

Flipping the View on Feedback



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“In the absence of feedback, people will fill in the blanks with a negative. They will assume you don’t care about them or don’t like them.”

-Pat Summitt

Feedback – Flip the View

Trust

Understand the 4 components necessary to have trust with another individual.

Learning

Provide feedback that assists transformational learning, whether through coaching conversations, disciplinary actions, or performance management.

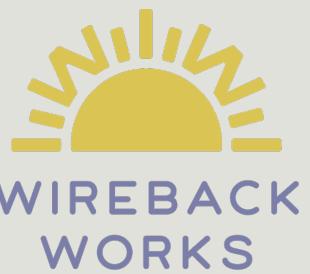
Conversations

Have transformational conversations that impact relationships and factor in our natural preferences and tendencies to conflict.

Let's talk....

- What is your first thought?
- What's your reaction when you think of giving feedback?
- How does it feel to receive feedback?
- How does feedback sound to you?



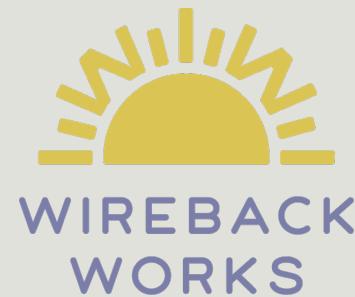


Does it sound like this?



<https://www.youtube.com/watch?v=ss2hULhXf04&t=7s>

How do you give critical feedback?

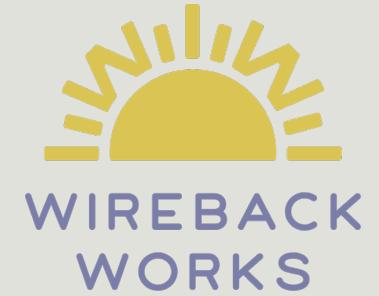


Giving
Critical
Feedback



<https://www.youtube.com/watch?v=fGWYyvPhsf8>

Feedback is....



How does feedback lead to change?

- Intention
- Openness
- Invitation



- Clear
- Specific
- Timely
- Objective
- Helpful/Constructive



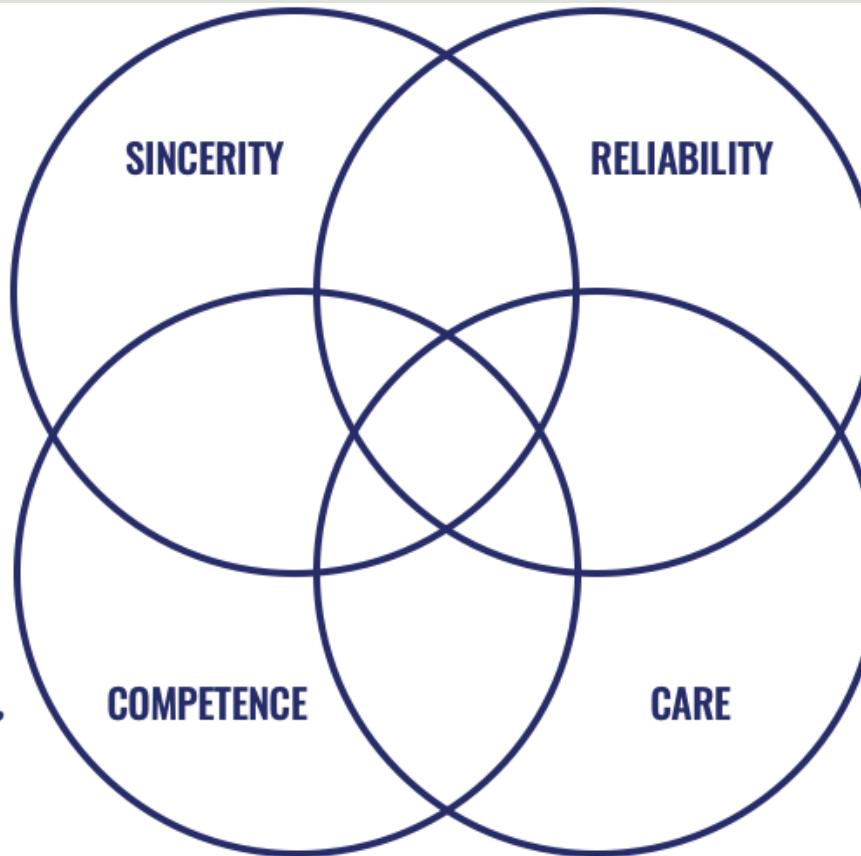
“Trust is choosing to risk making something you value vulnerable to another person’s actions.”

