

Leadership Development



Module 3: Feedback and Tough Conversations

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Leadership Development Course
Module 3: Giving feedback and tough conversations

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Timings: 5am to 8am (UK)

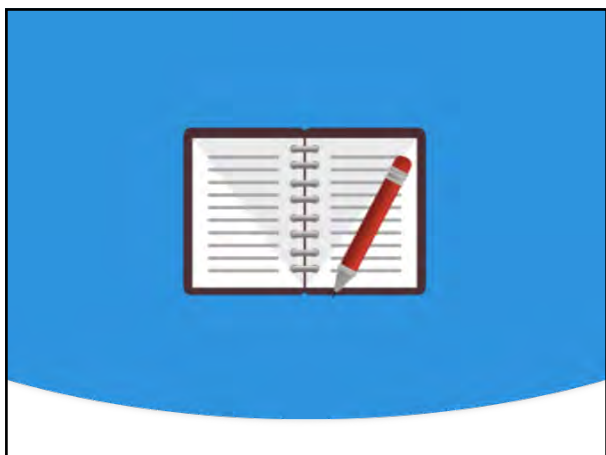
Protocols – respect and confidentiality


Download the course notes!

Protocols – respect, confidentiality and context!




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Matters arising from modules 1 and 2?

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Overview:

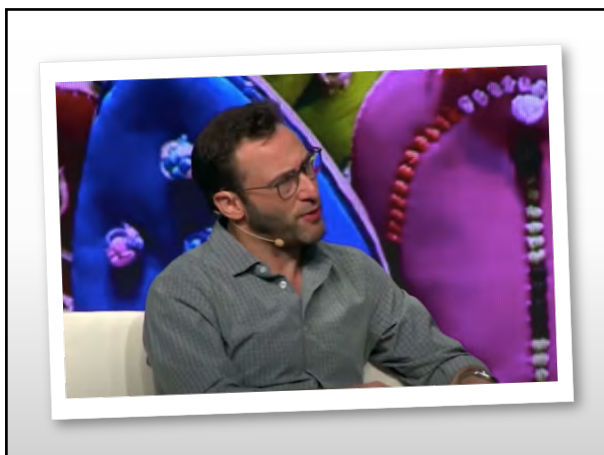
1. What is feedback?
2. Why do we need feedback?
3. Elements of effective feedback
4. Motivations for acting
5. Tough conversations
6. Case studies


Leadership makes the difference between success and failure in any organisation.

“We suffer more often in imagination than in reality.”

Seneca

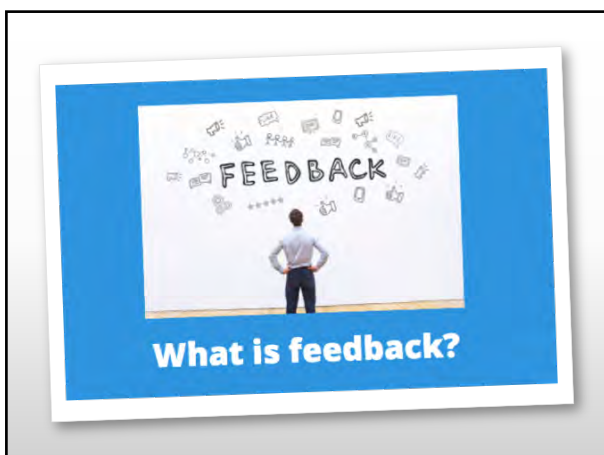





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“When a leader steps into the arena, especially in today’s loud echo chamber of social media, he or she can be tempted to make decisions that will result in instant gratification... Reasoned judgement and inner conviction are what I expect from myself and others around me. Make the call, but don’t expect consensus.”


Satya Nadella, Microsoft CEO





The difference between feedback and appreciation?






“Feedback is not advice, praise or evaluation. Feedback is information about how we are doing in our efforts to reach a goal.”

Grant Wiggins

“You should take the approach that you are wrong. Your goal is to be less wrong.”

Elon Musk



2. Why do we give feedback?

To protect standards?

(not standardisation)


Many problems need intervention; most things do not spontaneously improve.




What standards are you trying to maintain?









	Known to self	Unknown to self
Known to others	Open area or arena	Blind spot
Unknown to others	Hidden area or facade	Unknown


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How does the Johari window apply to us?

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The person doing the best individual job is also the one spreading the most toxicity internally with your team.
What do you do? What are the pros and cons of different forms of action?

 Breakout Room


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Possible issues:

- Even though the individual is running at 100%, others as a consequence may not be = net loss.
- Are you a hostage?



3. Effective feedback





“The challenge is to reconcile being real and doing no harm.”
Susan Scott

“The person who can most accurately describe reality without laying blame will emerge the leader.”
Edwin Friedman





Five ways to build credibility (Forbes 2018):

1. Deliver results;
2. Transparency;
3. Don't avoid tough decisions;
4. Consistency in your behaviour;
5. Lead by example.





