Tell Me What To Say: Active Feedback Techniques For Teams

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One Lovely Monday Morning…

"Hi JP,

We'd like to speak with you on Thursday about an HR matter."

Enter Our Hero…
Drew Kugler

To truly embrace feedback as a gift, you must be willing to give and receive feedback.

Work on Yourself First

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Embrace the value of asking yourself:

"How do I know!?"

Work on Yourself First

Questioning yourself = Growth! If you are expecting others to grow due to feedback, start with yourself.

What are the important questions to ask yourself?
- **What matters in my interactions?** Do you even know?
- Am I creating an environment where people can disagree?
- What routes do people have to give me feedback?
- How do I think I am perceived by others?
- What can I do to validate that?

Be Curious About Your People

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Feedback is not transactional!

Remember, feedback fosters growth.

It is not a trade of information for behavior.

Creating the Environment for Curiosity

Games are creative; your team are *creators!*

Not workers, not labor, and certainly not a problem, even when the feedback is negative.

Our games are only as good as the energy and love we put into our teams.

Feedback to creators should improve the team, and thus, the game.

A Framework for Curiosity

PARC FERME for feedback:
A consistent, repeatable way of preparing for feedback by closely monitoring teams/individuals and pinpointing the purpose and value you hope to obtain.

A way to meet people where they are.

PARC – Proactive, Arbitrary, Reactive, Collaborative

Proactive

Visionary Leader (Auteur)

A Real Team

I Hope This Works

On Top Of Things

Heard & Trusted

But I Have An Idea…

Arbitrary ————————————————— **Collaborative**

No One Is Listening

Rallying to Succeed

Why Didn't They See This Coming

Wishes We Were More Proactive

(Insert Expletive Here)

Always Playing Catch Up

Reactive

How to PARC!

- Where am I on PARC?
- Where is my team on PARC?
- What can I do to move towards proactive and collaborative?
- How can I use PARC to provide feedback that has a clear value proposition?

