



# **EFFECTIVE FEEDBACK: ENHANCING YOUR TEAM'S WELL-BEING**

**A WEBINAR FOR SUPERVISORS FROM YOUR  
EMPLOYEE ASSISTANCE PROGRAM**

June 22, 2022

# INTRODUCTION



# OBJECTIVES

- Define and describe the components of effective feedback
- Outline challenges and benefits of giving feedback
- Discover the positive impact of feedback on morale and productivity
- Review methods and scenarios for delivering effective feedback

SECTION 1

# WHAT IS FEEDBACK?

# DEFINING FEEDBACK



“Helpful information or criticism that is given to someone to say what can be done to improve a performance or a product”



Feedback is the communication of positive or constructive information that increases the likelihood of the desired performance behavior

SECTION 2

# CHALLENGES AND BENEFITS OF PROVIDING FEEDBACK

# POLL 1

***What can interfere with providing feedback?***

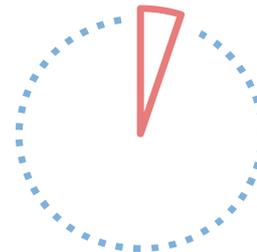
# THE CHALLENGES OF PROVIDING FEEDBACK



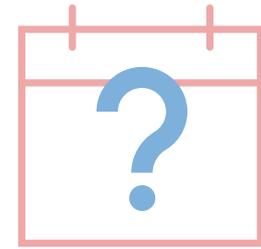
Feels uncomfortable



Fear of hurting feelings



Belief that it's an isolated incident



Difficulty securing a time and place



Lack of training



Fondness for employee



Unclear expectations

## POLL 2

***What do you hope to achieve by providing effective feedback to your employees?***

# THE BENEFITS OF PROVIDING FEEDBACK

For the agency



Improves productivity and engagement



Strengthens loyalty and aids in retention



Clarifies performance expectations



Increases innovation



Demonstrates caring



Provides acknowledgement and recognition



Fortifies relationships

# THE BENEFITS OF PROVIDING FEEDBACK

For the employee



Increases morale and trust



Enhances team well-being and cohesion



Elevates job satisfaction



Creates enthusiasm and momentum to produce quality work



Builds self-esteem and confidence

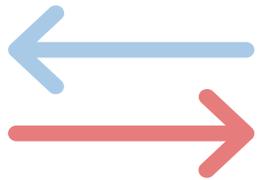


Boosts resilience to change and adversity

SECTION 3

# COMPONENTS OF EFFECTIVE FEEDBACK

# COMPONENTS OF EFFECTIVE FEEDBACK



Bi-directional  
dialogue



Care and trust



Transparency



Observable  
and  
measurable



Appropriate  
timing



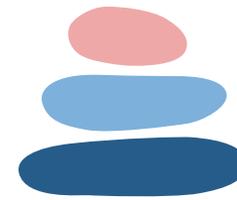
Consistency



Conciseness



Face-to-face



Emotion-free



Confirmation of  
understanding

SECTION 4

# TWO FEEDBACK METHODS

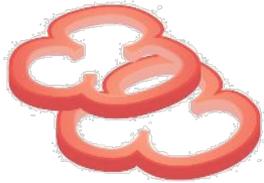
# METHOD 1: FEEDBACK WRAP



Describe your concern



List your observations



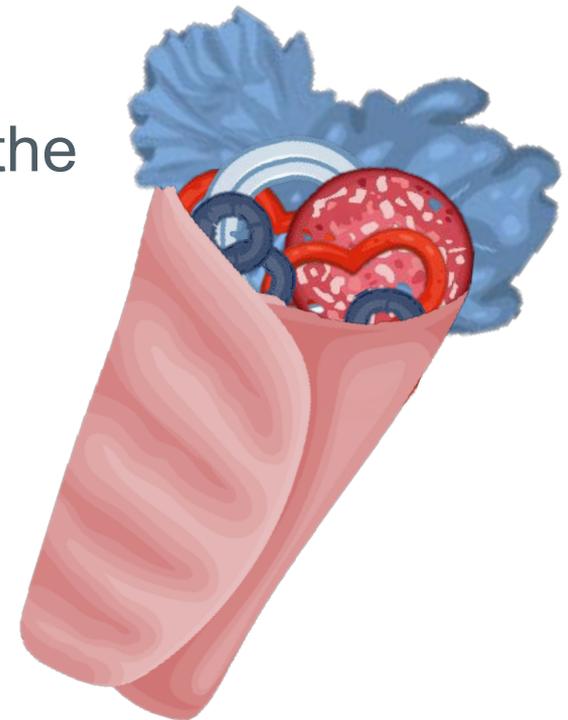
Express your feelings



Explain the value



Offer solutions / a plan



# FEEDBACK WRAP EXAMPLE

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## **Concern**

I'd like to share some feedback with you about some changes I've noticed in the last few weeks. I'm concerned about you and want to discuss it with you further.

