

EFFECTIVE FEEDBACK: ENHANCING YOUR TEAM'S WELL-BEING

Event ID: 4954967

Event Started: 6/22/2022 1:00 PM ET

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Thank you all for joining us today for Effective Feedback: Enhancing Your Team's Well-Being. I'd like to now introduce our presenter, Jeanne Cowan. Jeanne Cowan is the Clinical Director for the FOH EAP and is a licensed professional counselor in the state of Missouri and a Certified Employee Assistance Professional. Jeanne has more than 28 years of clinical experience and 20 years of experience as a supervisor and director. Jeanne enjoys consulting with managers and presenting on topics she is passionate about like the one she is going to deliver today on effective feedback. And with that, I'll turn it over to Jeanne to begin the presentation.

Thank you, Tammy. Thank you all for having me. I am thrilled to be here. I am Jeanne Cowan. I will talk about Effective Feedback and Enhancing Your Teams Well-Being. Leadership can provide their employees with benefits which is highly desirable. In the absence of feedback, employees do not feel valued or beneficial, which results in decreased work performance, resulting in damaging effects to the employees team and agency as a whole. This can come in many shapes and sizes, and can be positive and constructive. For many supervisors, delivering constructive feedback can be intimidating, so they avoid giving it, which can have negative consequences. On the flipside, when supervisors deliver feedback regularly and appropriately, it can have a positive impact that extends to the entire agency providing effective feedback, which is a skill that can be acquired and improved with a practice. That's the good news. While you may not be an expert at this presentation, you should walk away with practical tools and tips that will improve your relationship with your employees and your competency as a leader. Please keep in mind at the end of the presentation, we will review resources to explore the tips and methods further. Like Tammy said, you will refer or reserve the full list of resources within 24 hours of this presentation. Here are our objectives today, we will define and describe the components of effective feedback, outlines some of the challenges and feedback, discover the positive impact of feedback on morale and productivity, and we will review a couple methods and scenarios for delivering effective feedback. What is feedback? Feedback is an important focus of management to most organizations. As leaders, we are responsible for providing feedback to our employees regardless of our comfort level, skill set, or knowledge base on how to deliver that to get desirable outcomes. Most agencies have a set standard of when feedback should be given, normally during a performance review, or other performances at the time. Is that all of the feedback we should be providing? If you look up feedback, there are a lot of definitions. It is helpful information or criticism given to someone to say what can be done to improve a performance or product. Stated more simply, feedback is the communication of positive or constructive information. The goal of feedback is to deliver that in such a way that it increases the likelihood of the desired performance behavior. How do you achieve that goal? Let's review some of the challenges and benefits. First, we would like to hear from you with our first full

question, what do you think can interfere with providing feedback? You can choose all that apply.

Before I pull up that poll, if you cannot see the questions and responses in their entirety, you can drag the panels to expand. That columns within the polling panel can be adjusted by using the horizontal and vertical scrollbars. Let me open the pole now.

There we have it. What can interfere with providing feedback? Lack of training or how to approach it? Fear of hurting feelings? You are too uncomfortable or anxious? The employee expectations are unclear. You can select all that you feel apply.

We have a lot of responses coming in. We have about 15 seconds. If you have not responded, we would love to hear from you. We have about six seconds left. Thank you to everyone who has responded. If you can give me a second, I will share the results now.

