



**CHICAGO**

JUNE 16–19, 2013

SHRM 2013 ANNUAL CONFERENCE & EXPOSITION

# Fearless Feedback:

## How to Facilitate the Best Performance Discussions Ever

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June 17, 2013

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# CHICAGO

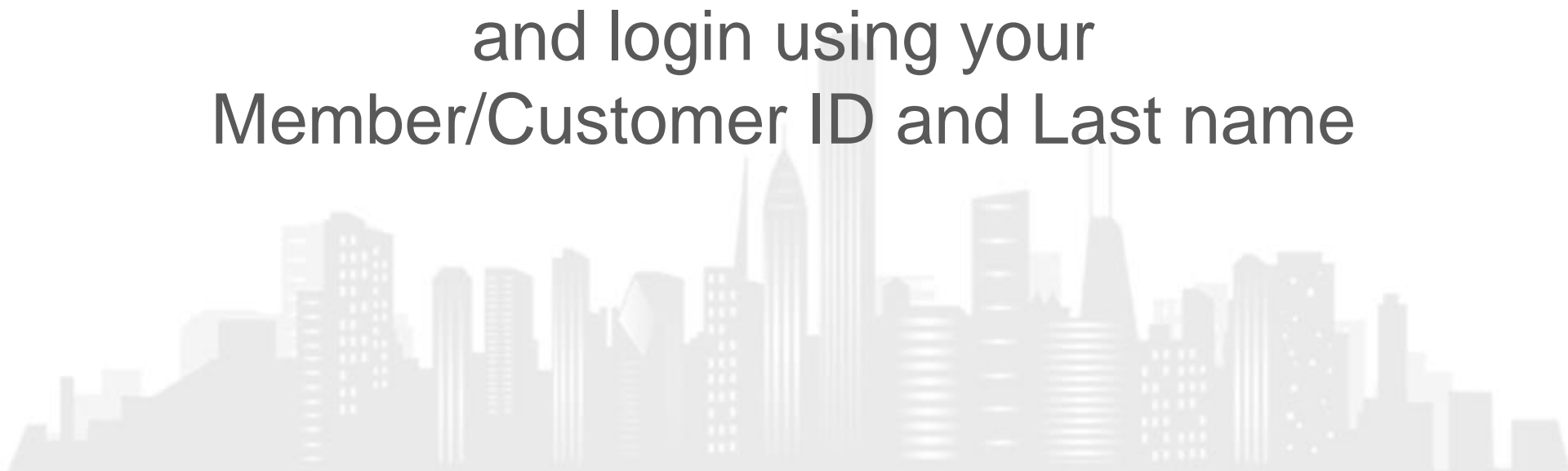
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and login using your  
Member/Customer ID and Last name



# Choose the top performer



# How were you feeling?

- Excited?
- Anxious?
- Confused?
- Happy?
- Helpful?
- Nothing?
- Other?



# Why?

**What worked?**

**What didn't?**

**Was something  
missing?**

**What value did that add?**

# Do you use the typical performance appraisal?

- Yes
- No
- Unsure



# Assessment

**How well does the typical performance management process (appraisal) achieve its purposes?**

- Very poor
- Poor
- OK
- Good
- Very good

# Stephanie - Transformed





# Got angry team?



# Got angry boss?



# What would the typical manager do?

- Write Stephanie up
- Performance Review
- Meet with Stephanie to discuss issues
- Nothing
- Other



# Simulation

- **Stephanie will be evaluated by *you* on her performance, behaviors and/or personal traits (for the first 3 -6 months)**
- **A record is kept in her personnel file**
- **This performance appraisal is mandatory**
- **We need a numeric goal(s)**
- **We need to reward the top performers**
- **We need to say goodbye to her if she is a poor performer**
- **It is totally up to her on how she meets these goals**

If you are Stephanie...how are you feeling in this situation?

- ❑ Happy?
- ❑ Proud?
- ❑ Anxious or Nervous or Fearful?
- ❑ Angry?
- ❑ Excited or Enthusiastic?
- ❑ Other?

**As Stephanie, what and/or who are you focusing on in this situation?**

You?

The Boss?

Other employees?

Other?









# Objectives

- Do we have a feedback problem?
- Why are we so poor at giving – receiving?
- How can we create Fearless Feedback?

# Do we have a feedback problem?



How important is it for employees to receive frequent feedback in the workplace?

**On a scale of 1 – 10 where:**

**1 = Not important**

**5 = Somewhat important**

**10 = Very important**

How frequently do employees receive feedback to improve their work performance?