“Humility is not thinking less of yourself, it is thinking of yourself less.”
C.S. Lewis

“The x-factor of great leadership is not personality, it is humility.”
Jim Collins



How do you demonstrate humility when talking with a colleague?



Appraisal – prove or improve?





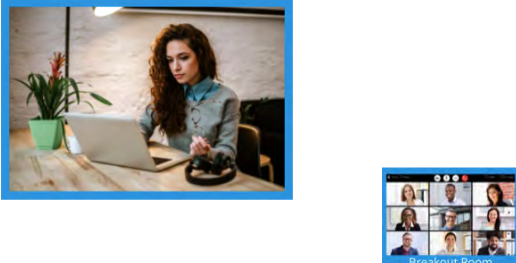
Feedback checklist:

- Specific;
- Respectful;
- Behaviour;
- Data;
- Timely;
- Location;
- Linked.




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How can you give feedback remotely?



Friend or Friendly?



FEEDBACK

	R	O	G
DEVELOPING HUMILITY <ul style="list-style-type: none"> • Deliver results • Transparency • Don't avoid tough decisions • Consistency in behaviour 			
DELIVERING FEEDBACK <ul style="list-style-type: none"> • Specific • Respectful • Behaviour (not whole person) • Date 			
<ul style="list-style-type: none"> • Timely • Location • Liked! • DO YOU LEAD BY EXAMPLE? 			

RAG: FEEDBACK

DEVELOPING HUMILITY

- Deliver results
- Transparency
- Don't avoid tough decisions
- Consistency in behaviour

R

A

G

DELIVERING FEEDBACK

- Specific
- Respectful
- Behaviour (not whole person)
- Data

R

A

G

- Timely
- Location
- Linked
- DO YOU LEAD BY EXAMPLE?

R

A

G

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4. Motivation for acting

“If nobody worried about what was in other’s heads, we’d all be 33 percent more effective in our lives and in our jobs.”

Randy Pausch, The Last Lecture


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High Care

Low Challenge

High Challenge


Low Care



Add the 4 phrases:


- Manipulative insincerity
- Radical candor
- Ruinous empathy
- Obnoxious aggression


Kim Scott:
Radical Candor














REFLECTION: Think of a time when your behaviour would have been in the segments 2, 3 and 4.
What COULD you have done that would have moved your behaviour towards segment 1 instead?



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“Clear is kind; unclear is unkind.”


Brené Brown (Dare to Lead)


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“Kind candor”


Gary Vaynerchuk

What are you avoiding now?





A leader gets what they tolerate.







5. Difficult conversations

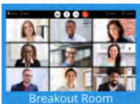
“A universal talent is the ability to avoid difficult conversations.”

Susan Scott




Problems with the oreo?






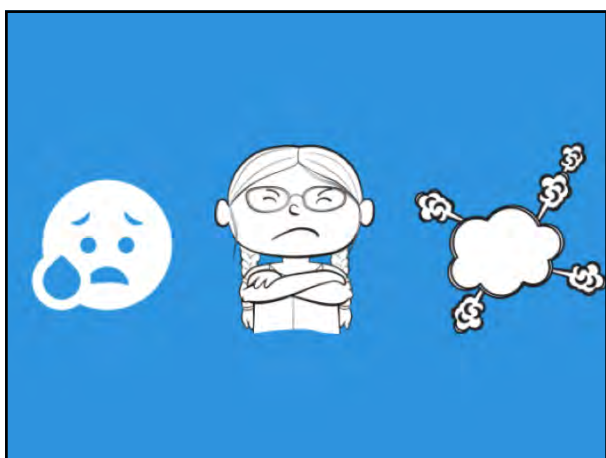




7 step (Susan Scott) NEFI ART

1. Name the issue;
2. Describe an Example;
3. Describe your Feelings;
4. Clarify why this is Important and *at stake*;
5. Accept your part in contributing to the issue;
6. Indicate the desire to Resolve;
7. Invite Them to Respond





Structuring an Opening Statement



(from Susan Scott: Fierce Conversations)

N (Name the issue)	
E (Example)	
F (your Feelings)	
I (Important; what's <i>at stake</i>)	
A (Accept your part)	
R (Resolve)	
T (They respond)	

Notes:


Structuring an Opening Statement



(from Susan Scott: Fierce Conversations)


N (Name the issue)	
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I (Important; what's <i>at stake</i>)	
A (Accept your part)	
R (Resolve)	
T (They respond)	


Notes:



What could come next?

- Crying;
- Anger;
- Blaming others;
- Silence.





Top Tips:

- Listen
- Avoid laying blame
- Substitute 'but' for 'and'
- Eye contact
- Focus and listen intently
- The power of questions
- Be prepared for deflections



Top Tips:

- Be patient
- Don't use absolutes (always, never etc)
- Value silence (but not non-participation)
- Stay calm



Mr A has bad body odour to the extent that colleagues avoid one-to-one discussion and contact with him. A member of staff has come to you (as his line manager) to suggest that an anonymous letter is written and left in his pigeon hole in the staff room advising him of the problem.

What do you do?