We have lots of responses. All of these are various for providing feedback. It is too uncomfortable or fear of hurting others' feelings, those are all potential barriers to providing feedback. Despite the benefits, which we will talk about in a moment, giving feedback to employees can be difficult. We know it is important, yet many of us have a tough time or maybe it avoided that, even when it's positive. Why is giving feedback hard to do? While both types of feedback are important, I think we can all agree that providing positive feedback is certainly easier and more fun than providing constructive feedback. When I get to share a compliment from a customer or recognized outstanding work on a project, I am eager to communicate this right away with my employee. Conversely, when I noticed a problem or work that does not meet expectations, I'm secretly hoping it goes away or improves so I don't have to address it. The feelings are normal, even the most seasoned, brave and confident supervisor does not enjoy providing constructive feedback, it is not a fun part of the job, but it is a necessary important piece as I have mentioned. Let's explore these barriers and challenges to providing feedback. First, it feels uncomfortable. It is uncomfortable. Are. Even though to feel like we have the skills to do it well really enjoys giving constructive feedback. For most of us, it raises anxiety and makes us feel uncomfortable. This is actually a good thing because if you are not at least a little uncomfortable, you might be doing it wrong. These feelings give us pause to ensure we are thoughtful with our approach and delivery. We should be planning how we want to convey feedback to make sure the employee feels supported and heard, and that they walk away with a plan. Preparing in advance to make this happen should reduce those uncomfortable feelings. Next is fear of hurting feelings. If you care about your employee and you have constructive feedback to share, it makes sense if you would worry about hurting the employees feelings. This is good for you to be aware of and will help you with how you will deliver the feedback. Feedback done well will make the employee feel cared for, included in the discussion and with a action plan to improve. Next is the belief that it is a isolated incident. At times, we can have the attitude of it is just this one time, so why bother? If it happens again, I will address it. This way of thinking can be a slippery slope. Undesired work behavior is not addressed, then it is likely to continue. Another challenge has difficulty securing a time and place. We are all busy, so it can be hard to find time. Maybe you don't have a office or lack of private space, and we know finding

the correct time and location is important, and you might not always be easy to identify and insert work environments. Lack of training. This is a big one. Think back to when you first became a manager or supervisor. Did you get a training manual on how to provide effective feedback? Probably not. We have learned from trial and error, from mentors or other leaders, but you were likely not trained, and therefore feel like you don't have the skills. Fondness for the employee. It is normal to have employees who you like more than others. It is not your job to like everyone. It is your job to care and treat all of your employees fairly, so when you have an employee that you like and that employee has a performance issue, it can be difficult to provide feedback because you view the person in a positive light. Unclear expectations. This is a common issue and a tough one that should be addressed before providing feedback. When employees do not understand what is expected within their role and how performance has been measured, feedback will seem subjective, arbitrary and unfair. Here is our next poll question, what do you hope to achieve by providing effective feedback to your employees?

Great. I want to do a quick reminder before I open the poll, if you cannot see the questions and responses in their entirety, you can drag the entire column of poles to expand. The columns within the polling panel can be adjusted by using the horizontal and vertical bars. There is that poll.

What do you hoping to achieve? Is it morale, and produced productivity, enhanced representation, or something else?

About 10 more seconds left. Please go ahead and respond if you have not already. I will end the poll in one moment . Let me pull up those results.

Increase productivity is the number one hope to achieve. Morale as well, and retention. These are all valid reasons in terms of where we want to provide effective feedback for our employees. Let's review this further and review the benefits the agency, or organization, will receive as a result of feed that, and there are many. Increased productivity and engagement, which is important. When an agency's employees give and receive feedback, employees feel like they are being heard and listened to, which results in high motivation and impacts the organizations overall productivity and engagement. Plus the agency gets compliance from the employees, which helps them feel more part of the team and connected to the overall mission. Another benefit of providing feedback and strengthening loyalty and aids in retention. It clarifies performance standards and expectations, increases innovation, demonstrates Karen, which we know is key in the feedback process. Provide acknowledgment and recognition and fortifies relationships. As for what employees gain from regular feedback, you notice they work with more enthusiasm towards the behaviors and goals you want them to master and achieve. Let's look closely at the employee benefits of effective positive feedback. The employer and increases their morale and trust. It enhances team well-being and cohesion, elevates their job satisfaction, creates enthusiasm, and momentum to continue producing quality work and make improvements, and builds employee self-esteem and confidence, and a big one is boost resilient change and adversity. Regular feedback strengthens relationships, and makes the employee more resilient to adversity and change. By cultivating employees and that can adapt more easily

to change, which is something we can agree is a goal with managers and agencies. Like the definition states, feedback can, and should be positive and constructive, both of which are central to employee feedback. Let's look at the essential elements of effective feedback.

