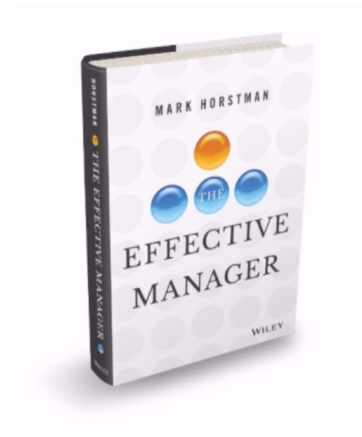


The Effective Manager - Feedback

Achieving Results Managing Others

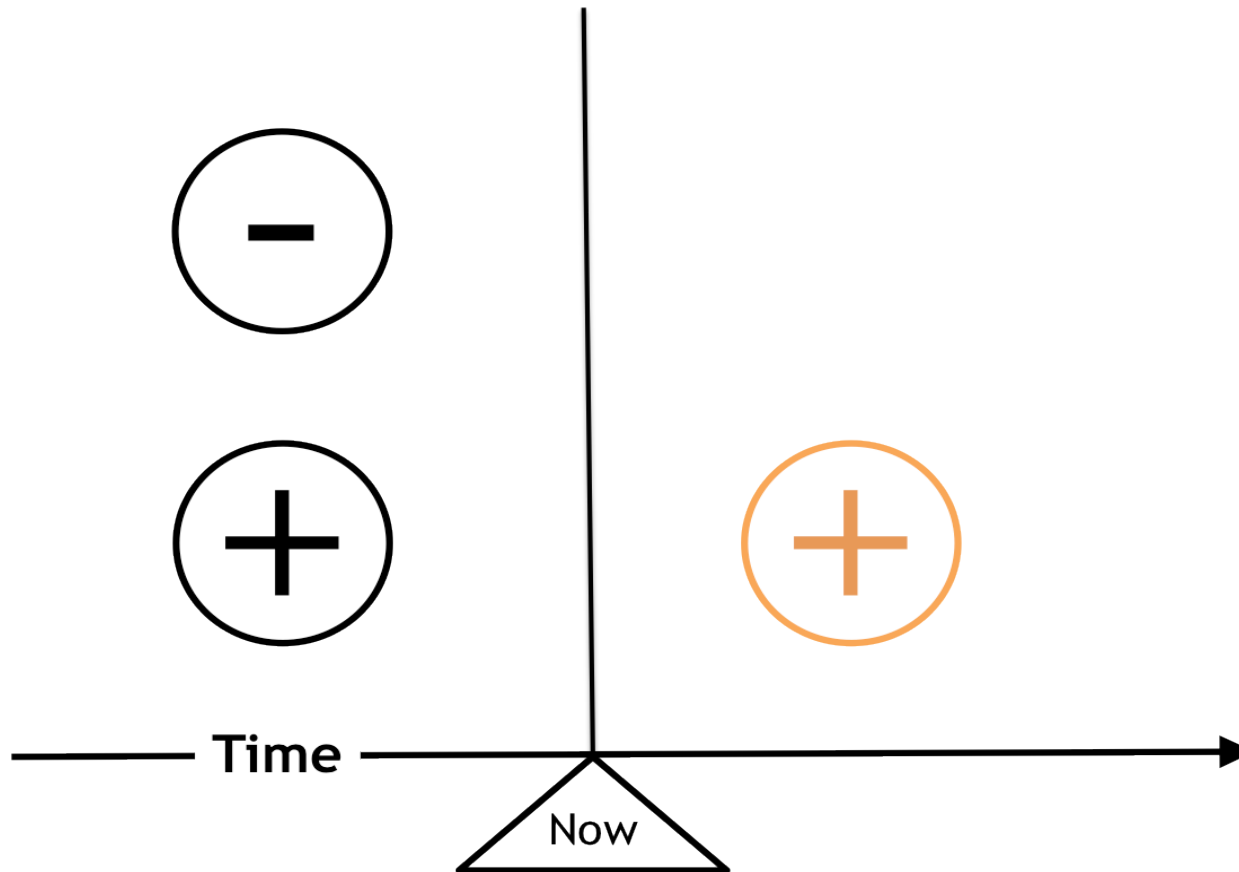
Manager Tools



Feedback Encourages Effective *Future Behavior*

MOST Managers Think
About the Past

Effective Managers Think About
The Future



Feedback Step 1 - Ask

- **Always Ask**

- “But wait! I’m the boss!”
- Always - For Both Affirming and Adjusting!

- **It’s Okay If They Say No**

- **Here’s How it Sounds**

- *“May I give you some feedback?”*
- *“Can we talk about that?”*
- *“May I share something with you?”*
- *“Can I have a word?”*

Faster is Better



Feedback Step 2 - Describe Behavior

- Behavior is What You Can See And Hear
 - Stop Guessing at Motivation and Intent
- *Attitude Is Not Behavior*
- Here's How It Sounds:
 - “When you call the customer...”
 - “When you miss a deadline...”
 - “When you are late to staff meeting...”
 - “When you stay late to help...”

Behaviors

Words You Say

How You Say Them

Facial Expressions

Body Language

Work Product

Faster is Better



Feedback Step 3 - Describe Impact

- Describe the Results of Their Behavior
- Cause & Effect; Action & Reaction; Incident & Response
- Impacts Don't Have to Be “Big”, Or “Important”
- Here's How It Sounds
 - “Here's what happens: the customer calls to thank me...”
 - “Here's what happens: I notice your extra effort...”
 - “I appreciate it, and the team's job is much easier...”
 - “Our case for the new hire is that much stronger...”

Faster is Better



Feedback Step 4 - Future Effective Behavior

- ***Affirming* Feedback Means Thanks**
- ***Adjusting* Feedback Means Doing It Differently**
- **Here's How It Sounds:**
 - “Thanks.”
 - “Please keep it up.”
 - “Could you change that?”
 - “Can you do that differently?”
 - “What can you do differently?”

Faster is Better

