

# Giving Feedback with Ease

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*“Feedback is the breakfast of champions.” ~ Ken Blanchard*



# Objectives

- To name the goals of feedback
- To understand why feedback is important
- To use specific steps to give effective feedback
- To understand the mistakes of giving feedback
- To begin practicing giving effective feedback

# Agenda

- Feedback Myths
- The Goals of Feedback
- Effective Techniques & Mistakes
- The Three “A’s” of Performance
- Handling Objections
- Sensitive Topics

# But it's so HARD to do!

## Some reasons why:

- Fear of conflict
- Nervous about employee's negative reaction
- Need more practice and skill
- Afraid to hurt someone's feelings
- Don't have time to prepare
- Don't know how to handle objections
- Don't want employee to resign
- I might not be liked / employee will be mad at me

Let's take a  
POLL

# Feedback Myths

- It will hurt the other person's feelings.
- Who am I to judge?
- Feedback demoralizes people and makes them feel defeated.
- They didn't mean it, so I can let it go.
- I didn't see it happen, so I can't confront it.

# Problems with Avoidance

- Most people are watching poor performers “get away with it” -- so you have to address the issue.
- Staff Morale can be affected.
- Not saying anything does not allow employees to grow and develop.
- Health and Safety Issues
- Compliance Issues
- Quality & program delivery can suffer.
- Reputation can be impacted.

# Think of someone....

- ...you need to give feedback to
- Write a few notes to yourself about what the problem is with that person's behavior in your workplace or on your team
- Keep them in mind as we go through our content
- Begin practicing the content with that person in mind....

# The Goals of Feedback

- To Improve Performance
- To Clarify Expectations
- To Increase Learning
- To Stop a Behavior
- To Encourage Progress Toward Goals

***All of this builds and maintains program quality.***

# The Goals of Feedback

To Improve Performance

To Clarify Expectations

To Increase Learning

To Stop a Behavior

To Make Progress Toward Goals



# Techniques for Giving Feedback

- Isolate and address the Behavior
- Speak at the Task Level not the Self Level
- Use Comfortable and Open Body Language
- Have the Employee Explain Why the Issue Might Be Happening
- Leave YOUR Solutions at the Door
- Make it a Dialogue
- Begin With and Use the Feedback Recipe Card

# Some Phrases to Use

- “This is what you did that was inappropriate...” versus “You were inappropriate.”
- “You are really effective when you do \_\_\_\_\_. You would be even more effective if you do \_\_\_\_\_.”

# The Three “A’s”

- Ability
- Aptitude
- Attitude

***You have to know which “A” you are dealing with.***

# Feedback Mistakes

- Rewarding “A” while hoping for “B”
- Not Separating the Behavior from the Person
- Skirting Around the Issue; Too Vague
- Needing to be Friends or Be Liked
- Overlooking the Small Issues Until Later
- Not Explaining the Goals of Feedback

# More Feedback Mistakes

- Praising Employee X Hoping that Employee Z will Change Their Behavior
- Using Group Meetings as a way for the Individual to “Get the Message”
- Using Group Communications (e.g., newsletters, memos)
- Not Knowing Which of the 3 “A’s” It Is
- Hoping for Change to Occur on its Own

# Did you know that...

When it comes to giving feedback and managing employee performance....

***hope is not a plan....***

# More Techniques

- If you care, you will share....the feedback
- Be specific and direct, to the point
- Be kind and professional, but clear about your expectations
- Employees Need Your Feedback to Grow and Develop Professionally – tell them this
- Trust and Verify
- Share the Bigger Picture during feedback sessions

# Remember:

- Feedback can be about checking-in and monitoring progress, too.
- Feedback can be about praise and affirmation. It does not always have to be corrective.

# More Techniques

- Clarify for yourself how this employee is important in the center
- Identify the Behavior You See That Concerns You
- Believe That They Can Change Their Behavior
- Ask Them to Problem-Solve With You
- Emphasize How Important Their Success is to You

# Food For Thought

Leaders must make sure that employees leave feedback sessions with a clear understanding of ***how they will succeed.***

That's the point!