Bidirectional dialogue, feedback is with the manager and employee being engaged in the conversation and it is done within the parameters of a caring relationship, which supports them both. Feedback should be bidirectional, where the supervisor and the employee give and receive it. This means you must be open to letting your employees give you feedback as well, both on how you can improve as a leader and other ideas they have to support the current team goals and objectives. As a manager, it can be pressure to feel like you have to come up with all of the answers or ideas, it can be challenging to grow and develop as a leader, but your employees have valuable insight and suggestions and getting their input makes them feel appreciated and that you value their opinion. I can provide feedback and ask the employee what they think they could have gone better or what you could have done to support their efforts. Managers can use employee feedback sessions to help with projects or initiatives by asking employees to do their own self-assessment before you provide feedback is another way to make it more of a bidirectional conversation. Effective feedback provides employers with positive or constructive comments. It should be bidirectional and with input from the employee, which makes them feel appreciated and increases productivity. It can provide you with additional insight as a leader on how you might want to approach a task differently, or get a broader view on a topic. Managers are responsible for the outcomes of their teams, so they should rely on their employees to have input and ideas so that everyone can do their best work. Care and trust. For feedback to be effective, this must come from a place of care and requires a relationship of trust between the giver and receiver. Does this mean you have to like every employee to give effective feedback? It does not. It is human nature to like some people more than others. It is unrealistic to expect that you will be fond of everyone you work with. As supervisors, it's important that you care about your employees, and that you're committed to their excess and development, more than how you feel about them. The relationship between the employer and employee is key. Is one of the key factors of employment satisfaction. You can ask about their weekend, what they did on leave, or soliciting feedback from employees about how you can improve or help them are small ways to demonstrate care and build trust. Transparency. Label the discussion feedback when delivering feedback so everybody is clear that feedback is being delivered. You want the employee to know that whatever you are about to say is feedback and not just any other work conversation or discussion. By being transparent, go employee can listen to what you have to say because nobody likes being cut off guard for unprepared. Announcing he will provide feedback before you go into specifics allows the employee to learn and reflect on the feedback, and that can reduce the risk of a emotional response. For example, before you dive into the feedback discussion, say something like, I would like to have a conversation today and share feedback on how you are performing on the XYZ project. Would you be open to discussing this with me? Observable and measurable. Feedback should be based on direct observation or measurable outcomes versus opinion or subjective information. When employee goals and performance expectations are clear and measurable, your role is to hold them accountable and factually point out what you observed using measurable data. You want to be specific as opposed to being general when describing the issues. For example, you might say, looking over the timeline for our current project, I understand you missed the three deadlines. We agreed to these as a team, so

I'm wondering what got in the way. Another example could happen when you do a midyear check in with employees to discuss goal progress and confirm they understand the evaluation system. You might say, we just hit our midyear milestone, how do you feel you are doing in terms of meeting or exceeding your goals this year? For instance, in your performance plan, you have a goal to collaborate effectively with team members to establish targets. Can you share details of your progress and how you plan to ensure you meet the goal by the year end? Are the evaluation metrics clear as they apply to your identified areas? Next is appropriate timing. You want to address issues promptly. Doing so as close in time to when the behavior occurred with question. Consider the day and time. It is best not to do it at the end of a shift, late on a Friday before you or the employee is about to go on leave, or weeks after the behavior occurred. Consistency. Meetings should be intentional, planned, and ongoing, and not just once a year. This should be provided according to a schedule. As a general rule of thumb, it's recommended that you touch base at least quarterly. This can be either positive or constructive or both, depending on the employee. You might want to set up recurring monthly or quarterly check ins with your reports so you have that time set aside. Even if you don't have anything you feel is significant to share or review, it is a great opportunity to connect, to share positive feedback, or to ask your employees how they feel everything is going, and if they have any recommendations or ideas to share with you. Conciseness. Feedback should be concise and not too much at one time, so the employee is not overwhelmed and really can take it all in. If you think the employee may not receive the feedback well, you will want to practice. Practice what you will say in advance to make sure you are concise and clear. Feedback overload should be avoided so if you have a lot to share, it is best to focus on what is important and save the rest for another time. Face to face. Ideally, it is done in a manner where you can look at their reaction and body language in order to gain insight as to how the feedback is perceived. Telework can make it difficult to have face-to-face meetings, so scheduling a video conference where you can see their facial expressions should provide you with a good understanding with what or how you are saying is being perceived. Emotion free. Your emotions should be kept in check during the delivery and discussion. You want your affect to appear normal and your tone of voice calm and steady. When you make an effort to ensure you have set the stage for your feedback session, using these components providing effective feedback, you also reduce the likelihood that the employee will have an emotional response. Confirmation of understanding finally. Feedback should end with a summary from the employee to confirm their understanding, saying something like thank you for talking with me today, sometimes feedback can be a lot to take in. Before we go, would you please summarize what you heard and share with me what your next steps will be. These are the key components. Experts agree that giving feedback only once a year during the evaluation is the least to providing constructive feedback. If you want to evaluate your schedule of giving feedback, start by checking with what your agency leadership recommends because although an exact best frequency is not conclusive in the research, and it can vary on the employee role, it should be a continual ongoing process. When you provide feedback that includes these elements, it's more likely to be heard and understood by the employee and will produce the outcome you want to achieve. We will do a high-level review of two different methods that I invite you to explore further with our resources, which we will talk about later. Appropriately executed feedback should ultimately improve morale and productivity, and include the components we have discussed. The first method is the feedback

