

Managing Interpersonal Transactions: Receiving and Implementing Feedback

Advanced Leadership and Change Management



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Understanding Inter-personal

- Self – Awareness, Perception
- Attitudes, Beliefs and Values.

Definition	Changeable?	Example	
Attitudes	Learned predispositions to a concept or object	Subject to change	I enjoyed the writing exercise in class today.
Beliefs	Convictions or expressions of confidence	Can change over time	This course is important because I may use the communication skills I am learning in my career.
Values	Ideals that guide our behavior	Generally long lasting	Effective communication is important.



The Johari Window Model

Example

- Linda got a job in an organization. Her co-workers knew a little about her and in this context the unknown and hidden areas will be larger and the open area will be small. As the others don't know much about her the blind spot also will be smaller and the model will be as shown in Figure 1.

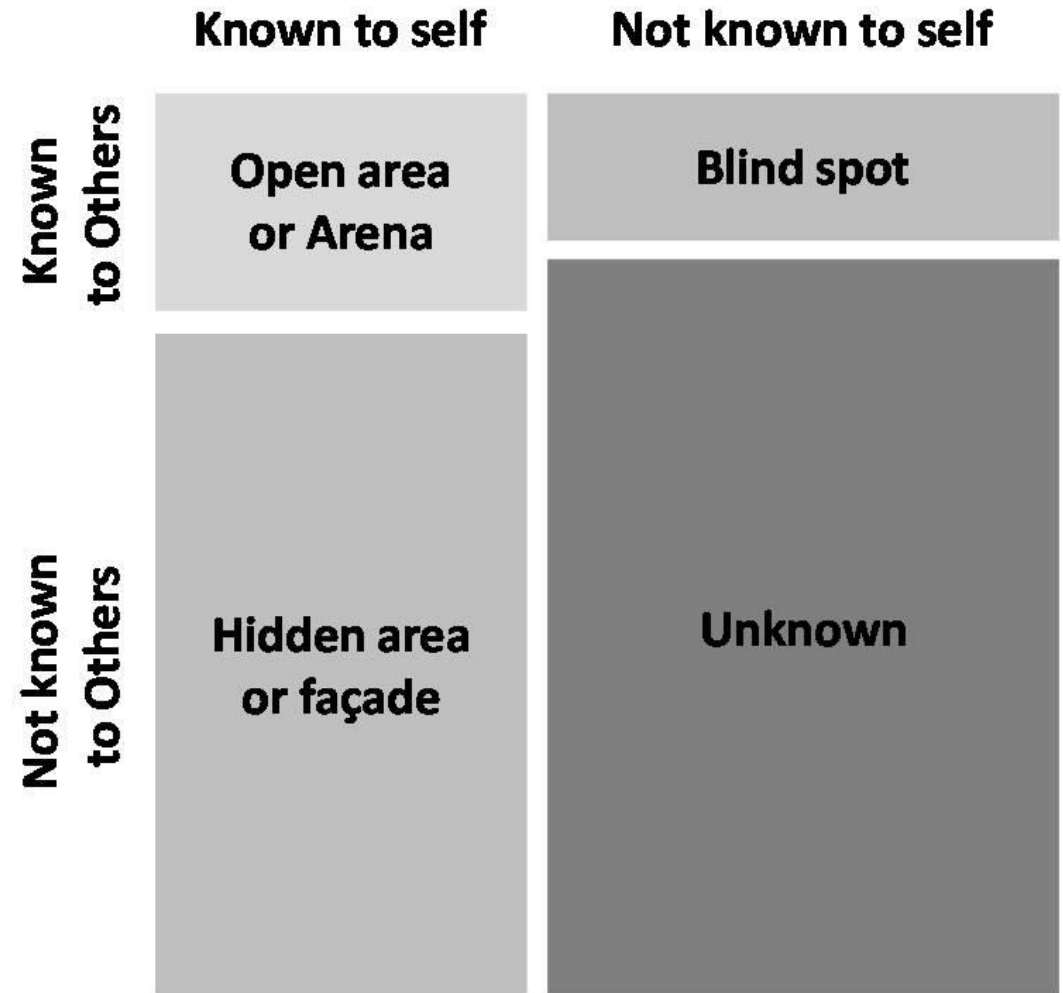


Figure 1

Linda spent most of her free time sketching in the office which was her preferred pastime and her co-workers found her very shy and elusive. With that evaluation she got the idea how she was and tried to be more talkative and interacted more with other co-workers. This helped her to increase her open area and thus making the hidden and unknown areas smaller. (Figure 2) Through the feedback Linda got from her co-workers she could perform well in the office and her real capacity could be obtained as a result of an effective interaction among the colleagues.

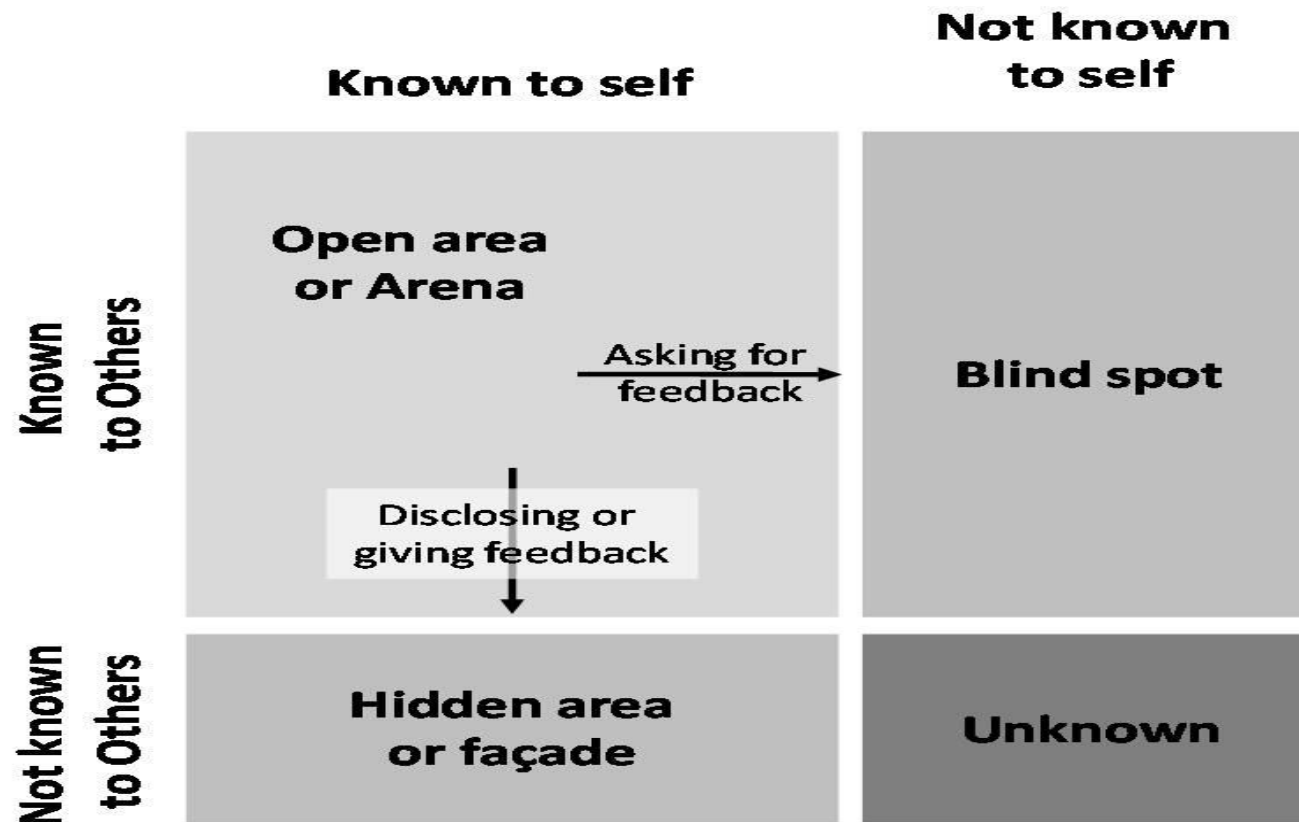


Figure 2
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Mastering the Art of Conversation

