



# FOSTERING A FEEDBACK CULTURE

*Improve Communication, Avoid Misunderstandings, and Build Trust.*

# THE BUSINESS CASE FOR FEEDBACK

1. **Gallup** – Teams with regular strengths-based feedback showed 8.9% greater profitability.
2. **PwC** - 60% of professionals would like feedback on a daily or weekly basis (72% of professionals under 30).
3. **HBR** – 69% of leaders are uncomfortable with certain aspects of giving and/or receiving feedback.



# **Fostering a FEEDBACK CULTURE**

1. Use the SBI and TIR approach
2. Timing is everything
3. Challenge assumptions
4. Pay attention to non-verbal
5. Listen to understand



# FEEDBACK THAT WORKS

2000, Weitzel

**S**

**SITUATION** - Describe the situation. Be specific about **when** and **where** it occurred.

**B**

**BEHAVIOUR** - Describe the **observable behaviour**. Don't assume you know what the other person was thinking.

**I**

**IMPACT** - Describe the **impact on you**; what **you** felt or thought in reaction to the behaviour.

# STATEMENTS OF BEHAVIOURS

**Not judgments, interpretations or impressions**

- You were speaking when someone else was talking **vs.** You were rude
- You arrived late to the meeting **vs.** You don't care
- You weren't speaking during the discussion **vs.** You're disinterested
- You were speaking loudly **vs.** ???
- You were asking a lot of questions **vs.** ???

## SBI: Example #1



**FEEDBACK:** This morning when you were at the site without your safety equipment I was frustrated because you endangered your safety, broke company policy, and set a poor example for the new recruits who look up to you.

## SBI: Example #2



**FEEDBACK:** When the compressor went offline this morning you engaged Jonas to assist you and got the problem resolved quickly. By fixing the problem yourself, I was relieved because I didn't have to get involved and you saved the company hours of costly overtime.

# SBI FEEDBACK EXAMPLE

**Situation:** In the team meeting on Wednesday

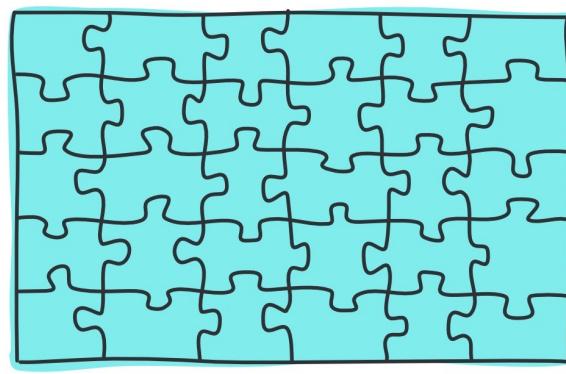
**Behaviour:** When you backed up my decision by saying,  
*“I know this is a disappointing outcome, but I still believe it was the right decision,”*

**Impact:** I felt really supported

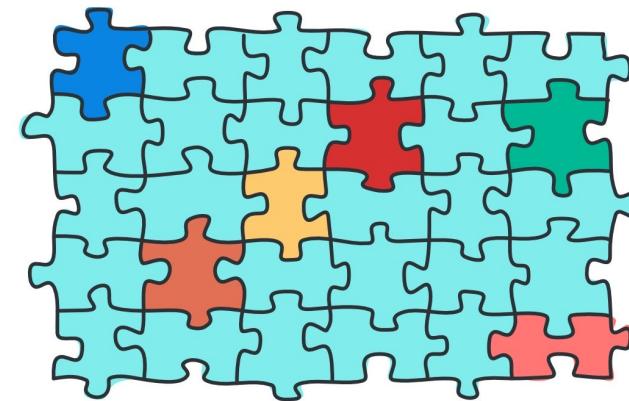
## SBI FEEDBACK EXAMPLE

Situation:	This morning when we met in your office
Behaviour:	When you didn't have 'Part B' of the plan completed
Impact:	I was stressed because we both worked on the plan and since you didn't do your piece, I had to stay late and finish it

FIXED  
MINDSET



GROWTH  
MINDSET



## FIXED MINDSET

You have what you have. It's fixed.

How they look. Performance focused.

Give up. Check out.

Take it personal and get defensive.

Hate them. Try to avoid making them.

## GROWTH MINDSET

INTELLIGENCE

Can be grown and developed.

MAIN CONCERN

Learning and getting better.

CHALLENGES

Persevere and work through it.

FEEDBACK

Like it and use it to learn.

MISTAKES

Treat them as a learning opportunity.

# RECEIVING FEEDBACK

## The TIR Approach

**T**

**THANK** - Appreciate the feedback.

**I**

**INVESTIGATE** - Investigate and ask questions to learn as much as you can from the situation.

**R**

**REPEAT** - Repeat what you have heard, and (if appropriate) what you plan to do about it.

# INVESTIGATE SOUNDS LIKE...

- Have you noticed this before?
- Tell me more about...
- Can you explain what you meant when you used the word “x”?
- Do you think there are other people I should talk to about this?