wrap. Before I explained, let's review something you are familiar with, which is the feedback or phrase "sandwich." It is a simple method made up of three components, or ingredients. Supervisor starts out with a positive statement followed by some constructive feedback in the middle and ends with another positive statement. The issue with the sandwich method is the compliments could come across as insincere, or the employee may miss the meat of the feedback altogether because it is sandwiched between two positive statements. When we mask constructive feedback between two pieces of praise, we can dilute the message. The sandwich approach can easily confuse the employee because the focus of the message is unclear. Instead of a sandwich, we will make a wrap. The feedback wrap essentially wraps observations with nonjudgmental emotions. It is made up of five ingredients. The first ingredient is to describe your concern. Allow the other person to understand and appreciate your situation. This can be a time to reiterate expectations and to describe what is happening and the specific issue you would like to discuss. If your concern is the employee's punctuality, you can say, I would like to talk to you about your punctuality as several other employees, including my manager, have commented on how often you are late to work in the morning. The next ingredient is Lester observations. Be specific about what you have seen and/or heard without judgment or opinion and just state the facts. On XY and Z dates, you can say, you came in 30 or 40 minutes late. Next, express your feelings, explain how the behavior affects you and or others. Saying something like, I feel like this is impacting morale with other members of the team, allowing you to regularly come in late might feel as though I'm not treating everyone fairly. Then, explain the value, outline the benefits of their behavior. You could say, having all of us follow the rules and adhere to expectations avoids the impression that people are treating unfairly and prevent feelings of resentment. Our last ingredient is to offer solutions or a plan. You want to provide or solicit ideas, help work towards improvement, and engage the employee in the plan. This bidirectional conversation allows them to feel like they are being heard and listened to, while increasing likelihood that they will follow through on the solution or plan. You might end by saying, one idea I have is that we can adjust your schedule so you can start work 30 minutes later to allow you extra time in the morning. Would that be helpful? Unhelpful or happy to talk about other solutions to help you arrive to work on time. I'm here to support you. We find that the feedback wrap is more satisfying to the giver and receiver of feedback. It gives the receiver more choice with what should happen next, and another one of the benefits of this approach is not only can it be accomplished with remote staff or face to face, but the ingredients can be crafted into an email. Let's look at a couple of examples to bring this method to life. Let's say you suspect personal issues might be interfering with an employee's work participation and concentration. You can use the feedback wrap as follows, first state your concern. I would like to share some feedback with you about changes I have noticed in the last few weeks. I'm concerned about you and want to discuss with you further. Your observations. In the last two meetings, you have not participated like you typically do. When I called on you, you seemed startled, like your mind was on something else. You did not seem like yourself. Your feelings. I'm not trying to pry into your personal business, but I'm concerned and wondering if there is something impacting your behavior. The value. I need you to be a contributing member of this team. We all value your input. The solutions and the plan, are you aware of the employee assistance program where you can access free counseling sessions? I'm interested in hearing your ideas and your reaction to what I just shared, and an open to any of your ideas. There is an example that you can do in