---

## **Observations**

In our last two meetings, you haven't participated like you typically do. When I called on you, you seemed startled like your mind was somewhere else. You haven't seemed like yourself.

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## **Feelings**

I'm not trying to pry personally, but I'm concerned and wondering if there is something impacting your behavior at work.

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## **Value**

I need you to be a contributing member of this team, and we all value your input.

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## **Solutions / Plan**

Are you aware of the Employee Assistance Program where you can access free counseling sessions? I am interested in hearing your reaction to what I just shared and am open to any of your ideas.

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# FEEDBACK WRAP EXAMPLE: EMAIL

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**Concern** I'm writing to give you some feedback on your IDP goal to increase visibility of our team to the larger agency.

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**Observations** I was able to attend the presentation that you delivered to agency leadership yesterday and feel that the content and your overall style brought attention to what our team can contribute to further the success of other agency groups.

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**Feelings / Value** I appreciate all the work and preparation you put into the presentation, and I've received several compliments from those in attendance. I even received requests to provide more presentations like these moving forward.

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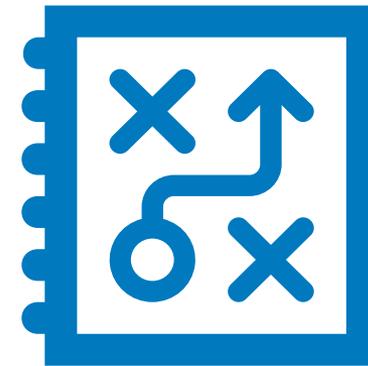
**Solutions / Plan** I'd like you to spearhead this continued effort, and I am happy to set up a meeting with you and anyone else you feel should attend to put a plan together for the rest of the fiscal year.