- Engage in Contextual Conversation
- Notice Non-Verbal Cues
- Manage Negative Feedback
- Cultivate Empathy
- Manage Timing
- Avoid Emotional Hijacking

Our Three Ego States

Parent

Parent Ego State :
Behaviours, thoughts and feelings
copied from Parents or parental
figures

Adult

Adult Ego State :
Behaviours, thoughts and feelings
which are in direct response to
the here and now

Child

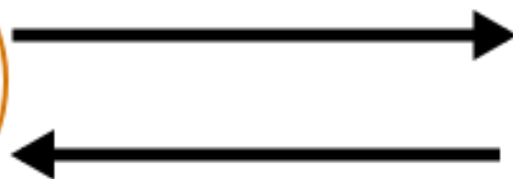
Child Ego State :
Behaviours, thoughts and feelings
replayed from childhood

P

P

Person 1 (A): I noticed you went over-budget on eating out this week. Can we talk about this?

A

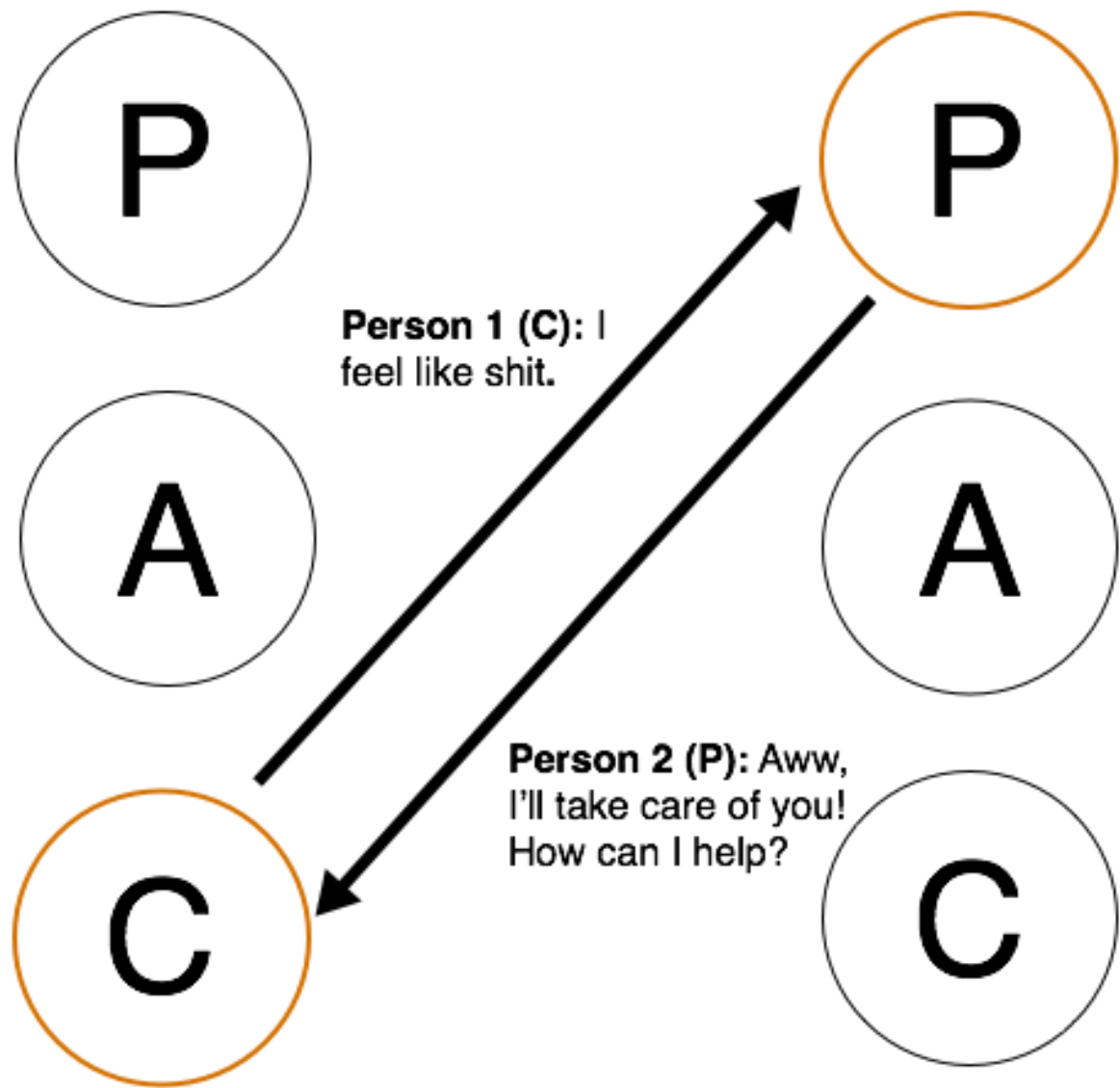


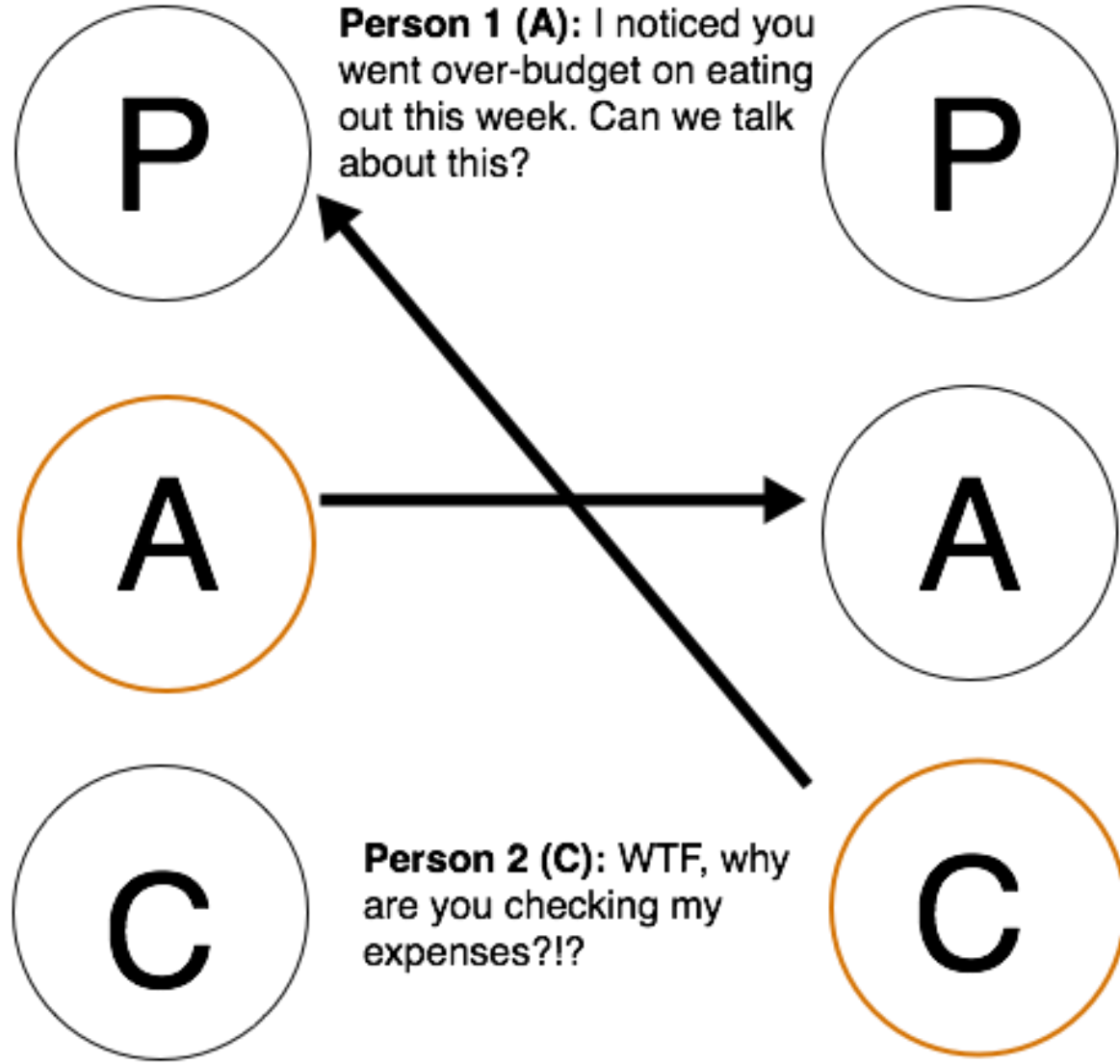
A

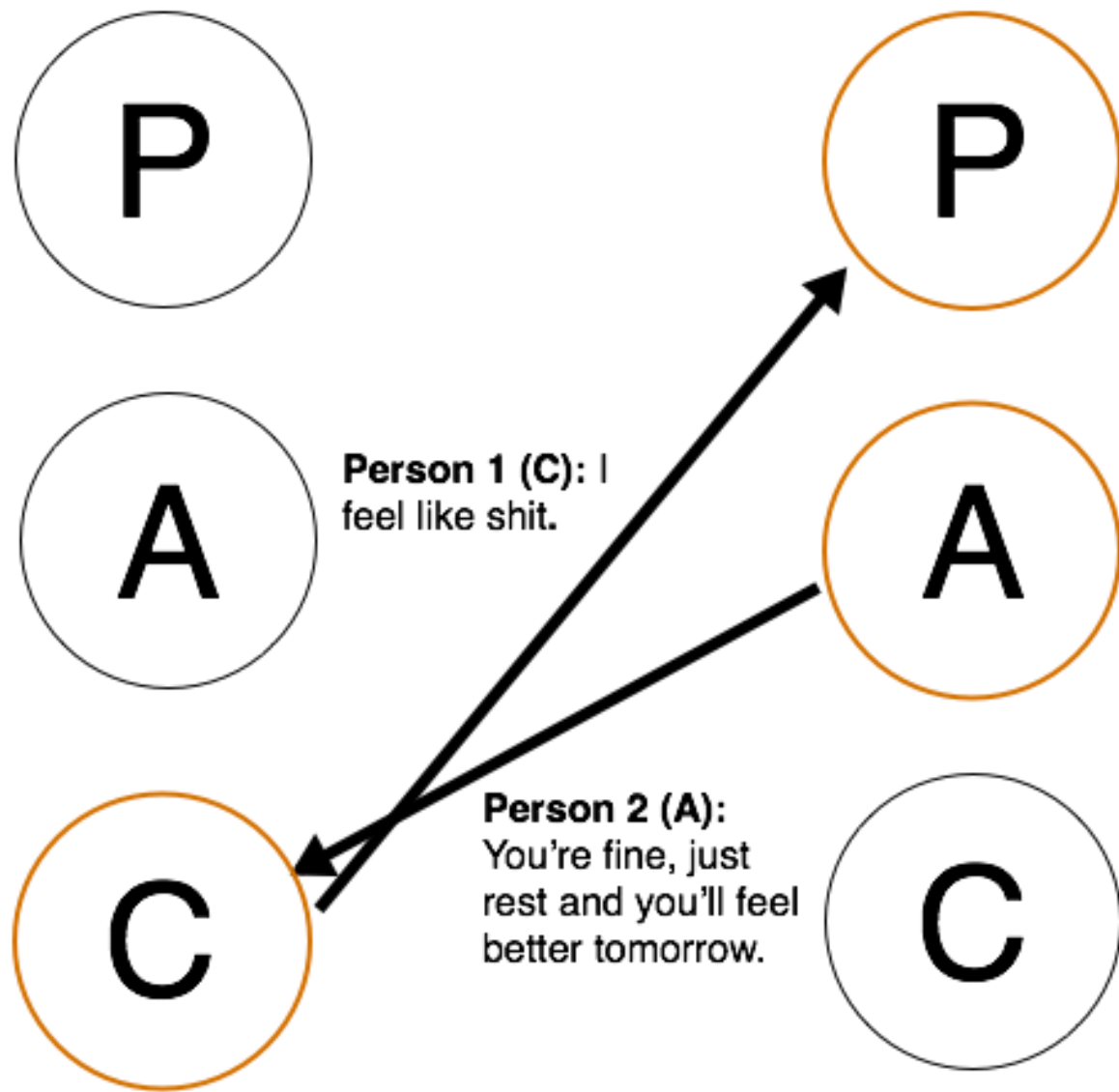
Person 2 (A): Wow you're right, I got a little carried away this month. Will be more mindful next month.
OR, Yes you're right, I wanted to talk to you about increasing our budget in this area.