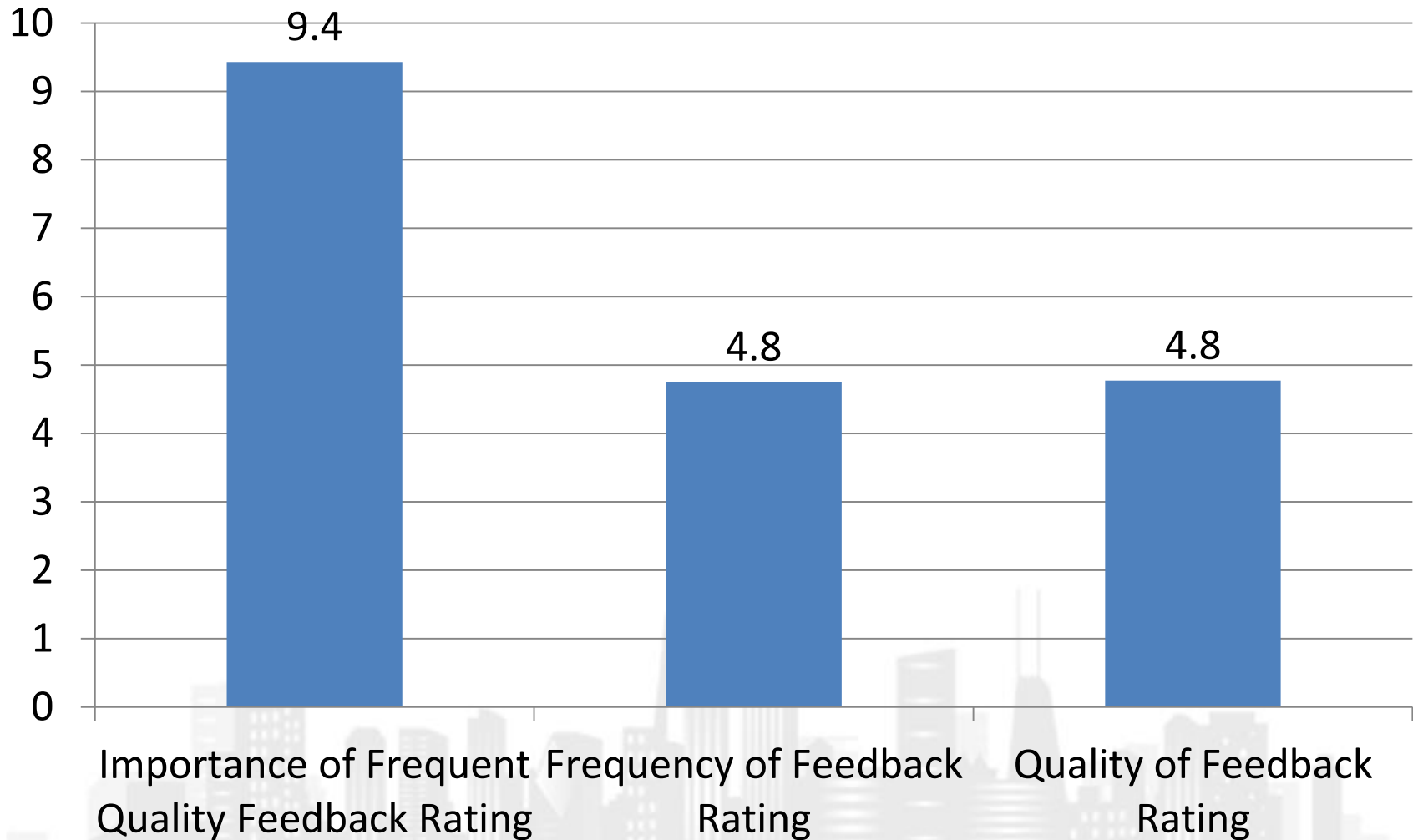
**On a scale of 1 – 10 where:**

**1 = Not nearly enough**

**5 = Sometimes**

**10 = Just right**

# Feedback Survey Results



# Not Enough

**43 % of employees...don't get  
enough to improve their  
performance**

Watson Wyatt Worldwide

# We are doing poorly

- **23% U.S. Employees believe their colleagues are incompetent**
- **70% of mistakes by U.S. employees are never reported**
- **We waste \$105 billion a year because of poor hiring and management practices**
- **Managers spend 13% of their time managing poor performers and 14% correcting poor performers' mistakes**
- **51% employees performance reviews not an accurate barometer for work**
- **58% HR executives grade their performance management systems a C or below**