Proactive

High Risk | Ideal State

Arbitrary | Collaborative

Danger Zone | Room to Improve
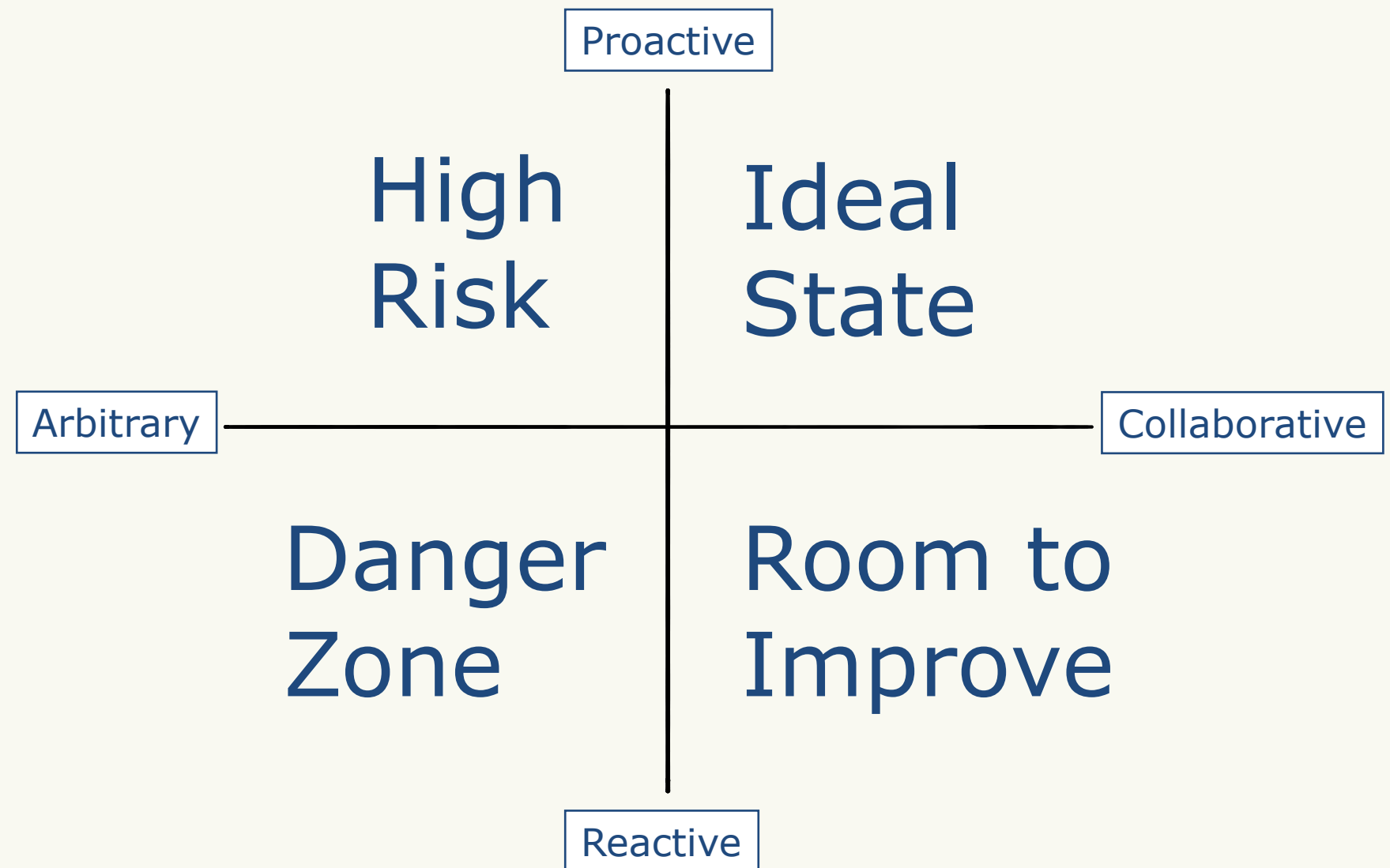
Reactive

FERME: Feedback Ensuring Reality Meets Expectations
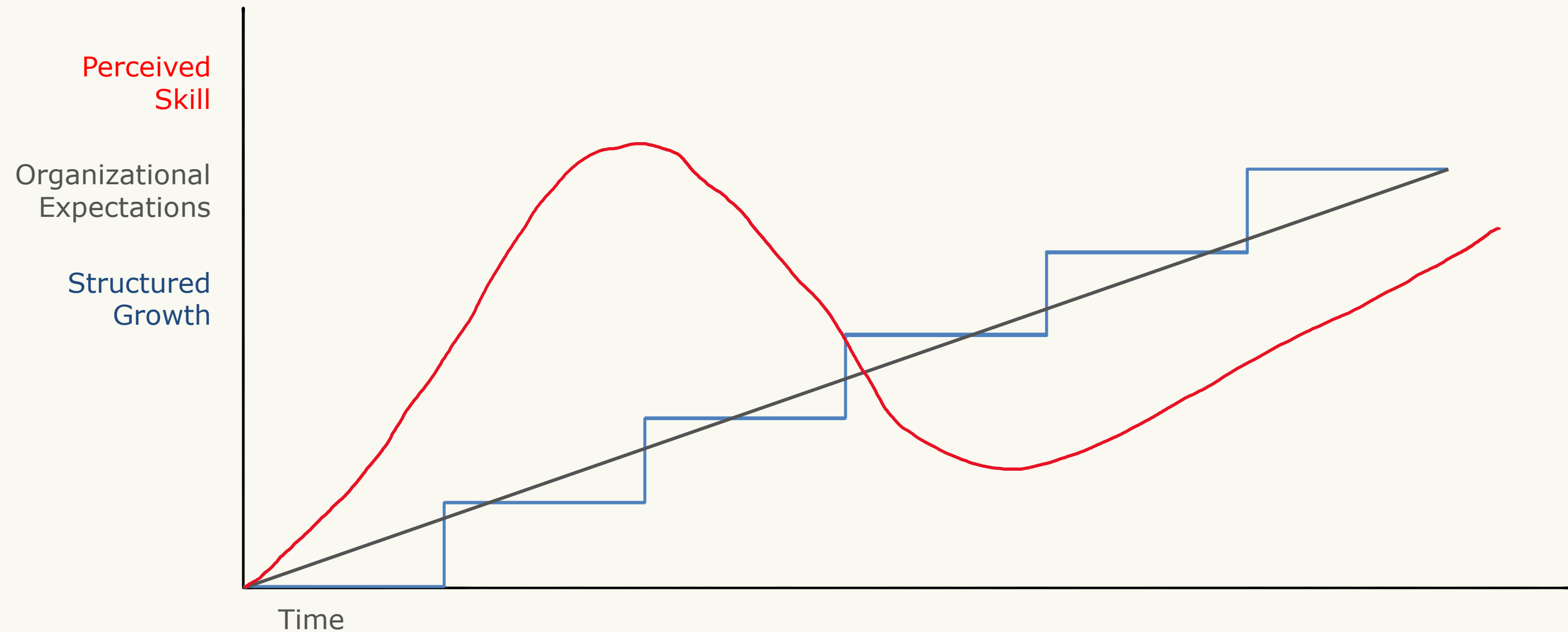
FERME: Think about what it means to have expectations