person. Here is an example you can do in an email to provide positive comments to an employee. You would state your concern or the context. I am writing to give you feedback on your goal to increase visibility of our team to the larger agency. Your observations. I was able to attend the presentation you delivered to agency leadership yesterday, and feel that the content and your overall style and attention to what our team can contribute to further the success of other agency groups. Feelings and value. I appreciate all the work and operation you put into the presentation. I received several compliments from those in attendance. I request more presentations like these moving forward. Finally, I would like you to spearhead this continued effort. I'm happy to set up a meeting with you and anyone you feel should attend to put together something. There are a couple of examples in the feedback wrap, both in person and through email. Our second method that we will review is radical candor. Radical candor is a management style that is a little different. It requires you to care personally while challenging directly. The founder of this method, Kim Scott, who has both worked Google and Apple, believes you approach feedback by first relationships with your employees. She is admitted to making a lot of mistakes over the years, but has spent time gathering information on what makes leaders successful and successful. The role of a house is to guide a team to make results. Since those are gained through staff, Scott states the role of a manager cannot be achieved without first developing strong relationships. To underscore, relationships are central to your job as a boss. This approach is multifaceted. Today, we will review some of the basic concepts and principles of practicing radical candor feedback style. It involves these two dimensions, care personally and challenge directly. How do you care personally? Scott believes you cannot critique someone effectively without first caring about them. There is a lack of care and concern for the person you are providing the feedback to, you risk something. You want to start by learning your employees on a personal level. Build trust by spending time with them on a regular basis where they feel like they have a safe space to tell you about their frustrations, goals, disappointments and dreams. Scott gives us some practical ways we can build trust. The first is bring your whole self to work. You model and share more than just your work style, you bring your whole self to work. If you expect your employees to do the same, you must model the behavior that you want to see, showing occasional vulnerabilities, or admitting you have a bad day, creates a safe space for others. Next is care about the entire person, not just their work or career, and this is more than memorizing employees birthdays or knowing details of their personal lives, it's knowing what motivates them and what doesn't. It is understanding that our lives extend beyond the scope of work. Try to find some one on one time, even if it is 10 or 15 minutes to connect, maybe invite them to go on a walk or schedule a coffee break or 10 minute video call, it might seem small, but it shows the employee that you care. Know what is important to each employee. One way to do this is to conduct state interviews, or have clear conversations, and ask employees about their goals and ambitions. Getting to know your direct reports allows you to better understand why they care about their work, what they hope to get out of their career, and where they are currently in their lives. Intern, you can provide projects and opportunities that align with their aspirations, skill sets and passions. This helps to prevent burnout and boredom. You can ask about their dreams and follow-up with them on those conversations. So employees that you are listening. Scott recommends implementing a system for employees to generate ideas and voice complaints. You want to resolve as many as you can probably. If you cannot address some of them, explain why. Your team will feel more cared for when they see you take action on items

they bring to your attention, and that you hear and respond to their concerns. Regularly brainstorm with your team. Having bidirectional conversations is soliciting input for employees and involving them in some decision making which shows you value their ideas and care about their opinions. Last, and my personal favorite, use humor and have fun. Begin a call with a personal connection question, or ask something fun where somebody shares something nonwork related. You could say, what personal project are you working on? You could ask, if you could only keep one appliance in your house, which would you keep? Or, tell us about the best present you ever received. Work does not always have to be serious, it is important to have fun and connect as well. The other dimension is to challenge directly. Once you care personally, you want to challenge directly by setting up the proper environment. If the environment where you, or employees can challenge you, which builds trust, such an environment shows that you care enough about what is well and what is not, and you are willing to admit when you are wrong and commit to fixing it. Your team should regularly give and receive criticism and praise. You model this by asking your team to give you feedback, so you could ask, what could I have done differently to help you more with this project, or what can I do, or stop doing, to make that easier to work with me? Scott believes challenging each other is essential to producing great work and outcomes. It is therefore vital to tell people when this is not meeting expectations and hold them accountable. The challenge directly can be hard, but in the end, your team will achieve better results. Scott created this core method to capture the essential components at delivering feedback. Core stands for context, observation, result and next steps. Context. Cite the specific situation. Observation, describe what was said or done. R, the result, identify the most meaningful outcome for both you and them. Letter E in next steps, outline the expected next steps. Let's look at a couple of examples. I will start with an ineffective example and move on. Here is our ineffective example, you delivered an excellent presentation, but you said 'um' a lot. While this tells the person something about their performance, there is not enough information about what went well or what to improve on what did not to be effective. Using the core method, you can expand on your comment in a way that it adds more perspective and cites action for improvement. Using the same situation, here is a more effective example. I really enjoyed your presentation in the meeting just now, your observation, I noticed a lot of 'um' though. Result, I'm worried it might hurt your credibility. Since you are so good at putting presentations together, if you are interested, I could introduce you to a great speech method here at the agency to help with your delivery. Let's look at another example, to get by in from the employee, Scott recommends asking their permission to share feedback, and developing an introduction before sharing a situation with results. You could ask permission by saying, I was wondering if it would be okay for me to share my observation about a situation I noticed, and have a discussion with you about it. Your intro could be something like, I would like your input, since it's possible I'm wrong, and if I'm not, I'm hoping we can work together to resolve it. Then, the core method, state your context. This morning after your presentation, observation, I noticed there was not time allowed for questions at the end, the result, some team members looked confused and I wonder if they understood what they need to do next. The next steps. What do you think about setting up another meeting to follow up and clarify our roles? In summary, providing feedback is a critical function of all of us. What we covered today are the necessary components to consider when preparing to deliver feedback. Regardless of the feedback method or methods that you adopt, it is important that you care about your

