Say It So They Hear You

Feedback that has an Impact

May 17, 2018
Hi, I'm Jennifer
Introductions...

Hi, I’m Jennifer
Hi, I’m Jennifer
“Leadership is not about titles, positions or flowcharts. It is about one life influencing another.”

- John C. Maxwell
We can all level up our skills
A powerful tool for influencing
Help them hear you.

In this workshop, we’ll explore:

- Laying the Foundation
- Framing
- Delivering
- Receiving
- Acting

Q&A
Remember

THE CODE

THEY'RE MORE LIKE GUIDELINES
Laying the Foundation

Laying the groundwork for coaching others with feedback.
Let’s set the stage...
Your project lead reaches out...

Mike

can you swing by for a moment?
Your project lead asks if you have a minute to chat... what is your initial reaction?
Show them you care
Feedback is asking someone to change

Tolerance for change is different for each individual person

Our approach to giving feedback needs to be tailored to support our many and varied work relationships.
Telling the truth in an environment of trust allows people to begin the process of development.
Radical Candor

![Diagram showing a 2x2 matrix with axes Challenge Directly and Caring Personally. The quadrant labels are Radical Candor on one axis, and Manipulative Insincerity on the other. The corners of the quadrant are marked with Ruinous Empathy and Obnoxious Aggression.]
In the real world...

<table>
<thead>
<tr>
<th>Care Personally</th>
<th>Challenge Directly</th>
</tr>
</thead>
<tbody>
<tr>
<td>silent because you don't want to embarrass Red</td>
<td>Whisper, &quot;Red, your fly is down!&quot;</td>
</tr>
<tr>
<td>silent because you don't want to embarrass yourself</td>
<td>Shout, &quot;Look everybody, Red's fly is down!&quot;</td>
</tr>
</tbody>
</table>
Framing

How you start a feedback conversation.
Feedback Frameworks
Continue and Consider Model
Continue and Consider Model

“Keep repeating…”
Consider

“Think about changing…”
SBI Model
Situation

When, Where

“During yesterday’s meeting…”
“When you gave your presentation…”
Behavior

What

“...you were unprepared on two of the slides…”
“... you ensured the meeting started and ended on time…”
Impact

“I” Statements

“I felt embarrassed because the entire board was there.”
“I’m worried this has effected the team’s reputation.”
“I feel confident we’ll get the job.”

Include a question or evaluative statement at the end

- How will the team member do things differently next time?
- How can they continue to build on this success?
- What does this mean for the team member? Where do they stand?
Fierce Confrontation Model
Fierce Confrontation Model

1. Name the issue
2. Select an example to illustrate the behavior or situation
3. Describe your emotions around this issue
4. Clarify why it’s important - what is at stake to gain or lose
5. Identify your contribution(s) to this problem.
6. Indicate your wish to resolve the issue.
7. Invite them to respond.
Framing: Exercise

- **Think** of a situation where you wanted to give feedback.
- **Rewrite** your real-life feedback using the Fierce Confrontation model.
Delivering

Helping others hear you is more than words.
Attunement

Words, content, context and other nonverbal communication likely needs to be adapted for the receiver to truly hear feedback.

How?
Attune content with design reviews

- Use when feedback is not time sensitive
- Can be helpful when have tried a feedback conversation and pattern is still occurring

- Seek out:

  Yang to your Yin  The Litmus Test  Your Mentor or HR
Design Reviews: Exercise

1. Pair up!
2. Pick who is A and who is B
3. Person A (Delivers)
   a. Delivering your feedback using the Fierce Confrontation format you’ve drafted.
4. Person B (Coach)
   a. How well did they follow the model?
   b. Other suggestions? Use:
      i. “In my experience…”
      ii. “If I were you…”
Design Reviews: Exercise

1. Switch!

2. Person B (Delivers)
   a. Delivering your feedback using the Fierce Confrontation format you’ve drafted.

3. Person A (Coach)
   a. How well did they follow the model?
   b. Other suggestions? Use:
      i. “In my experience…”
      ii. “If I were you…”
Attune delivery in the moment

Be prepared to adapt!
Nonverbal cues help us adjust

- Eye contact
- Facial Expressions
- Gestures
- Posture
- Tone of voice
- Pace
- Proximity
Level up your improv skills
Improv Game: Exercise

1. Pair up!

2. Pick who is A and who is B
Mirror, Mirror on the wall

- We are playing “Mirror”.
- Person A is looking into a mirror. Your reflection is Person B!

<table>
<thead>
<tr>
<th>Person A</th>
<th>Person B</th>
</tr>
</thead>
<tbody>
<tr>
<td>You’re accepting an award.</td>
<td>Practice reflecting what you see.</td>
</tr>
</tbody>
</table>
What signals did you observe?

