Fearless Feedback: Achieving Greater Results in the Face of Challenging Times

Presented by Wally Hauck, PhD, CSP
Choose the top performer
How were you feeling?

- Excited?
- Anxious?
- Confused?
- Happy?
- Helpful?
- Nothing?
- Other?
Why?

• What worked?
• What didn’t?
• Was something missing?
• What value did that add?
Interview/Appraisal with Walt
If you are Walt...are you feeling in this situation?

- Happy?
- Proud?
- Anxious or Nervous or Fearful?
- Angry?
- Excited or Enthusiastic?
- Other?
As Walt, what and/or who are you focusing on in this situation?

- You?
- The Boss?
- Other employees?
- Other?
Must be Safe to Tell the Truth

- Make only agreements you intend to keep.
- Act upon your agreements to the best of your ability.
- Communicate when you can’t keep agreements to those who need to know.
- Appreciate variation
“The most important application of statistical control of quality, by which I mean knowledge about common causes and special causes, is in the management of people, and the whole system.”

Dr. W. Edwards Deming

The New Economics
Do you use the typical performance appraisal?

• Yes
• No
• Unsure
Assessment

How well does the typical performance management process (appraisal) achieve its purposes?

- Very poor
- Poor
- OK
- Good
- Very good
Objectives

• Do we have a feedback problem?

• Why are we so poor at giving – receiving?

• How can we create Fearless Feedback?
What is Fearless Feedback?
Model and Set of Tools to give Feedback on:
• Interpersonal interactions
• System interactions

Outcomes
• Employee engagement (intrinsic)
• Higher Trust
• Optimizes learning
• Attracts and Retains Talent
• Accelerate Results
• Manager Dependence to System Dependence
Do we have a feedback problem?
How important is it for employees to receive frequent feedback in the workplace?

On a scale of 1 – 10 where:

1 = Not important

5 = Somewhat important

10 = Very important
How frequently do employees receive feedback to improve their work performance?

On a scale of 1 – 10 where:

1 = Not nearly enough

5 = Sometimes

10 = Just right
Feedback Survey Results

- **Importance of Frequent Quality Feedback Rating**: 9.4
- **Frequency of Feedback Rating**: 4.8
- **Quality of Feedback Rating**: 4.8

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Not Enough Feedback

43 % of employees...don't get enough to improve their performance

Watson Wyatt Worldwide
Feedback = Performance

“Feedback delivered on a regular basis improves performance”

Harvard Business School Working Paper No. 11-078

“Feedback improves both performance and the ability to manage hardship and/or stress”

“The Leadership Challenge” – Kouses and Pozner
Lack of feedback

- Prevents learning
- Creates unwanted behaviors (procrastination, jealousy, self-sabotage)
- Damages trust
Our feedback now is poor

Slow & sparse

Confrontational

Biased

Poor Intent
Criticism “Kills” Engagement
Agree on the difference

Feedback

Data

Criticism

Opinion - Judgment
Employee Engagement - Gallup 2012

- Fully Engaged: 29%
- Disengaged: 54%
- Actively Disengaged: 17%
Engagement is Our top Priority

Sibson Consulting 2012

Yes: 82%

No: 18%
Trust
Stephen R. Covey

- Organization: 20%
- Other Departments: 18%
Employee Engagement Model

Employee Engagement → Customer Experience → Loyalty Profit Growth

“You are 3 times more likely to have high customer satisfaction scores if you have high employee engagement scores.”

A Major Luxury Automobile Manufacturer
Why are we so poor at it?

Evolution
Leadership and Management must Evolve

Age of the Artisan - Apprentice

Industrial Age

Knowledge Age

One to One Transfer of Skill

The “Boss” Knows Best

Engaged-Problem Solving-Knowledge Worker

Just do it (hands)
Who is this guy?
Evolution

Manager Dependent → Self-Organizing System Dependent
Why are we struggling?

**Organism System**
- The Body
- Control is centralized (CEO is head)
- Parts exist to give brain feedback (employees are hands)
- Parts serve function – No choice – No purpose
- Decisions and directions made by brain

**Social System**
- Flocking Birds
- Self-organizing – Interdependent
- Parts have purpose, choice, non-linear relationships
- Parts have purpose, choice, self-regulating
- Management influences interactions – control not possible
We have been taught (and immersed) in a theory

Obsolete for “New” Knowledge Economy

We can and must evolve
Action Steps For Fearless Feedback

• Change our focus
• Create Operational Values
• Immediate feedback with the “The White Flag®”
• Find the broken “Hand-Off”
Shift our Thinking and Change our Focus

Improve the interactions – NOT the parts (people)

• Interpersonal Interactions
• System Interactions
The 2 Types of Interactions

Interpersonal Interactions

System Interactions

One-on-One

Hand offs
The 2 Types of Feedback

Data

Fact based information
(Measure – Statistics)

Opinion

View or Judgment in One’s mind
Positive Intentions Only

To Increase:

Trust or Learning
Start Leadership Evolution
Values and System Leadership Model

When there is an issue which is it?

Interpersonal (Values) Behavior Issue

Interpersonal Interactions

Systems Issue System Interactions
Interpersonal (Values) Behavior Issue

Rob Lebow
“Lasting Change”

Heroic Values

Systems Issue

Deming’s System of Profound Knowledge
- Appreciation for a system
- Understand variation
- Theory of Knowledge
- Theory of psychology

W Edwards Deming
1900-1993

"We have learned to live in a world of mistakes and defective products as if they were necessary to life. It is time to adopt a new philosophy in America."
Interpersonal (Values) Behavior Issue

Integrity:
Does not keep agreements

Respect or Concern
Blames others

Customer Service
Not proactive (reactive)

Indifference

Systems Issue
• Mistakes - poor quality
• Forgetfulness
• Poor attitude or motivation
• Mismatch of skills and tasks
• Poor policies
• Confused about responsibilities
• Poor feedback
• Lack of purpose
• Unclear vision & mission
• Unproductive environment
• Lack of choice
Ask 3 Questions:

Which process is not optimal?

What is the first 15% of that process?

How can we improve the first 15%
Values Issue or System Issue?
Observable Operational Values

• Integrity

• Respect

• Customer Focus
The White Flag®

International sign of truce...ceasefire...request for negotiation.
Process

• Be calm
• Ask permission
• Data only
• Ask: *the three questions*
• Make agreements
Process

• I have a concern
• I need your help
• When you did this ... the result was “xyz”
• Ask: “What is the system issue?”
  - First 15%?
• Make agreements
White Flag® Example
White Flag® Example
Manage Agreements Feedback

Agreements(s) made

Agreements(s) kept?

Yes

Outcome acceptable?

No

Evaluate and improve process (Ask 3 Questions)

Yes

Express appreciation - celebrate

Give feedback (White Flag®)

No
Hand Offs
Checklists
System Interactions

• Measures employees control

• Hand offs – A transfer of paper, information or product between one employee and another (department) in order to perform a task or complete a process

• Checklist – a list of conditions that (in theory) will make a hand off go perfectly
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Questions

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