



# INSIGHTS

... for Exceptional Leaders

The Holbrow Group

The Holbrow Group

August, 2010

## INSIGHTS ... for Exceptional Leaders

### Positive Feedback

Our March INSIGHTs newsletter focused on delivering employee performance appraisals. ([www.theholbrowgroup.com](http://www.theholbrowgroup.com)).

Delivering timely feedback on an ongoing basis is an effective way of reinforcing the message delivered at the time of a performance appraisal. Timely feedback also helps to ensure that the manager responds to and comments on the positive and any negative behaviour that occurs in the workplace.

Human beings need and desire positive reinforcement. Positive feedback is intended to encourage and nurture behaviour that you and the organization are seeking on a repeated and ongoing basis. Examples of positive behaviour on the job include; handling an upset customer; filling-in for a sick co-worker without being requested to do so; or arriving early / staying late to ensure a report or a project is completed on time.

We advocate the **HEART** model© for positive feedback. **HEART** represents:

- H** = Help the person focus on the specific positive behaviour you have observed
- E** = Express how the behaviour positively impacted you
- A** = Acknowledge the person for the positive behaviour
- R** = Request more of the same behaviour in the future, and
- T** = Transition (where appropriate) this experience into a leadership learning opportunity

### News

The Holbrow Group successfully delivered two - 90 minute workshop topics (**Delivering Effective Feedback and Achieving Meaningful Goals**) at the 2010 General Meeting of the Canadian Institute of Actuaries in Vancouver at the end of June. This is the 3rd time that Gordon Wilson (Lead Facilitator, The Holbrow Group) and Colin Holbrow have been retained to deliver leadership development workshops for the members of the CIA

\*\*\*\*\*

Picture yourself overhearing a telephone conversation between a direct report and an upset customer complaining about charges on an invoice. The customer has asked for clarification and a correction to the charges. Based on what you hear, the employee appears to be calmly and effectively dealing with the caller in a very positive and professional manner. Your direct report promises to look into the complaint and to have someone call back within 24 hours (company policy). After the call is completed, the manager approaches the employee to mention overhearing the interaction and asks how the employee handled a challenging caller. Using the **HEART** model©, the manager puts the framework to work.

\*\*\*\*\*

Contact Gordon Wilson  
Gordon@TheHolbrowGroup.com or  
call (416) 520-8876 for information  
on The Holbrow Group's leadership  
development workshops.

\*\*\*\*\*

Our thanks to the readers that  
recently provided their candid  
assessment of Colin's leadership  
effectiveness.

The profile was generated in  
association with Colin taking  
additional advanced training in The  
Leadership Circle's (360) Profile and  
Cultural Survey. The Holbrow Group  
is authorized to provide this powerful  
leadership assessment

\*\*\*\*\*

Here's an example of how your conversation with this employee could play through.

- **HELP** identify the positive behaviour = ask for a replay of the phone conversation from start to finish
- **EXPRESS** the positive impact = "the call you handled says a great deal about you ...I heard an alert employee that listened. You intentionally and patiently found a way to better understand the customer. You confirmed the issue details from the customer's point of view and then promised a follow-up call within 24 hours."
- **ACKNOWLEDGE** the behaviour and action taken = "I value everything you did to deal with an upset customer and help fix the problem."
- **REQUEST** the same behaviour on an ongoing basis = "I'd like you to continue to handle situations in a thoughtful and professional manner"
- **TRANSITION** = "I will be back to you to set-up a time to chat about how I can support your interest in taking on a greater leadership role in our organization."

Here are a few tips to help you prepare and deliver the desired interaction and have your employee knowing and feeling great about what they specifically did well

- Schedule a time with the employee to debrief on the interaction as close to the interaction (within 24 hours)
- Hold the feedback dialogue in a private, workplace location
- Script what you intend to say and practice the delivery with a colleague, friend or family member until you feel comfortable with the **HEART** model© and how to best say what you want the employee to hear
- If you feel nervous in delivering the message, ask the employee if they are okay with you using prepared notes (bullet points at best) so that they clearly hear your positive message
- Listen to understand
- Ask for what they learned and where the behaviour can be applied in the future
- Ask the employee if they would feel comfortable in repeating the highlights of the activity so that other staff members can pick-up on the positive behaviour at the next staff meeting

The **HEART** model© and the tips outlined in this article will help guide you to recognize an employee's valued, positive contribution to your team and your organization.

## THEHOLBROWGROUP

To learn about Executive and Organizational Team Coaching visit  
<http://www.TheHolbrowGroup.com>