# Handling Objections

- “I didn’t know.”
- “Everyone else does it.”
- “You don’t do it, so why should I?”
- “I have a lot going on in my personal life.”
- “I didn’t get trained on this.”
- “I don’t agree with that policy.”
- “This is the way I’ve always done it.”
- “I am tired of being picked on.”

# More Objections

- “I am so stressed out in this job.”
- “I’m not perfect.”
- “Why are you telling me this now? I have been doing this for years.”
- “No one else cares about this so why do you?”
- “The parents won’t like it.”

Let's take a  
POLL

# Handling Objections

- Go Back to the Feedback Recipe Card and Restate the Goals for the Employee
- Do not Argue with the Employee
- Use “Nevertheless” or “That May Be....”
- Keep the Focus on THEIR Behavior, Not Other Employees or Managers, or on the Past
- Stay calm

# Handling Objections

- “Nevertheless.....”
- “That may be....nevertheless...”

# More Phrases To Try

- I would like to see you focus your energy on \_\_\_\_\_. (*waiting for others to finish sharing their thoughts before sharing yours, asking your supervisor to explain new policies before making incorrect assumptions and then complaining to others, etc.*)
- I need to see you grow your professional skill set in \_\_\_\_\_. (*meeting deadlines, maintaining confidentiality, implementing math and science in your program, etc.*)

## And this one:

- Starting tomorrow, you must \_\_\_\_\_ .

*(wear food handler gloves, arrive on time, stop bringing hot beverages into your classroom, etc.)*

# Practice Some More

- Keep thinking of that employee you need to give feedback to.....
- Remember to practice all of the techniques we've discussed as if you are speaking with that employee
- Skill building requires practice
- Plan your talking points and rehearse
- Keep practicing

# If you get nervous...remember:

- Avoiding the Discussion Only Makes It Worse Later
- The Organization Suffers When There is Poor Performance
- Your effectiveness as a Leader Suffers When There is Poor Performance
- When You Avoid Giving Feedback, You Rob the Employee of a Growth Opportunity

*How can you NOT do this?*

*Source: John Maxwell's Developing the Leaders Around You*

# Avoidance and Fear

- Good leaders admit their fears...and then work on them.
- Acknowledge when something feels especially sensitive, awkward, or difficult to talk about...and then ask for patience to prevail in the feedback session.
- Remind staff there is no intent to hurt or demoralize – only to help them grow professionally

# Your Next Steps

- Use the Feedback Recipe Card in All of Your Feedback Sessions
- Copy the Recipe Card For All Leaders/ Managers to Use
- Practice Giving Feedback Often
- Cultivate the Courage to Give Specific, Clear Feedback
- Believe in People
- Give Dignity, Respect and Compassion

# So...when it's really hard...

Try this:

*“This might be hard for you to receive this feedback today and I also think it might be hard for me to deliver it...”*

*May I ask that we try really hard to be patient and compassionate with one another as we talk about this?*

*Ok, good, let's get started...”*

# At Home Activity

Based on today's SEMINAR CONTENT:

- Complete the Worksheet
  - What are you going to START, STOP and CONTINUE related to Giving Feedback?

## Giving Feedback ~ At-Home Worksheet

*Based on today's seminar content on giving effective feedback.....*

List three things you will START doing:

- 1.
- 2.
- 3.

List three things you will STOP doing:

- 1.
- 2.
- 3.

List three things you will continue doing:

- 1.
- 2.
- 3.



# Don't Forget

- Use Your Feedback Recipe Card in all Feedback Sessions

***“We all need people who will give us feedback. That’s how we improve.” ~ Bill Gates***

# The Goals of Feedback

To Improve Performance

To Clarify Expectations

To Increase Learning

To Stop a Behavior

To Make Progress Toward Goals



# Contact Information

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