# INVESTIGATE DOESN'T SOUND LIKE..

- I didn't mean to...
- I'm sorry you feel that way, however...
- What you don't understand is...
- Yeah but...



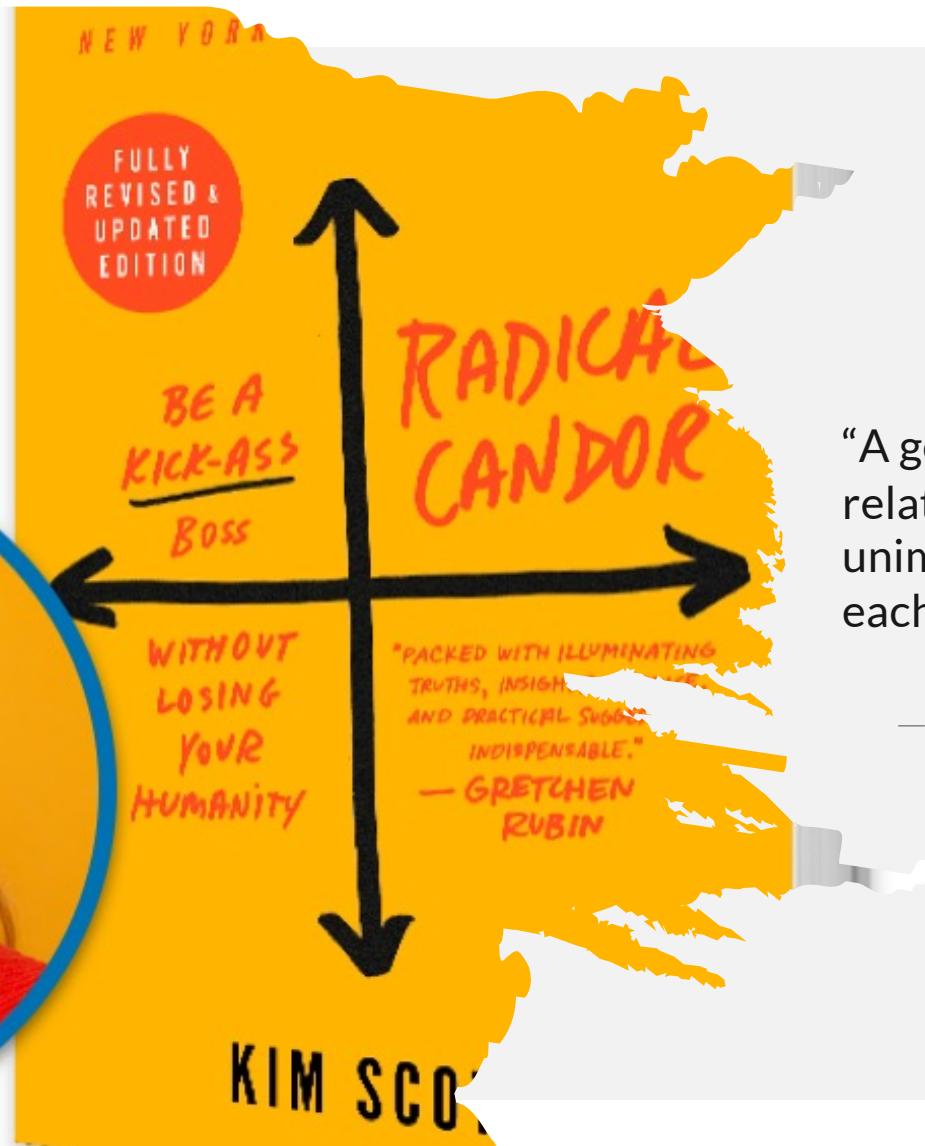
# COMMUNICATION TIPS

Be timely when giving feedback:

Difficult conversations have a shelf life:

- Have a 48-hour rule
- Don't "awfulize"
- Talk "to" and not "about"





“A good rule of thumb for any relationship is to leave three unimportant things unsaid each day.”

— Kim Scott, Radical Candor

# The Ladder of Inference

Confirmation  
Bias



- I Do or Do Not Take Action
- I Adopt Beliefs & Draw Conclusions
- I Make Assumptions & Add Meaning
- I Select Data
- Observable Data & Experiences

Adapted from Argyris



“Our truth is never *the* truth.”

- Niebuhr

## Conversation starters to challenge assumptions and stay curious...

- The story I'm telling myself is...
- I'm curious about...
- Tell me more.
- That's not my experience (instead of "You're wrong about him, her, them, it, this...")
- I'm wondering...
- Help me understand...
- Walk me through...
- Tell me why this doesn't fit/work for you.
- I'm working from these assumptions – what about you?

