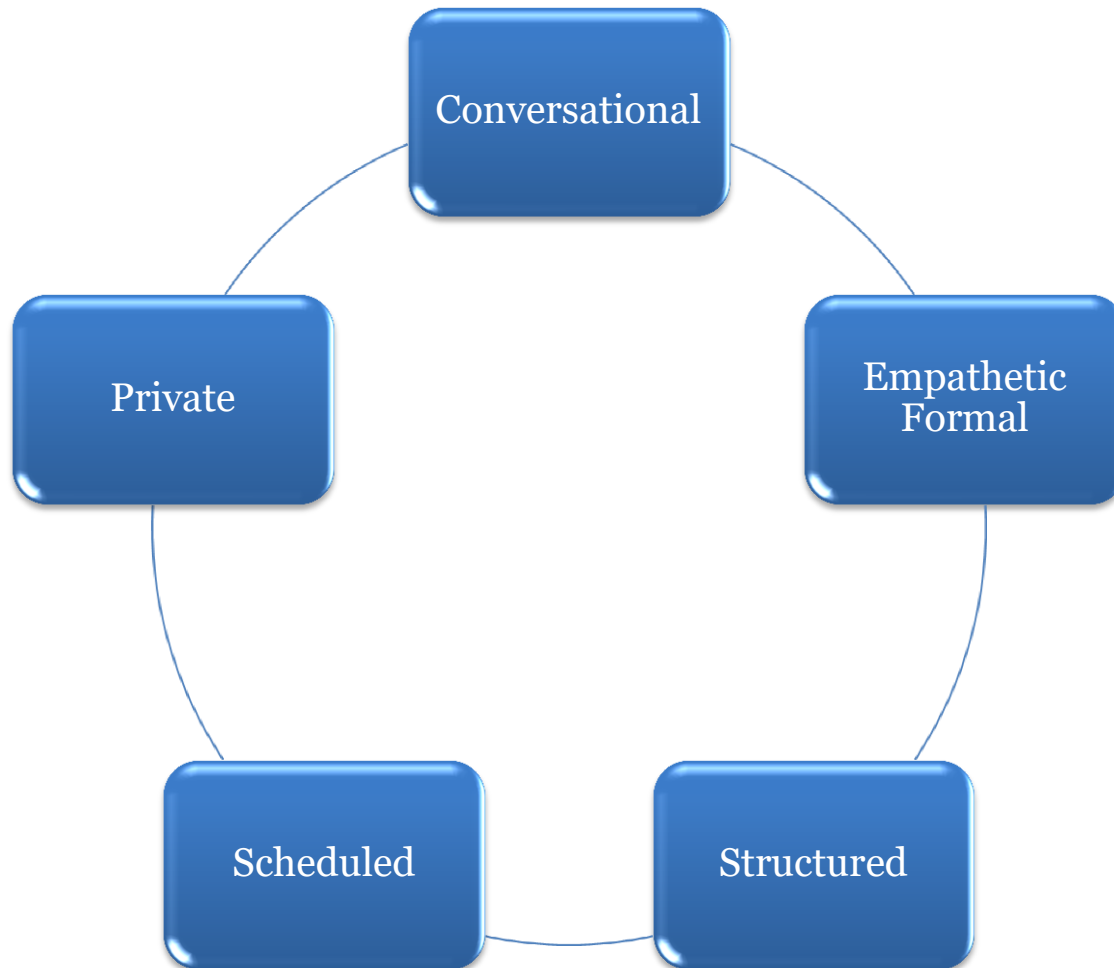
Ask for Clarification

Reassure and/or Expected Behavior

Positive Closing



On the record/documentated discussion



On Going, On the Record Structure 2nd Hand:

Thank for Coming and Immediately Explain Purpose of Meeting

Ask for Information on What Happened

Share any Information in Contrast

Discuss Expectations

ASK: How Help for Future/Give Guidance

On Going, On the Record Structure 2nd Hand:

Ann, thanks for coming in today. I wanted to talk to you scheduled projects.

Some folks have been telling me you have been skipping 3 or more areas a few times a week. What's going on?

Well, I checked and the paperwork is missing your signature a few times these last two weeks.

I understand – if you don't feel well you need to go home sick, we can't miss our sections and rest on the clock.

Thank you for coming in, if you are having any trouble please let me know any time.



Possible Reaction Responses

You're telling me this?
Are you telling everyone
else who does it?

I work harder than
everyone else/been here
longer and you are
coming down on me for
this?

This is stupid! I can't
believe this is now "not
acceptable" You used to
do this!

Possible Reaction Responses

You're telling me this?
Are you telling everyone
else who does it?

If anyone else is
doing this, then
absolutely it will
be addressed.

I work harder than
everyone else/been here
longer and you are
coming down on me for
this?

You are one of
my best team
members. This
isn't about your
effort, this is
about this one
incident that
needs to happen
differently
moving
forward.

This is stupid! I can't
believe this is now "not
acceptable" You used to
do this!

I
understand
this is
frustrating
for you to
hear. It is
the policy
and we need
to follow it.



REMEMBER

- Reaffirm your belief and appreciation in the employee
- Do not get in a battle back and forth
- Let them have their feelings and remember it is not about YOU – even when they say YOU



Possible Reaction Responses

You're telling me this?
Are you telling everyone
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Communicate with Tact and From your Team's Point of View

- I need everyone to start using the documentation forms to be sure we meet the new policy handbook guidelines. This is critical and we all agreed on this new process, so let's start using it!
- I have noticed that the side door is being kept unlocked. This is a severe safety hazard. Whoever is doing it, stop please.
- This survey was emailed out 2 weeks ago, so there is no excuse it is not completed yet.

Small group work: Rephrase verbiage to your team's point of view

Communicate with Tact and From your Team's Point of View

- Lately it has come to my attention that the new documentation forms are not being used consistently. You put so much effort into this process that it is now included in the handbook. You all determined this to be a critical piece in accuracy, so let's continue focus with this new process. Be sure we all start using the documentation forms.
- Please be diligent to keep the side door is locked at all times. This is a severe safety hazard. Your safety is our priority!
- Your input is appreciated and necessary for this survey. If you have not completed it, please do so by end of day Friday.

THANK YOU!

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