



# Feedback Is A Gift

## HR Supervisor Series

Liz Woodward  
Human Resources Generalist  
April 2019



## Meet our team for this HR Teleclass: Feedback is a Gift

### Your host



**Francine Dillard**  
Director of Learning  
and Development

### Your SME



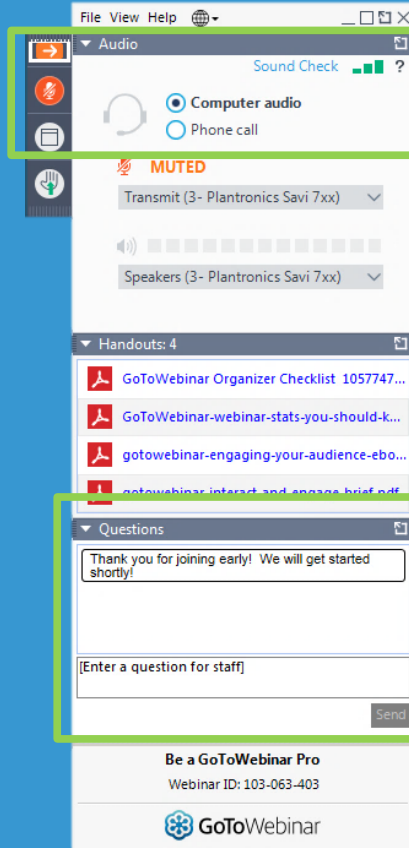
**Liz Woodward**  
HR Generalist

### Your producer



**Rhett Davis**  
PLAD LMS  
Administrator

# Attendee Control Panel



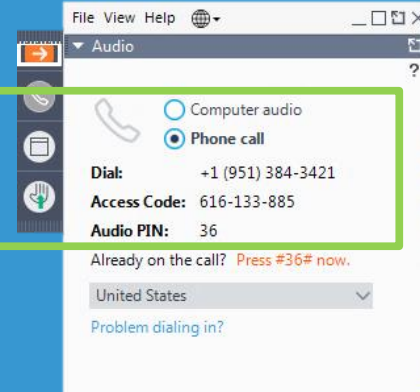
The screenshot shows the GoToWebinar Attendee Control Panel. It includes a top navigation bar with 'File View Help' and a globe icon. Below this are several panels: 'Audio' with 'Sound Check' and 'Computer audio' selected; 'MUTED' status; 'Transmit' and 'Speakers' dropdowns; 'Handouts: 4' with a list of PDF documents; 'Questions' with a text input field and a 'Send' button; and a footer with 'Be a GoToWebinar Pro', 'Webinar ID: 103-063-403', and the GoToWebinar logo.

Listen in through computer audio,  
headset recommended

OR

Select Phone Call to see the  
number to call, Access Code and  
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Type your questions  
or just say hello here.



The screenshot shows the 'Audio' settings panel. It has 'Phone call' selected. It displays the following information: 'Dial: +1 (951) 384-3421', 'Access Code: 616-133-885', and 'Audio PIN: 36'. There is also a note: 'Already on the call? Press #36# now.' and a 'United States' dropdown menu.

## Rules of Engagement

**1** Enjoy the session and be open to new ideas.  
(We'll record this session for on-demand access)

**2** Actively participate. This symbol  indicates it's time to participate using the interactive tools on screen.

**a** Your audio is muted to ensure best delivery of the teleclass

**b** If you lose your connection, please hang up, log back in online

**3** Be present! Put other technology aside or off—resist the urge to multitask.



# Welcome!



Human Resources Professional with over 18 years of HR experience, serving as a Strategic Business Partner with a strong focus on Employment Compliance

**Liz Woodward**

**Human Resources Generalist, Pathways**



## How comfortable are you at giving feedback?

- A. Very comfortable
- B. Comfortable
- C. Somewhat comfortable
- D. Not comfortable

Please select the appropriate response and click Submit.

## Limiting beliefs

*Most leaders, teams, and colleagues have good intentions, but limiting beliefs hold them back from providing feedback even though they know they should.*



## Feedback is vital in the workplace

Feedback is key as it:

- Drives performance
- Enriches relationships
- Creates strong, high functioning teams





# Constructive Feedback

## Specific, Issue-Focused, and Observation Based

- **Negative feedback** – corrective comments about past behavior
- **Positive feedback** – affirming comments about past behavior
- **Negative feedforward** – corrective comments about future performance
- **Positive feedforward** – affirming comments about future behavior



## Types of Constructive Feedback

### Positive

Favorable

Reinforcing

Praise

Increases confidence



### Negative

Unfavorable

Corrective/Redirecting

Criticism

Destructive



## Creating a feedback culture

A feedback culture is one where employees' voices are valued

Organizations with feedback cultures are investors in talent and have increased retention

A strong feedback culture welcomes feedback and uses it to foster the growth of individuals, teams and the organization

Investing in feedback initiatives, such as one-on-one meetings, performance reviews and annual employee surveys increases retention and productivity





## What are some common sources of feedback?



*Use your questions panel to type in your answer*

## Sources of feedback

Feedback is not exclusive to Management, in fact it can come from many sources:

- Leaders and supervisors
- Direct reports
- People in other teams or areas that we interact with or rely on to do our job
- Our peers and colleagues
- Clients and their families



