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Focal Point and IP Inclusive Feedback Skills for Inclusive Teams - Webinar

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Feedback Skills for Inclusive Teams



- What is *constructive* feedback?
- How can we ensure feedback becomes a normal part of learning and development?
  - The principles of effective feedback – the STARTING model
  - How to structure a feedback conversation – SAID model
  - What might stop us offering feedback to others – especially those more senior?
- Applying feedback skills to work situations
- Practical actions to take away

Where do we get feedback…?



- Think about something you have learnt to do outside of work
- How did you learn your new skill?
- Did it involve getting feedback?



At work, what is your first thought when someone messages you to say

“I’d like to give you some feedback”…?



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What is Feedback?



Feedback is

- the verbal or non-verbal process of giving information about the behaviour or performce of someone



It should never be…

- Destructive
- An outburst
- An attack

The value of feedback

If someone knew something about you that would help you grow, develop or reach your potential, wouldn't you want to know?

"Most people, for most of the time, are starved of feedback and are left to operate on the basis of 'no news is good news'. This is worrying because feedback is an essential ingredient if performance is to be maintained - let alone improved."

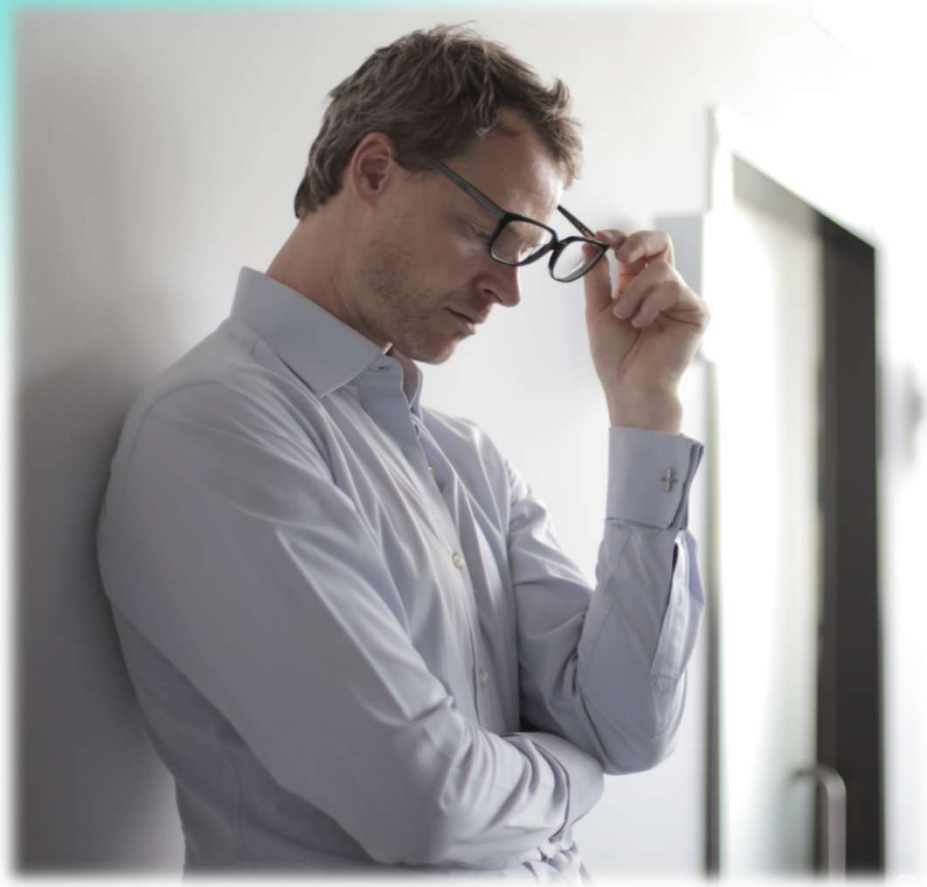
Peter Honey

High performing Teams have a feedback culture

- They understand the value of giving and receiving feedback
- They know there will be lost opportunities if they don't
- They have agreed how it will be done
- Does your Team have a feedback culture?
- If not, what could you do to start it becoming part of your teamwork?
- …but what might stop us?



What might stop us offering feedback to others?