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# METHOD 2: RADICAL CANDOR

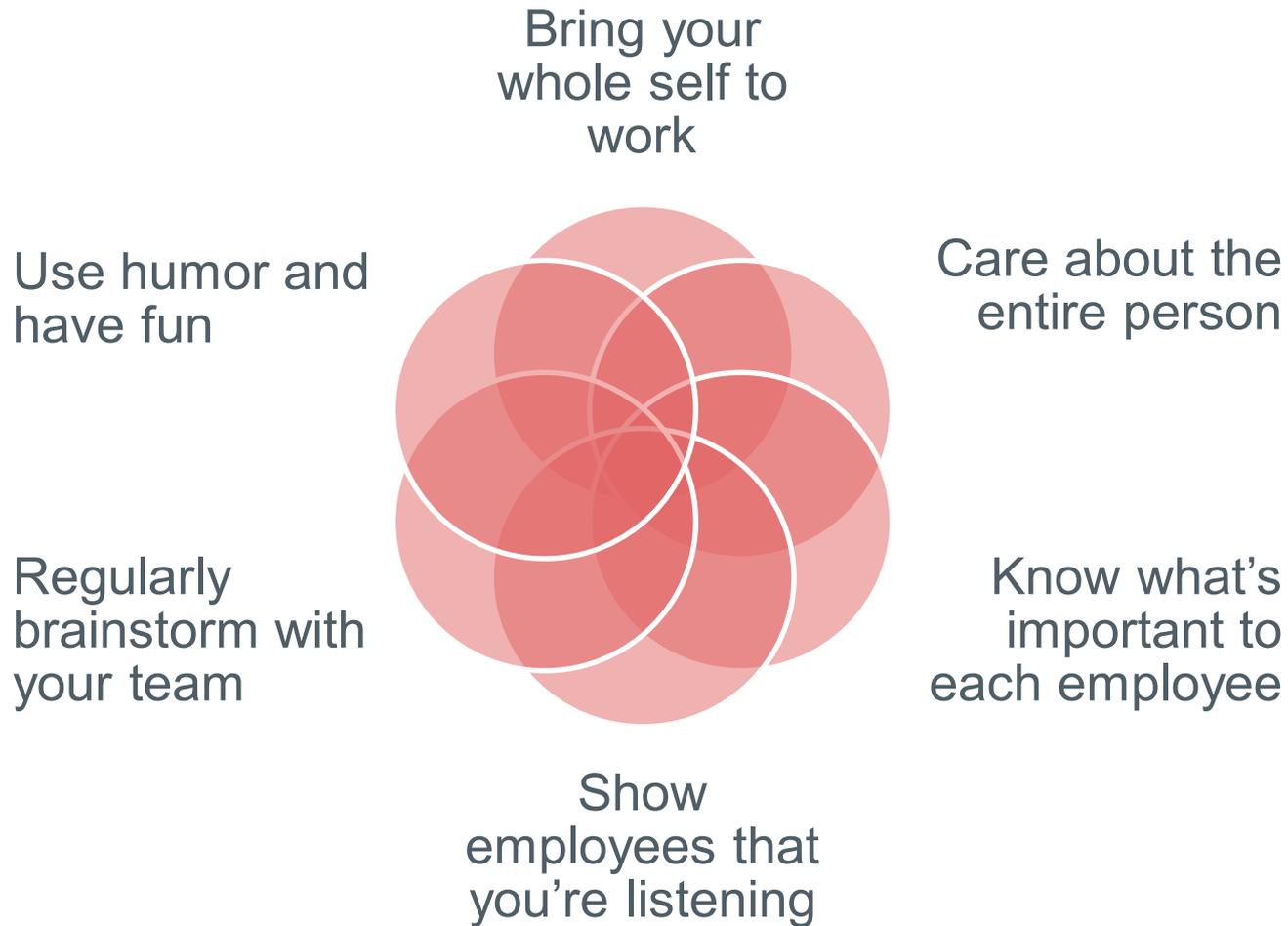


Care  
personally



Challenge  
directly

# CARE PERSONALLY



# CHALLENGE DIRECTLY

## The Core Method

C

### Context

Cite the specific situation

O

### Observation

Describe what was said or done

R

### Result

Identify the most meaningful outcome

E

### nExt stEps

Outline the expected next steps

# CHALLENGE DIRECTLY: EXAMPLES

## Ineffective

“You delivered an excellent presentation, but you said ‘um’ a lot.”

## Effective

### Context

“I really enjoyed your presentation in the meeting just now.

### Observation

I noticed a lot of ums, though,

### Result

and I’m worried that it might hurt your credibility.

### nExt stEps

Since you’re so good at putting presentations together, if you’re interested, I could introduce you to a great speech mentor here at the agency to help with your delivery.”

# RADICAL CANDOR EXAMPLE

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**Permission** “I was wondering if it would be ok for me to share my observation about a situation that I noticed and have a discussion with you about it.”

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**Introduction** I’d like your input since it’s possible that I’m wrong and, if I’m not, I hope we can work together to resolve it.

---

**Context** This morning, after your presentation,

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**Observation** I noticed there wasn’t time allowed for questions at the end.

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**Result** Some team members looked confused, and I wonder if they understood what they need to do next.

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**nExt stEps** What would you think of setting up another meeting to follow up and clarify roles?”

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# SUMMARY

## It's important that you:

- Care about your employees
- Establish a relationship built on trust, clear expectations, and two-way conversations (bi-directional feedback)

## It's also necessary to:

- Stick to the observable facts
- Keep your emotions in check
- Provide the feedback close to the event
- Limit the amount of information you share at any given meeting

## To ensure your feedback is effective:



Start by asking for permission to share your observations



Give constructive and positive feedback



End by having the employee summarize what they heard



Two methods: 1. The Feedback Wrap  
2. Radical Candor

# RESOURCES

## Books

- ***Radical Candor: How to Get What You Want by Saying What You Mean***
  - K. Scott, 2019
- ***The Art of Constructive Confrontation: How to Achieve More Accountability with Less Conflict***
  - J. Hoover and R. DiSilvestro, 2005

## Podcast Episode

- Here's Why You Should Be Having Regular Fast, Frequent, and Future-Focused Feedback Conversations
  - [radicalcandor.com/fast-feedback-conversations](https://radicalcandor.com/fast-feedback-conversations)

## Online Articles

- Encourage Your Employees to Give You Critical Feedback
  - [hbr.org/2021/08/encourage-your-employees-to-give-you-critical-feedback](https://hbr.org/2021/08/encourage-your-employees-to-give-you-critical-feedback)
- How to Provide Feedback that Helps Employees Improve
  - [thebalancecareers.com/provide-feedback-that-has-an-impact-1916642](https://thebalancecareers.com/provide-feedback-that-has-an-impact-1916642)

## Video

- Performance Management with the Feedback Wrap
  - [youtube.com/watch?v=YTh8bDyDz9c](https://youtube.com/watch?v=YTh8bDyDz9c)

# THANK YOU



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is hereby granted to



for the completion of the following one-hour presentation offered by your Employee Assistance Program

## **EFFECTIVE FEEDBACK: ENHANCING YOUR TEAM'S WELL-BEING**

Date:

