

# 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

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## 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....

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- 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?

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

# How do you give critical feedback?

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



# Feedback is....

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# How does feedback lead to change?

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- 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?*

**SINCERITY**

**RELIABILITY**

*Do you meet the commitments  
you make?*

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

**COMPETENCE**

**CARE**

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



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?

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

- Gallup Poll



# Conversation Types

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



# What's Your Style?

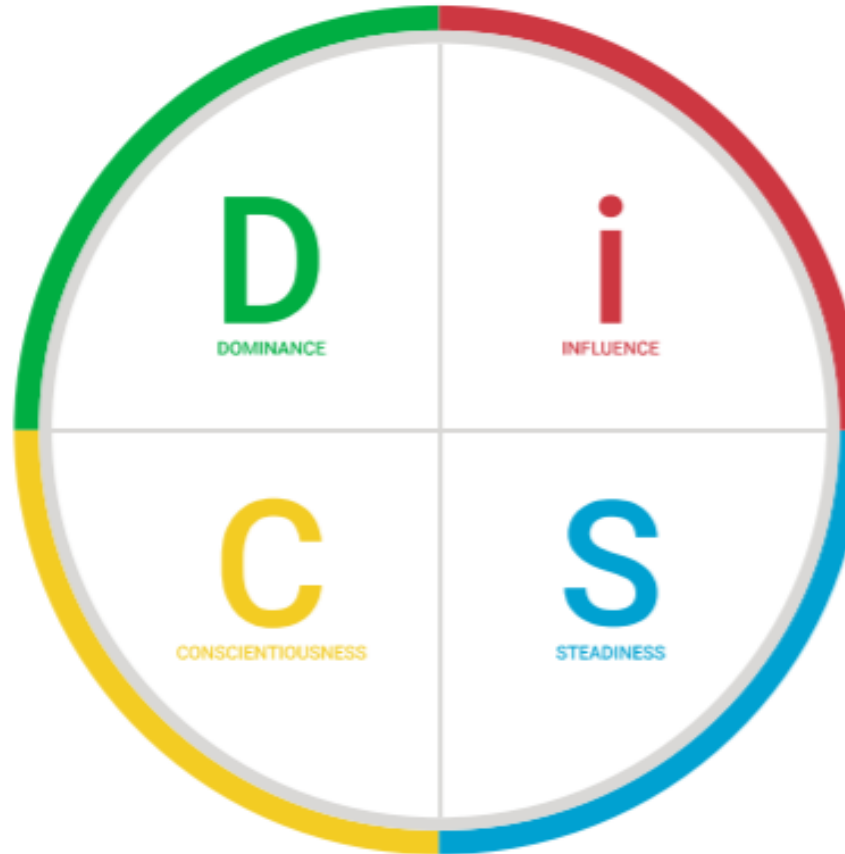
## Utilizing Everything DiSC®

### 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

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## Utilizing Everything DiSC®

### How **D** Engages in Conflict

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

### How **C** Engages in Conflict

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

### How **I** Engages in Conflict

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

### How **S** Engages in Conflict

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



# What gets in the way?

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- 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

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**Goals**

**Performance  
Reviews**

**One-on-Ones**

**Corrective  
Actions**

**Coaching Conversations**

# Putting the Pieces Together

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## 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

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## Reflections

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





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