



INSIGHTS

... for Exceptional Leaders

The Holbrow Group

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Constructive Feedback

The third and remaining component related to delivering effective performance appraisals and ongoing feedback deals with constructive, sometimes called negative, feedback. For previous issues go to (www.theholbrowgroup.com).

Human beings need and desire feedback. Constructive feedback is intended to bring behaviour that is not appropriate, to the attention of the individual for corrective action. It is important to keep in mind that the feedback you as the manager and leader deliver may be the first time your staff member receives negative feedback. Moreover, it is critical that the feedback be delivered in a manner that is clear and does not harm or de-motivate a contributing employee.

For constructive feedback, we advocate the **DARE feedback model**©.

D = Describe the observed behaviour in clear terms

A = Address how the behaviour negatively impacted you

R = Request a change in behaviour and set expectations for this change, and

E = Endorse (where appropriate) the stakeholders value to you and the organization

News

Colin Holbrow will be participating in advanced training of **CEVEY Business Leadership Coaching** certification in Vancouver November 1-4.

For more information on CEVEYSYSTEMS unique, proprietary leadership assessment diagnostic tools go to www.ceveysystems.com

Here's one possible scenario using the **DARE feedback model**©: Following a detailed file review of your staff in your new management position, you have crafted the short term goal of meeting each member of your team within the next 30 days. The general purpose of the meeting is to get to know your team; establish a healthy and productive office relationship; and respond to any general questions they may have. The specific purpose of the meeting is to obtain support for the new company strategy.

In this instance, the employee has an absenteeism rate 50 percent higher than any one else. The employee typically does not call in sick until moments before 9 am. These "sick days" also typically happen on Monday or Friday. Co-worker's appear not to have any issues with this person. However, comments have been made about the predictable absence of this employee and impact on workload.

Here's how a prepared dialogue with the employee (Joe) could be presented (after a meeting has been scheduled). "Good morning, Joe. Thanks for making time to meet with me. I'm hoping to review mutual expectations and talk about goals. Are you okay with this?"

The manager next asks Joe about his role and responsibilities and how he feels about his work. The manager then moves to

- **Describe the behaviour in clear terms.** "I have reviewed our team's unplanned absence from work rate and noticed that yours is higher than the norm."
- **Address the impact of this behaviour.** "We are dependent on each other - dependent on all the team members to get the job done. When we don't have all team members contributing, others must pick-up the slack. Talk to me about your unplanned absenteeism and how you see this impacting others."
- **Request a change in behaviour and set expectations.** "I am looking for support from each team member to meet the delivery of the new company strategy on December 1st." Achieving this goal will mean:
 - o Attending the training on September 27th;
 - o Working daily with other team members to implement the strategy within the deadline; and
 - o Being here every day to work as a team
- **Endorse the stakeholder's value and importance** - "Can I count on you to do your very best and be here every day over the next few months? I really need you and everyone else here pulling in the same direction."

The manager then summarizes the discussion and asks Joe to confirm if he shares the same action plan. The manager suggests that they meet again in 4 weeks to review the status of the project and status of Joe's attendance. "I will set up a meeting, send you a meeting invite and ask you to confirm within 24 hours. Thank you for this meeting, Joe. I look forward to a productive relationship."

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

- Hold the feedback dialogue in a private, workplace location
- Script what you intend to say and practice the delivery of the DARE feedback model© with a colleague, friend or family member until you feel comfortable with the framework 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 mind if you use your prepared notes (bullet points at best) so that they clearly hear your positive message
- Listen to understand and remain firm in the personal observation/experience you are acting on;
- Summarize the meeting and ask them to confirm they share the same understanding; and
- Follow-up with a planned discussion within 4-6 weeks and sustain the meetings for as long as necessary to ensure the unwanted behaviour has not crept back into the workplace.

Call to action: be alert to all situations where constructive feedback can be applied. Employees need to know when they meet, exceed or fall away from the norm in their ongoing performance of their role and responsibilities. Keep in mind that the impact of the behaviour may be not unknown to the employee.

The DARE feedback 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.

For further information on leadership development workshops offered by The Holbrow Group contact Gordon Wilson - Gordon@TheHolbrowGroup.com or call (416) 520-8876

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