## **Although feedback comes from many sources, feedback from supervisors can have the greatest impact**

Direct supervisors often have more credibility than anyone else because they are most closely positioned alongside those they supervise, thus making supervisor-generated feedback uniquely effective

Most important factor for an employee receiving feedback is the credibility of the individual delivering

Credibility refers to a recipient's belief that the feedback source is accurate, trustworthy, and well-informed



## Well delivered feedback from a supervisor

Makes employees more productive, happier and more positive

Increases loyalty, retention, and ownership interest in the workplace

Reduces involuntary turnover

Without feedback, employees lose the opportunity to improve their skills and performance





## What scenarios would be crucial to provide an employee with feedback?



*Use your questions panel to type in your answer*



## Scenarios in which feedback is crucial

- If An Employee Seems Disengaged
- If An Employee's Performance Has Declined
- If An Employee Has Poor Time Management
- If An Employee Didn't Deliver A Project On Time
- If An Employee Doesn't Take Initiative
- If An Employee Made A Mistake
- If An Employee Was Rude To A Coworker
- If An Employee Doesn't Get Along With Others
- If An Employee Didn't Set Realistic Goals
- If An Employee Is Gossiping



## The Big 3 - Key components of effective feedback

1. **Behavior:** What the employee did and how they did it
2. **Outcome:** What resulted from the employee's behavior and how it impacted the team and the company
3. **Next Steps:** How to obtain/maintain positive outcomes, improve average outcomes, or work to solve negative ones

## Delivering constructive feedback

DO	EXAMPLE
State clearly the purpose of the feedback – don't use it to vent	The purpose of this discussion is to talk about yesterday's incident
Describe the situation in specific terms	During the incident you raised your voice, stomped your feet
Back up feedback with recent, specific examples	Earlier this week on (date) you also raised your voice during...
Don't personalize & be respectful – don't stockpile	Avoid "you are so..." "you always..." Say "thank you for listening"
Allow the employee to speak & listen	What happened? What could you have done differently?

## Sometimes feedback is not well received

### Don't Panic! Remember

- Don't personalize their reaction
- Ask neutral, clarifying questions
- Listen to understand the why of the reaction
- Focus on actions and solutions, goal set





## When do you typically praise employees?

- A. Complete a project or task
- B. Exceed a goal
- C. Display exemplary service
- D. Improve their performance following coaching

Please select the appropriate response and click Submit.

## Balanced feedback

**Don't forget the good stuff!**

Appreciation is a major driver of employee job satisfaction, happiness; **AND**  
**RETENTION!**

Employees are motivated by praise from a manager, creating engagement!  
Engaged employees are more productive employees – Win win!



## Delivering positive feedback

DO	EXAMPLE
Praise the achievement	Fantastic presentation!
Be specific in term of what was done well	Your presentation was well researched, clear & concise
Express personal appreciation	I'm impressed
Explain how the achievement benefits the Company	Your presentation will help reduce/improve...
Encourage continued contribution	I'm looking forward to more of your ideas



## Why is timing so important when giving feedback?



*Use your questions panel to type in your answer*



## Timing is everything!

Feedback delivered too late loses some of its value

Feedback should be given on the spot, when appropriate

Take time to process before delivering sensitive feedback

Constructive feedback should be given in private



## Feedback Case Study

Charlotte, Claire and other colleagues are attending a meeting in the conference room. Charlotte is responsible for communicating with a particular client and it's not getting done thoroughly enough. So much so that Claire, is getting negative feedback from her boss. So when Charlotte says..."I have no problems. The VA School Board client is happy and the rollout is on schedule." Claire, Charlotte's boss becomes furious. Charlotte not only isn't getting the job done, but she seems unaware of that fact.

In the heat of the moment Claire shares the following feedback with Charlotte. "If the VA School Board is so happy, why has their contract team gone over our head to Tom twice in the past month, asking what's going on? We might be on schedule and your counterpart may be happy, but we're not effectively communicating that to all levels on their side. FIX IT!"

### How could Claire share this feedback with Charlotte more effectively?



*Use your questions panel to type in your answer*

## Key points to remember

- Feedback is essential to creating high functioning teams
- Strong feedback cultures encourages growth and increases retention
- Constructive feedback should be honest, respectful and specific
- Focus on solutions and goals
- Sharing positive feedback is essential too
- Remember there is an appropriate time and place to share constructive feedback





## Questions



*Use your questions pane to type in your questions*





## HR Resources To Support You!

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## Our Next Session – Avoiding Burnout

**Course Title:** VRT HR Series: Avoiding Burnout

**Course Description:** What can you do as supervisor when your employee is in one of the risk stages? Participants will learn how to identify and recognize burn-out with their employees. Supervisors will learn how to help employees avoid and reduce burn out. How do you recognize the signs of the different evolutionary stages of burnout? Stress → tension → pre-burnout → burnout? Communication strategy.

- **Session Faculty:** Letitia V. Haywood, Clinical Leader/ Valerie Searcy-Cox, HR Director
- **Session Date:** May 16<sup>th</sup>, 2019
- **Session Time:** 2:00pm EST / 1:00pm CST / 12:00pm MST / 11:00am PST
- **Course Duration/Credit Hours:** 1 Hour



**Thank You!**