employees. You should establish a working relationship built on trust, clear expectations, and two way conversations, the bidirectional feedback we were talking about. It is necessary to stick to the observable facts, keep your emotions in check, and provide the feedback close to the event. You want to limit the amount of information you share at any given day. To ensure your feedback is effective, you want to start by asking permission to share your observations and end I having the employee summarize what they heard. Although it can be difficult and somewhat intimidating at times, keep in mind that giving feedback, both constructive, and positive, is important to the employee development in your team meeting. Please remember feet that gets delivered with components discussed today that will enhance performance, boost morale, increased job satisfaction, and strengthen trust. Do not forget recognition for a job is as important as addressing concerns. We reviewed two feedback methods you can try, first was the feedback and the other radical candor. If either is an approach you would like to learn more about, we have added helpful resources for you to explore on your own. Why we chose to highlight these two methods today, there are other styles and approaches. All of the effective feedback methods utilized the components we discussed today. What is most important is to find a style that is comfortable and works for you. Here are some of the resources I wanted to point out. You will get a full resource handout within 24 hours. If you are interested in radical candor as a feedback style, the work by Kim Scott radical candor, how do you get what you want by saying what you mean, is a excellent easy read. There is a great podcast on why you should be having regular feedback conversations. There is a good article on how you can get your employees to provide you without bidirectional feedback, and there is a short video on the components of the feedback. I will turn this back over to Tammy.

Great. Thank you so much for all of that information on effective feedback. If you would like more information, or other health and wellness topics, please call us or visit us online at FOH4You.com . The EAP is confidential. It's available 24 hours a day seven days a week to help you work through personal or work related issues. I will move the slide. Before we start the Q&A of today's session, I want to remind you that the recording and transcript, a copy of the slides, including the certificate of attendance, and a resource handout will be emailed to you within 24 hours following today's session. All of today's content will be available on FOH4You.com in about two weeks. When you exit, you will see a satisfaction survey where you can let us know about your experience today and provide any additional feedback you might have. We appreciate you filling out the survey. We read all of your comments and use them to make adjustments and improvements. We have time for questions. If you want to ask something, type that into Q&A and send that to all panelists.

Jeanne, looks like we have a lot of questions. Someone is asking, I have been a supervisor for two years and I would like to make changes to how I get feedback. I'm not sure how to introduce new changes to my team since it will be different from what I am doing..

Great question. My answer would be just to be honest, explain to your team or your reports individually that you want to improve how you provide feedback and change the culture of your team to achieve that goal. You can explain that they might notice you will be asking them for more feedback on their ideas and how you can help them do their jobs more effectively. I would

explain that and what you plan on doing to engage them and engage them in that discussion, that would be a great way to start out.

Another question we have, this person says I have an employee who complains a lot and is negative. While the employee does great work, it seems the employee's attitude can damper the team. Is this a situation where I could get feed that? If so, what's the best approach in your opinion?