Mr B is often a few minutes late to work following a break. You have had a previous conversation with him about the issue and he promised to rectify his behaviour. The problem is he has not and he persists in being late (including to meetings)?



What do you do?







Ms C is a very experienced member of staff with lots of years of service and has a good reputation with the school director. The problem is that she does not follow department policy. You have been promoted to be head of the department as your first leadership role.

What do you do?



 

Do you actively seek feedback and criticism?

“Reasons or results. We get to choose.”

Susan Scott

Take the job seriously but don't take yourself too seriously... and who cares what others think?

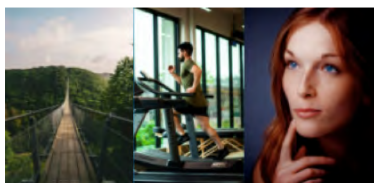


“My life has been filled with terrible misfortune; most of which never happened.”

Michel de Montaigne



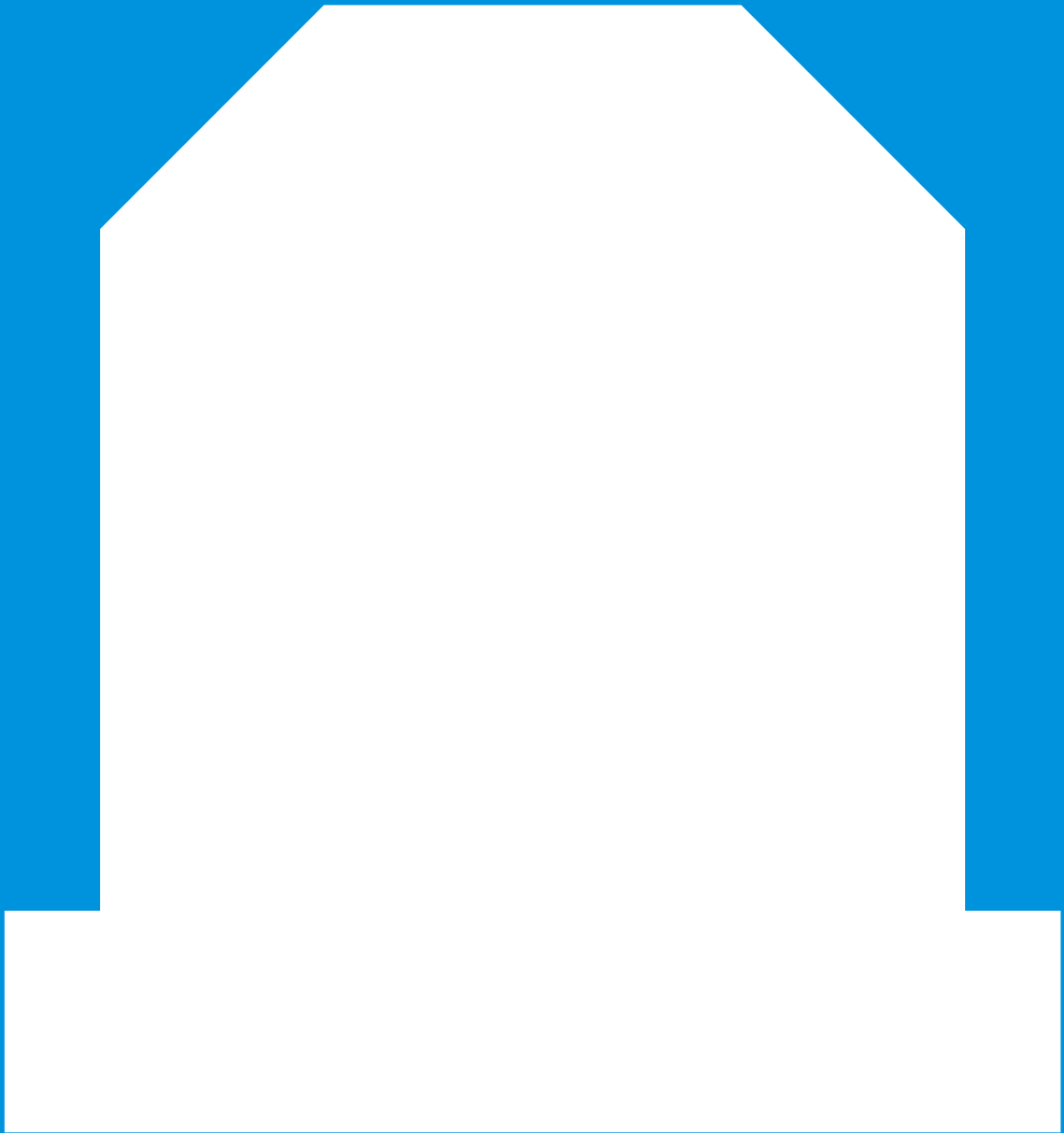
What are the 3 Cs from today?





Review:

1. What is feedback?
2. Why do we need feedback?
3. Elements of effective feedback
4. Motivations for acting
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CONGRATULATIONS

Your certificate is on the way...