Perceived Skill

Organizational Expectations

Structured Growth

Time
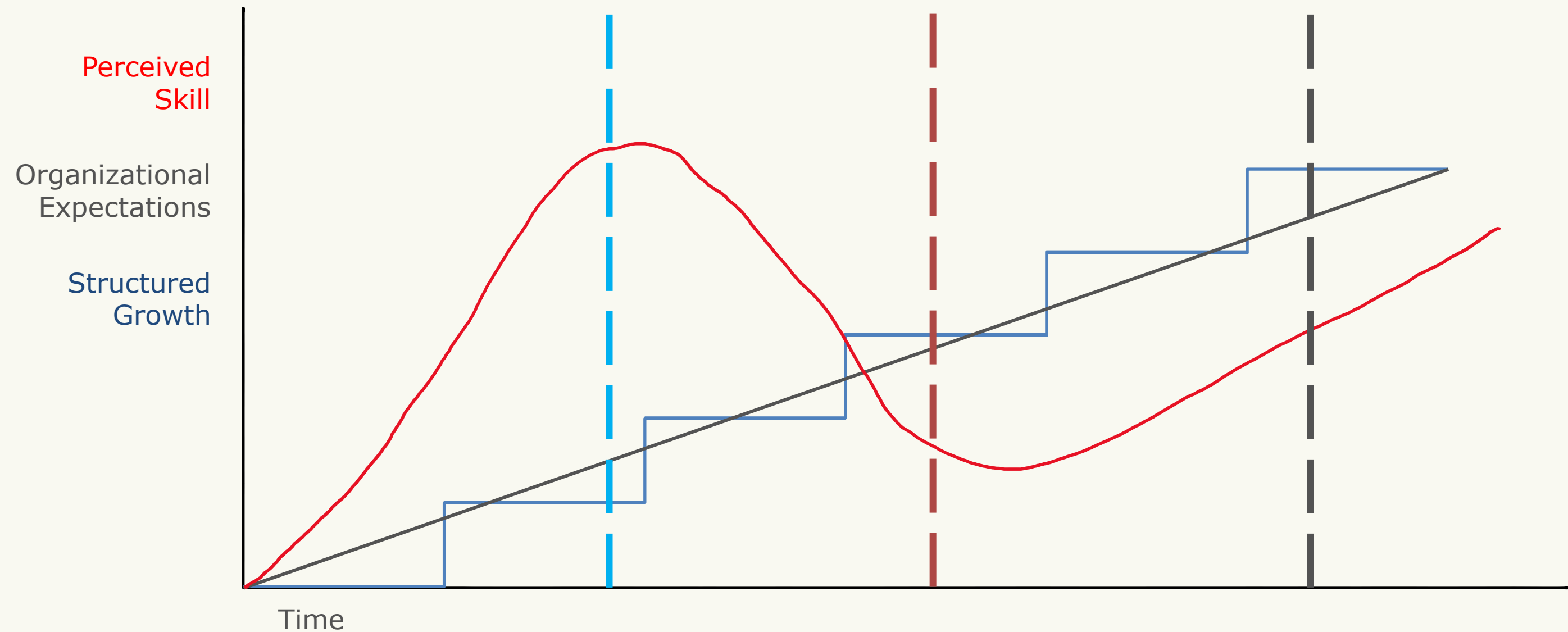
Giving Feedback with Constructive Candor

Constructive Candor

Constructive Candor is grounded in the act of creating space for others to participate in the conversation, especially when the issues at hand are important or difficult to talk about.

I. Prepare – Be Curious and Be Ready
II. Engage - Rip Off The Band-Aid
III. Sustain – Continue the Conversation

Constructive Candor

You've been curious, now, create the right environment:

Be purposeful, present, and undistracted

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Constructive Candor

Don't prolong the pain:

Rip off the band-aid

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Constructive Candor

Once the Band-Aid is gone, **coach with questions!**

Questions show your curiosity, but how you ask matters! Consider if you are **questioning competence vs. expressing confidence.**

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Constructive Candor

"The only advice worth giving is the advice that was asked for."

You don't know better. This isn't your story.

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Step 3: Constructive Candor

Growth comes via continuous improvement

- Invite a continued commitment
    - **You can't make people change, but you can invite them to do so.**

- Distill the change down to repeatable practices
   - Build the muscle one day at a time

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III. **Sustain – Continue the Conversation**

Removing Barriers to Continuous Improvement

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"Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom."