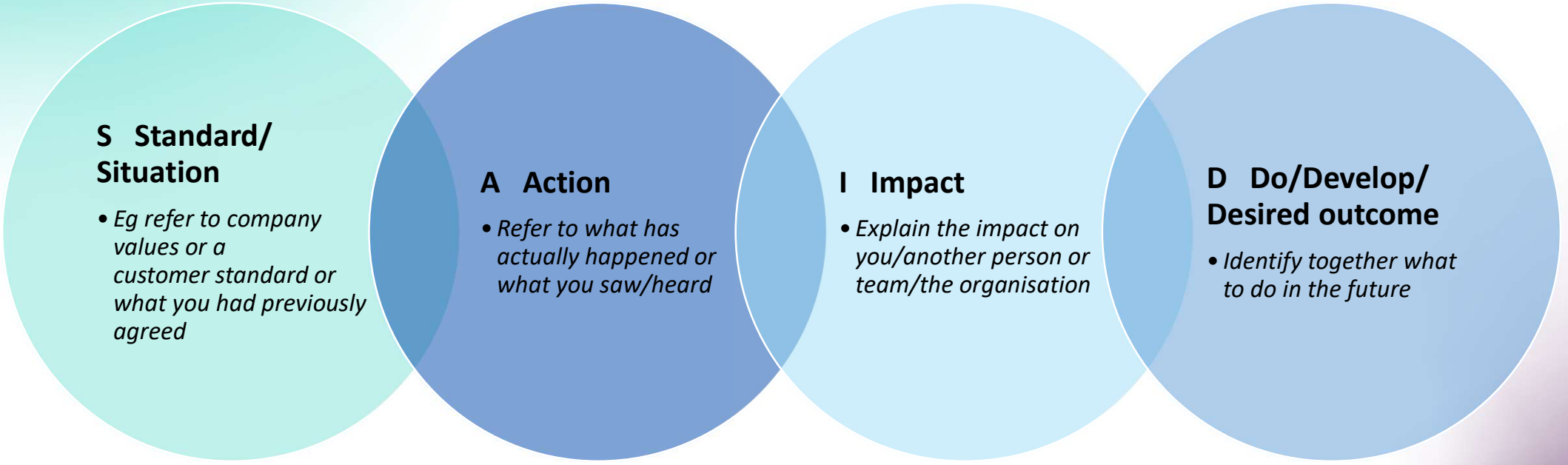


- Worrying about the consequences
- The potential recipient's reaction
- Concerned it will lead to conflict
- Wondering if it will make a difference
- It's not something that is done in our Firm or organisation
- Not knowing how to do it

