

The Little Book of...



PROVIDING EXTRAORDINARY RESULTS IN AN OTHERWISE ORDINARY WORKPLACE ENVIRONMENT

F E E D B A C K

FRAME-UP your opening statement

EASE your way into the interaction,
through polite small talk

ENGAGE your recipient in dialogue through
asking open questions and seeking responses

DETAIL, discuss, draw, diagram
Exactly the behaviour that is inappropriate

BEHAVE in a way that models respect and
engages your recipient in the process to
(1) first explore cause and then
(2) create behavioural change

ACTIVELY listen, including acknowledging
comments and responses from the recipient
through paraphrasing

Create opportunities for learning through
using the behaviour impediment as a
COACHING session

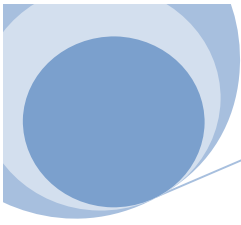
KEEP the dignity of your recipient in check by
dealing with the behaviour and not attacking
the person

FEEDBACK !

This tool is designed to provide you with a guide for effectively engaging in the giving and receiving of feedback.

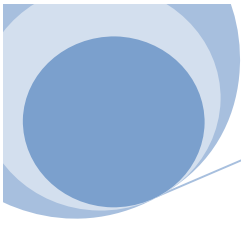
Each letter of the word **FEEDBACK** is a key step in the process. You work through each of the eight steps to provide opportunity to hone your skills and create strong and effective working relationships.

The key to mastering the giving and receiving of feedback is to first ponder your reactions to the process. That is, how you feel and react about receiving of feedback will generally reflect your ability in giving feedback!



**There is no such thing
as failure, only
feedback!**

~ Michael J. Gelb ~



F RAME-UP YOUR OPENING STATEMENT

Would it surprise you to know that the outcome of any communication is absolutely contingent on the opening statement? Think about it... how often have people come bounding up to you speaking as they are moving and what they are saying absolutely sends you pear shaped? That is, you react to the words being used and find you are being defensive and responding in a manner that is simply not going to provide an opportunity for the topic to be explored in a mature way.

So your opening statement is the key to any successful communication, think about what you want to say and ensure you start the communication well.

EASE YOUR WAY INTO THE INTERACTION

How difficult is it, to simply remember that you are dealing with a fellow human being? I actually know that it can potentially be REALLY difficult! Simply, because when we feel under attack or threatened, we want to attack and threaten in response.

When you first approach someone, they initially have no idea what is on your mind, so rather than jumping right in and potentially running the risk of the communication going pear-shaped, after your initial opening statement, ease your way into the topic by first engaging in polite small talk.

You know, things like: ‘How are you? What’s been happening this morning? How’s the crew going with meeting the new production levels? Now expand on your opening statement and overtly state the reason for the communication.

ENGAGE IN DIALOGUE

Asking as opposed to telling is really the key to successful communication. You could now stand there and **tell** your person ALL the things that they did or are doing wrong or you could ask questions to enable you and more importantly them, to **discover** why they acted or behaved in the way they did.

The 5Ws and 1H

Rudyard Kipling used the 5Ws and 1H as an aid to trigger ideas and solve problems and immortalised them in the following poem:

I keep six honest serving men
they taught me all I knew
I call them What and Where and When
And How and Why and Who

Using the 5Ws and 1H (who, what, why, when, where, how) stimulate dialogue and engage both parties in the communication process.

You may need to practise using these **open** questions, so prepare them prior to your communication.

DETAIL, DISCUSS, DRAW, AND **DIAGRAM THE ISSUE**

Quite often we will wrap the person up with the behaviour and make statements such as “you are always late for meetings”, “your work is pathetic; how many times have I told you...” or “that’s useless, you damned idiot”.

Statements like these, don’t give us any clues as to what should have happened or what is the appropriate standard or mode of behaviour.

Learn to detail, discuss, draw and/or diagram exactly the behaviour or the performance that is inappropriate.

Each of us learns in different ways, so if telling is not producing the desired result, then draw or diagram the concern and then ask open questions to engage in discussion to flesh out the detail.

BEHAVE IN A WAY THAT MODELS RESPECT

The best way to achieve the results you are looking for is to model the behaviour or performance yourself. That wonderful adage ‘actions speak louder than words’ is so true. Nobody likes to be put down, berated or humiliated and it is certainly not our role in life to treat fellow human beings with anything other than respect.

So think about it! If you have a situation in your workplace that is not working – do something different! If your usual style of leadership is not producing the results you are seeking, question first your actions, rather than attack or seek to blame your people. True and effective leadership behaviour starts with you modelling the very behaviours you seek to achieve.

ACTIVELY LISTEN

How well do you listen? Would it surprise you to know, that most of us don't listen; we are simply waiting our turn to speak!

The ability to listen is probably the most underrated skill in communication. Yet listening is essential in gathering and giving good information. It breaks down communication barriers, filters and incompatibilities. Listening is important in establishing and maintaining good relationships and avoiding conflict and misunderstandings. Ask anyone who communicates and works well with others what their secret is, and 90% will tell you it is the ability to listen.

Seek first to understand, then be understood—Stephen Covey. Active listening is about involving yourself in the process: show the person you want to listen by stopping whatever you are doing; nodding, saying uh-huh, I see...; orienting your body towards the speaker; maintaining eye contact and validating what you think they are saying—so that must have irritated you?

CREATE OPPORTUNITIES

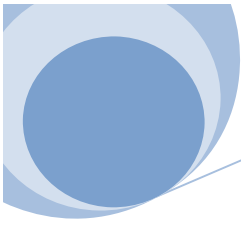
It is much easier to be a critic, than to be a coach!
So let's make a conscious decision right now to let go of our usual criticism and practise being a coach!

Today, helping one person to learn, develop skills and improve performance can take several different forms: coaching, mentoring, close supervision, or simply working with a more experienced person (you!).

A hiccup or a mistake is an opportunity to learn. Whilst it may be frustrating or irritating, learn to see the situation as a positive. Re-frame your thinking so that the person who has made the mistake can learn and grow.

Negative feedback is better than none. I would rather have a man hate me than overlook me. As long as he hates me I make a difference.

~ Hugh Prather ~



So there you have it... **FEEDBACK**; a crucial communication tool and yet probably the most under-used and least effective when not done well.

Practise the art of giving feedback and as a by-product you will become better at also receiving feedback. Feedback is a reciprocal process, you cannot give it if you are not prepared to receive it.

Now that you are on your way to mastering **FEEDBACK**, here is a quick introduction to the notion of **FEEDFORWARD**.

Feed-forward looks to the future for behavioural change as opposed to looking historically.

It works like this: identify one area that you or the person you are communicating with would like to do different or better. A response may be “I would like to listen better.”

Ask for feed-forward—for two suggestions for the future that might help achieve a positive change in the selected behaviour. The response to the suggestions is always—thank you!

Enjoy...

WANT TO USE THIS RESOURCE?

That's fine, just include the following:

This resource has been developed and written by Di Granger from Lifelong Learning, an organisation dedicated to enabling potential.

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