<table>
<thead>
<tr>
<th>Positive Nonverbal Cues</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ready to Cooperate</strong></td>
</tr>
<tr>
<td>- Sitting on edge of chair</td>
</tr>
<tr>
<td>- Standing, hands on hips</td>
</tr>
<tr>
<td>- Tilting head</td>
</tr>
<tr>
<td>- Moving closer</td>
</tr>
<tr>
<td>- Touching</td>
</tr>
<tr>
<td>- Rubbing palms together</td>
</tr>
<tr>
<td><strong>Evaluation</strong></td>
</tr>
<tr>
<td>- Sitting on edge of chair</td>
</tr>
<tr>
<td>- Body leaning forward</td>
</tr>
<tr>
<td>- Slightly tilted head</td>
</tr>
<tr>
<td>- Hand on cheek</td>
</tr>
<tr>
<td>- Stroking chin</td>
</tr>
<tr>
<td>- Slightly squinting</td>
</tr>
<tr>
<td>- Slowly cleaning glasses</td>
</tr>
<tr>
<td>- Relaxed mouth, chin forward</td>
</tr>
<tr>
<td>- Extended eye contact</td>
</tr>
<tr>
<td><strong>Openness</strong></td>
</tr>
<tr>
<td>- Uncrossed legs</td>
</tr>
<tr>
<td>- Moving closer</td>
</tr>
<tr>
<td>- Uncrossed arms</td>
</tr>
</tbody>
</table>
Mirror, Mirror... let’s try again

1. Person B, your turn!

<table>
<thead>
<tr>
<th>Person A</th>
<th>Person B</th>
</tr>
</thead>
<tbody>
<tr>
<td>Practice reflecting what you see.</td>
<td>You’ve lost your keys and your phone.</td>
</tr>
</tbody>
</table>
A word or two of caution
What signals did you observe?

<table>
<thead>
<tr>
<th>Negative Nonverbal Cues 😞</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rocking motion of torso</td>
</tr>
<tr>
<td>Leg or foot swinging</td>
</tr>
<tr>
<td>Foot or finger tapping</td>
</tr>
<tr>
<td>Short breaths</td>
</tr>
<tr>
<td>Tightly clenched hands</td>
</tr>
<tr>
<td>Wringing hands</td>
</tr>
<tr>
<td>Clearing throat</td>
</tr>
<tr>
<td>Fidgeting in chair</td>
</tr>
<tr>
<td>Scratching or rubbing back of hands</td>
</tr>
<tr>
<td>Runner stance</td>
</tr>
<tr>
<td>Closed eyes</td>
</tr>
<tr>
<td>Lowering chin</td>
</tr>
<tr>
<td>Hunching shoulders</td>
</tr>
<tr>
<td>Arms crossed</td>
</tr>
<tr>
<td>Fists clenched</td>
</tr>
<tr>
<td>Legs crossed</td>
</tr>
<tr>
<td>Downcast eyes</td>
</tr>
<tr>
<td>Face turned away</td>
</tr>
<tr>
<td>Body turned slightly away</td>
</tr>
<tr>
<td>Grooming</td>
</tr>
<tr>
<td>Yawning</td>
</tr>
</tbody>
</table>
For further practice...
Receiving

Help others hear you by making the time to hear others.
Make time to accept

Simple ways to share, like:
- 1:1s
- Team or project retrospectives
- Surveys
- 360 feedback
Practice active listening

- Be present, no distractions
- Listen to nonverbal language
- Engage through questions, paraphrasing
Active listening: Exercise

Think about a time when you received feedback that had a positive impact on your performance.

As the recipient, what words did you use to make sure you understood the giver’s comments?
<table>
<thead>
<tr>
<th>Purpose</th>
<th>To Do This</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Encouraging</strong></td>
<td>To convey interest and encourage the other person to keep talking</td>
<td>Don’t agree or disagree; use neutral words</td>
</tr>
<tr>
<td><strong>Clarifying</strong></td>
<td>To help you clarify what is said and get more information</td>
<td>Ask questions; restate wrong interpretation to force person to explain further</td>
</tr>
<tr>
<td><strong>Restating</strong></td>
<td>To show you are listening and understanding what is being said. To check meaning and understanding.</td>
<td>Repeat back in your own words key themes or facts.</td>
</tr>
<tr>
<td><strong>Reflecting</strong></td>
<td>To show that you understand how the other person feels.</td>
<td>Reflect the speaker’s intonation and emotional state.</td>
</tr>
</tbody>
</table>
Consider quiet and loud listening
Say “Thank You”

Take time to thank others for taking time to share a need to improve or an appreciation.
Acting

Support the conversation by following up and following through.
Inspire others to act by starting with you.
Inspire others to act by following up

- Timing
- Tact
- Tools

Were the decisions clear?
Inspire others to act by following through

Did the action we agreed to try have the desired effect?
Use big visible indicators
Seek balance
Culture of feedback
Recap
Say it so they hear you:

1. Lay a foundation of trust
2. Explore a model to frame your feedback
3. Attune your delivery
4. Lead by example and make time to receive
5. Take action by starting with you, then following up and following through with others
"The more feedback between people on a team, the more success that team is likely to have."
Questions?
Thank you!

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