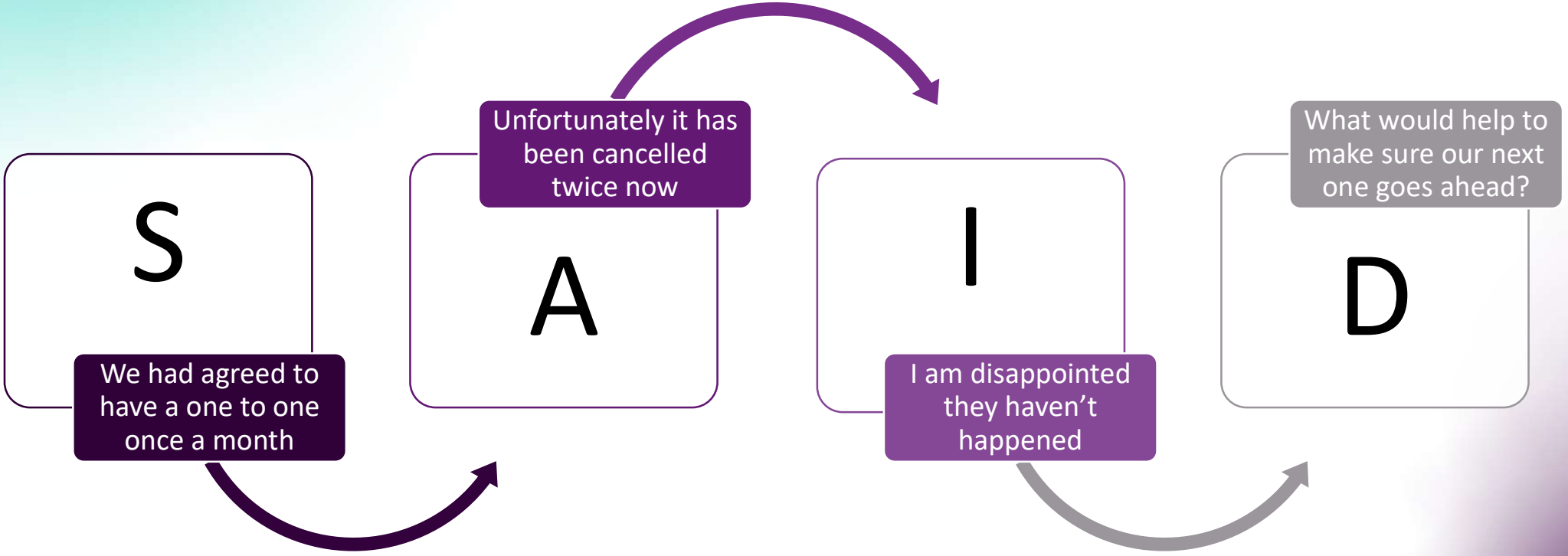
Feedback principles - STARTING model

Specific	• Use specific examples - balanced, observed and objective
Two-way	• Encourage a two-way discussion, not via email
Action	• Agree actions to move forward
Review	• Check in on progress and actions
Timely	• Give immediately or as soon as appropriate afterwards
Intent	• Be clear on your intent and purpose before having the conversation
Non-judging	• Ensure you are open-minded in your approach
Growth	• Feedback should help people learn, grown and develop

Feedback techniques – SAID model



SAID in action



Scenario 1 – Raising an issue with a colleague

A colleague has left some key information out of a letter to a client.

You need to get them to contact the client, explain the error and to resend the information.

- What is a successful outcome?
- How will you open the discussion?

As an ally

- How can you support someone in a situation like this?
- What can you do to prevent situations like this happening in the future?



Scenario 2 - Not playing the blame game



An issue was being discussed in a team meeting. A manager passed a comment saying it was caused by a mistake having been made. Whilst they didn't say who it was, you felt others would know they were talking about you.

You had accepted you had made the mistake, had apologised but are disappointed this has been raised in this way in a team meeting. You want to talk to the manager and explain how you feel.

- What is a successful outcome?
- How will you open the discussion?

As an ally

- How can you support someone in a situation like this?
- What can you do to prevent situations like this happening in the future?

Scenario 3 – Your time to talk?

Your line manager does most of the talking in your one-to-ones. At the end they usually comment how useful the meeting has been, but you leave feeling frustrated and disappointed.

You want to raise this and reset how your one-to-ones are handled...

- What is a successful outcome?
- How will you open the discussion?

As an ally

- How can you support someone in a situation like this?
- What can you do to prevent situations like this happening in the future?



Scenario 4 - The benefit of fresh eyes



Your line manager is using one of the processes set up in your Team but not using it in the right or most effective way.

You have been in the team for a month and feel awkward about pointing out mistakes to someone senior and much more experienced than you, but know you need to.

- What is a successful outcome?
- How will you open the discussion?

As an ally

- How can you support someone in a situation like this?
- What can you do to prevent situations like this happening in the future?

Understanding responses to feedback

S	• Shock or surprise
A	• Anger of annoyance
R	• Rationalisation or rejection
A	• Acceptance
H	• Hope or help

Inviting feedback on your own performance

High performing people proactively ask people for feedback on how they are doing

- Use an exchange of expectations to set the foundation for asking for feedback
- Ask open questions
- Ask for specific examples – what you could start doing, stop doing, keep doing
- Listen carefully
- Take time to reflect
- Thank
- Take action



Receiving feedback effectively

- Listen and do not interrupt
- Be open and welcoming
- Be patient
- Ask questions for clarification
- Ask for examples
- Take it seriously
- Be grateful and receptive
- Remember, it is the other person's perception
- Do not take it personally
- Think about what has been said honestly
- Take action, if appropriate



Next steps

- Do you have any questions?
- What will you do differently as a result of today?
- One action in the “Chat” please
- Good luck!



thank you

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If you have any questions or would like any further help or advice, please contact us on:

01903 732 782

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Focal Point Website

And to keep up to date with the latest research, opinion and resources in managing behaviour and creating inclusive workplaces, follow us on

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