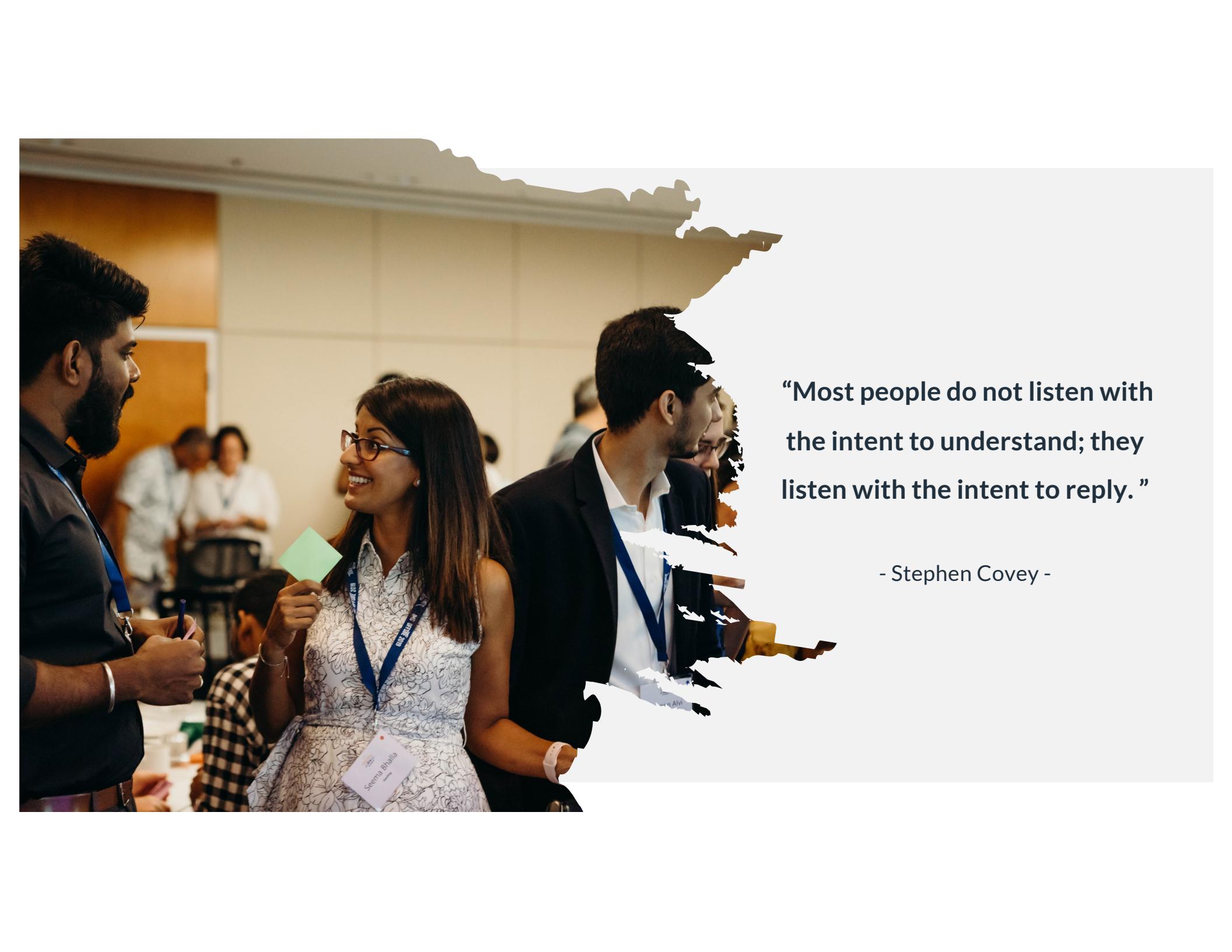
Thanks to Brené Brown, *Dare to Lead*

# COMMUNICATION TIPS

Pay attention to nonverbal:

- Words - 7%
- Tone of Voice – 38%
- Body Language – 55%





**“Most people do not listen with the intent to understand; they listen with the intent to reply.”**

- Stephen Covey -

# **LISTEN TO UNDERSTAND**

## **3 prompts to practice listening with the intent to understand**

1. At your next meeting, respond to others by first summarizing what they just said to you before you begin your response.
2. In conversation, allow for some silence in the room. Really think about what someone has just said, versus what you want to say, before you respond.
3. When you enter a conversation, listen as if you're wrong. Replace blame with curiosity.

“Communication is a skill that you can learn. It’s like riding a bicycle or typing. And if you’re willing to work at it, you can rapidly improve the quality of every part of your life.”

*- Brian Tracy*



# NEXT STEPS

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