Yes. Sounds like one bad apple can spoil the bunch, which is a common thing we see in a team environment, so I might pick the feedback approach that resonates with you the most and fill in the components and practice what you will say. I would start by asking permission, and create an introduction about how your goal is to go together to resolve the issue. If we use the core model, you would state the context where the negative behavior occurred. Maybe it happened in a team meeting, you can say you observed what the employee did with facts and explain the result by how you noticed others attitudes become more negative after that behavior occurred, and you would like next steps that the employee bring negative comments to you one-on-one but not share them in a team meeting. You can ask the employee to respond and summarize what you just said. I would also find a way to recognize the employee at some point for the con positive contributions that the employee brings to your team and see how that works.

Great. Thank you. Another is, can you give an example of how you would ask for feedback from your team? It says I'm stumped on how I would start to approach this.

Absolutely. Asking employees to give you feedback can be intimidating. Stating that what you want is to start soliciting more feedback from them and to appropriate their thoughts and ideas into the big picture is what the goal is. You can start out by explaining that you want to make this shift and ask each of your employees, maybe on a one and one environment to start out, to identify how you can do something differently to support them better at their job and ask them to say what do they like that you do, to solicit both types of feedback going in your direction.

Thank you. Next question we have, says you mentioned doing stay interviews to demonstrate caring. What is a stay interview?

Sure. A stay interview, they are contacted to help managers understand why employees stay, and what might cause them to leave. In an effective interview, managers normally have a standard structured question that they ask in a casual or conversational manner. You could ask, what do you look forward to every day about your job, or what do you dislike about work every day? How could your work life balance be improved? What does your dream job look like? The purpose is to identify ways you can improve the work environment to maximize employee satisfaction and retention. That's the reason you want to do this having these kinds of conversations with the employee which demonstrates caring, and that is key to provide effective feedback.

Wonderful. A lot of great questions. Another is, can you give an example of how you might bring your whole self to work to show you care?

Sure. Think about bringing your whole self to work as being authentic or genuine. Obviously, you will not be sharing all of the details of your personal life into your professional world, but you should not feel the need to check yourself at the door, and neither should your employees. It is okay to share if you are struggling at times, or if you are feeling unmotivated on a particular day, or to share there are some things in your home life that might be distracting you. By sharing who you really are and pretending it is perfect all the time, do not do that, it allows employees to feel safe with you with their own worklife balance issues, which results to them carrying more about work.

I am a new supervisor and I have an employee who resents my leadership and complains about my direction for the team for other employees. How can I provide effective feedback without placing myself at risk?

This is a tough one because you can assume that the employee will not be receptive to your feedback going into the discussion, but failing to address this matter will likely cause that to get worse. I would set up a one-on-one meeting with the employee and start by asking permission to share feedback. In almost all instances, employees will agree, which puts them into the discussion. You can start with that. Think about how you want to introduce the discussion. I use honesty a lot. Be honest with how you have been thinking the best way to approach this discussion with the employee, and that you want the outcome to be well, so you can have a more productive relationship and a productive team environment. You could use the feedback rapid approach. You can include your expectations when you review the concern. With the feeling section, how this has been impacting you. It is important to be concise, stick to the facts, as you have absorbed them, and you want to practice, so you are prepared and have a motion free conversation, and solicit feedback from the employee at the end. Get their reaction, and input on the discussion to come up with a agreed-upon plan moving forward.

Thank you. We have one more question, what is the purpose of asking the employee for permission to give feedback?

Sure. The purpose is to get their buy-in. If you just start talking and giving them feedback without asking their permission first, it might feel like you are pushing this on them and they did not realize this conversation was about to happen, or they are not in agreement for any reason. If you ask if it is okay first if you share some feedback with them, I never had anyone say no, I don't want to do that right now, even if they don't, people typically agree and you can have the conversation with the employee. You have their buy-in already and that makes it more agreeable and it is a better way to move the conversation forward.

Great. Thank you, Jeanne. We will conclude the webinar for today. If you have a question for the EAP, please call us. You can speak with one of our consultants who can help you with that specific situation. I would like to thank Jeanne Cowan for presenting today and I want to thank

you for taking time to be here with us. Join us for our next supervisor webinar, Re-Humanizing Your Workforce Amid Conflict: Reminders for Team Well-Being, that takes place on September 28th. Have a wonderful rest of your day.

[Event Concluded]