-Charles Feltman

4 Distinctions of Trust

Do you say what you mean and mean what you say? Can you be believed and taken seriously?

Do you have the ability to do what you say or propose to do?



Do you meet the commitments you make?

Do you have the other person's interests in mind when you make decisions and take actions?

From *The Thin Book of Trust*, Charles Feltman

SingleStone

Any problem in an organization or relationship is directly related to a conversation not being held or one being held poorly.

-Julio Olalla



What do employees have to say?

**The #1 skill their
manager lacks is
Communication**

- Gallup Poll



Conversation Types

- Conversation for Relationship
- Conversation for Orientation/Context
- Conversations for Innovation/Speculation
- Conversation for Coordinating Action/Implementation
- **Conversations for Progress/Completion**



What's Your Style?

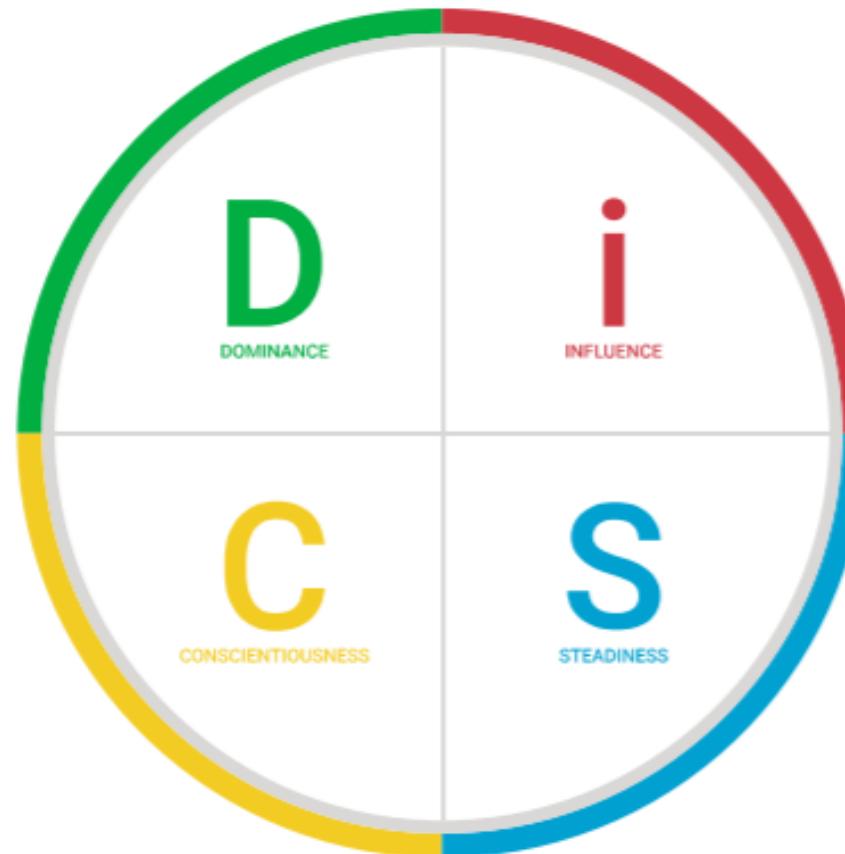
Utilizing Everything DiSC®

DOMINANCE

- Direct
- Firm
- Strong-willed
- Forceful
- Results-oriented

CONSCIENTIOUSNESS

- Analytical
- Reserved
- Precise
- Private
- Systematic



INFLUENCE

- Outgoing
- Enthusiastic
- Optimistic
- High-spirited
- Lively

STEADINESS

- Even-tempered
- Accommodating
- Patient
- Humble
- Tactful

Preferences and Tendencies

Utilizing Everything DiSC®

How **D** Engages in Conflict

- Speaks up about problems
- Addresses issues head on
- Sticks up for own rights

How **I** Engages in Conflict

- Expresses feelings
- Shows empathy
- Talks through issues with others

How **C** Engages in Conflict

- Focuses on logic & objectivity
- Skeptical of unproven ideas
- Wants time to think on his/her own

How **S** Engages in Conflict

- Listens to others' perspectives
- Encourages harmony
- Offers compromise

What gets in the way?