-Viktor Frankl
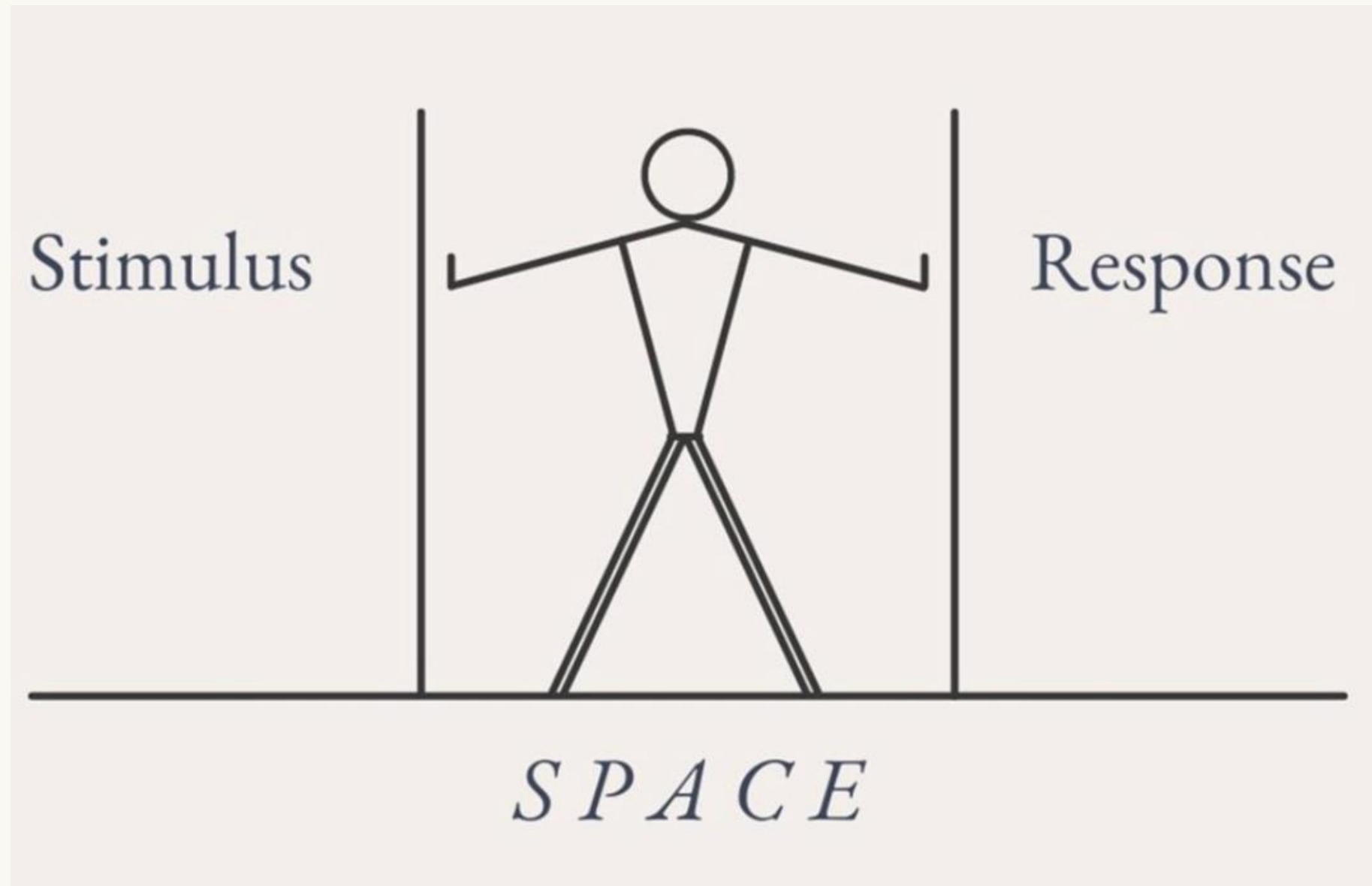
Removing Barriers to Continuous Improvement

Supporting continued growth requires continuous commitment on your side too.

Avoid barriers that can obstruct great feedback:
- Question your biases
- Be as giving with praise as you are criticism
- Remove barriers to success
- Share your personal stories of growth

Dancing With Fear

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Fear is a driving force at work.

Fear of failure

Fear of rejection

Fear of sounding stupid

Fear of our own ego

Our Innate Relationship with Fear

Fear is Our Partner

Be comfortable being uncomfortable.

Adaptation leads to growth.

Take the fear with you.

"The entire world is a narrow bridge, and the essential thing is to not become paralyzed by your fear.'"