C

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**COMMUNICATION
SKILLS EVERY
LEADER NEEDS**

- **Ability to Adapt Your Communication Style**



Transparency - More than a **third of senior managers**, executives, and employees said they “**hardly ever**” know what’s going on in their organizations.



Transparency can go a long way in breaking down that communication barrier.

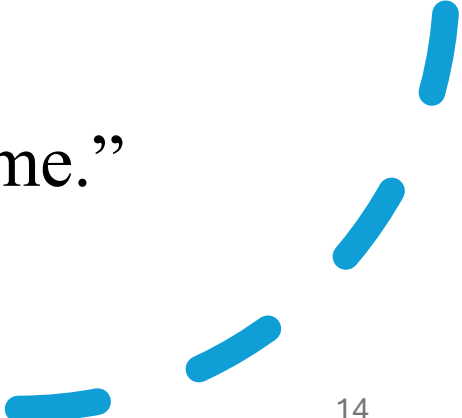


By **speaking openly** about the company’s **goals, opportunities, and challenges**, leaders can build **trust** amongst their team and foster an environment where employees feel empowered to share their ideas and collaborate. Just acknowledging mistakes can encourage experimentation and create a safe space for active problem-solving.



- **Ability to Ask Open-Ended Questions**

If you want to understand employees' motivations, thoughts, and goals better, practice asking open-ended questions. Jennifer Currence, president of consulting firm *The Currence Group*, said to use the acronym **TED**, which stands for:

- “Tell me more.”
 - “Explain what you mean.”
 - “Define that term or concept for me.”
- 

Empathy

It has been ranked the top leadership skill needed for success. The better you get at acknowledging and understanding employees' feelings and experiences, the more heard and valued they'll feel.

Receiving and Implementing Feedback

Asking for feedback from your team can not only help you grow as a leader but build trust among your colleagues. It's critical, though, that **you don't just listen to the feedback. You also need to act on it.** If you continue to receive feedback from your team, but don't implement any changes, they're going to lose faith in your ability to follow through.

Points to remember while offering feedback

Take Time to Prepare

Before offering feedback, **strategize what it is that you actually want to say and how you want to say it.** If your employee is underperforming, but works hard and has the right intentions, you might take on a warmer tone in the meeting. If you've cautioned your colleague before, but they've been unresponsive, then you should be more direct.

STAR FEEDBACK (SITUATION OR TASK, ACTION AND RESULT)

SITUATION- The situation or task is the condition the group faced, such as problem or business opportunity.

ACTION- Problem or action to resolve the situation.

RESULT- Benefit of what the person did.

Speak in Specifics

When delivering feedback to employees, they advise:

- Be direct and speak to the issue you want to coach them on
- Identify a specific behavior, rather than speak in generalities
- State the impact of that problematic behavior and connect it to the consequences
- Share specifics around who was affected, and the impact the recipient's actions had not just on the organization but on their own career

- **Focus on the Future**

Once the feedback has been delivered, **shift the focus of the conversation from what's happened to what's next.** Rather than rehash the past, describe how the recipient can change their behavior moving forward and how the two of you, together, can use this experience as a way of overcoming future issues.