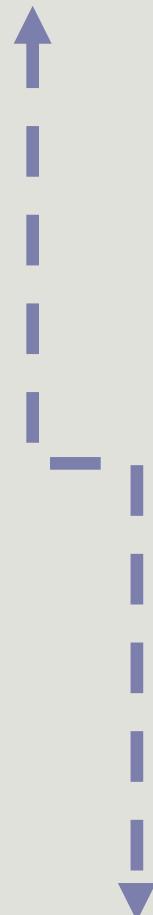
- Unwillingness to admit “I don’t know”
- When you don’t know that you don’t know, but act as if you do
- Being unaware that we live in blindness (arrogance)
- “I have to be clear about everything, all the time”
- Forgetting the domain of emotions and its impact on learning
- Confusing “knowing” with having opinions or information
- “I should already know”
- Distrust
- Addiction to novelty
- Addiction to answers
- Not granting the permission to be taught
- Making everything overly significant
- Making everything trivial
- Living in permanent assessments or judgments
- Living in the belief “I cannot learn, given who I am”

Manager/Boss

vs

Coach/Leader

- Spends more time speaking and giving directions.
- Makes quick assumptions.
- Takes the fastest route to deal with the surface symptoms.
- Gives plan to the employees and tells them to follow it.
- Managing is all about telling, directing, authority, immediate needs, and a specific outcome.



- Spends more time listening and asking questions.
- Invests time in observing.
- Uncovers issues to get to the root of a problem.
- Supports employees in developing their plans.
- Coaching involves exploring, facilitating, partnership, long-term improvement, and many possible outcomes

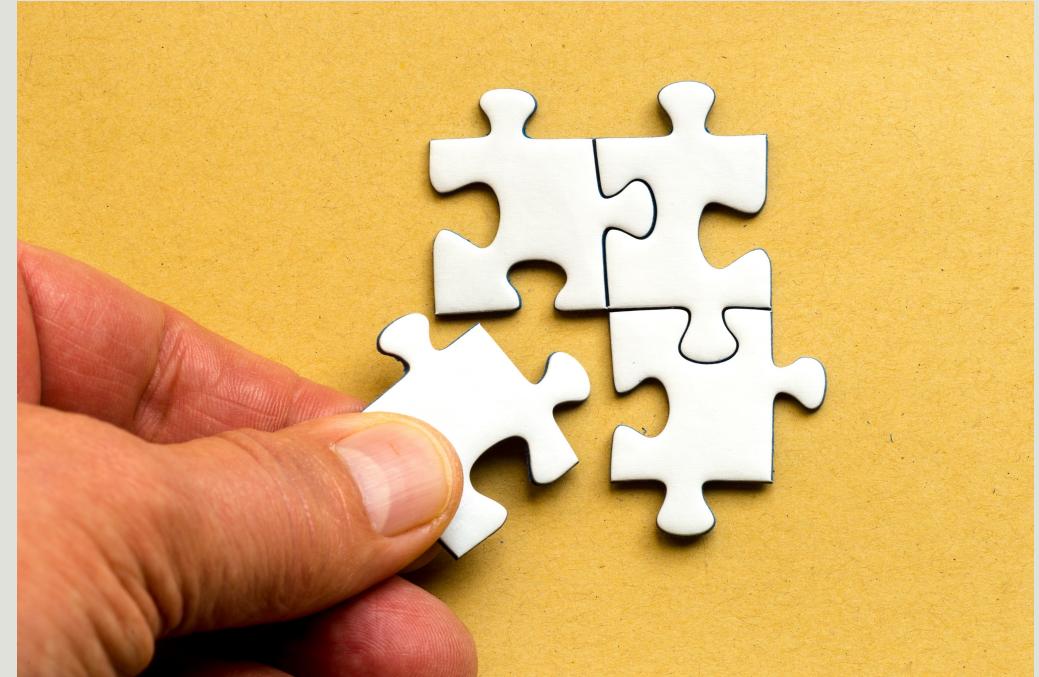
Let's Talk



Putting the Pieces Together

Flip Your View on Feedback to Lead to Change

- 4 Distinctions of Trust
- Communication and Conversation Types
- What Gets in the Way – Preferences and Tendencies, Enemies of Learning
- Shift from Manager/Boss to Coach/Leader



Flipping the View on Feedback

Reflections

- What new awareness have you gained?
- What one step do you want to take?
- What questions do you have?





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