Feedback = Performance

**“Feedback delivered on a regular basis improves performance”**

Harvard Business School Working Paper No. 11-078

**“Feedback improves both performance and the ability to manage hardship and/or stress”**

“The Leadership Challenge” – Kouses and Pozner



# Lack of feedback

- **Prevents learning**
- **Creates unwanted behaviors (procrastination, jealousy, self-sabotage)**
- **Damages trust**

# Our feedback is poor

Slow &  
sparse



Confrontational



Biased



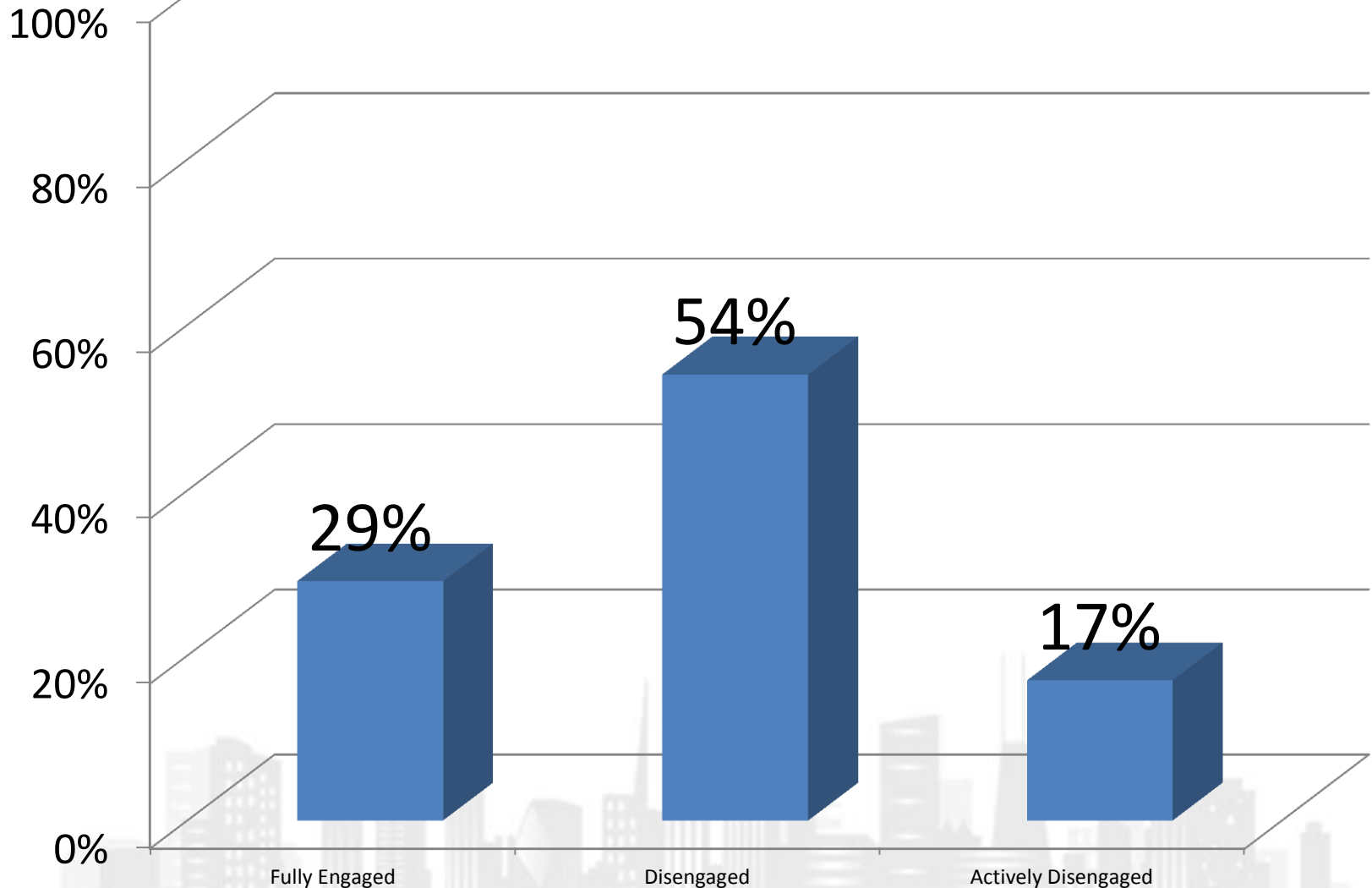
Poor Intent



# Criticism “Kills” Engagement

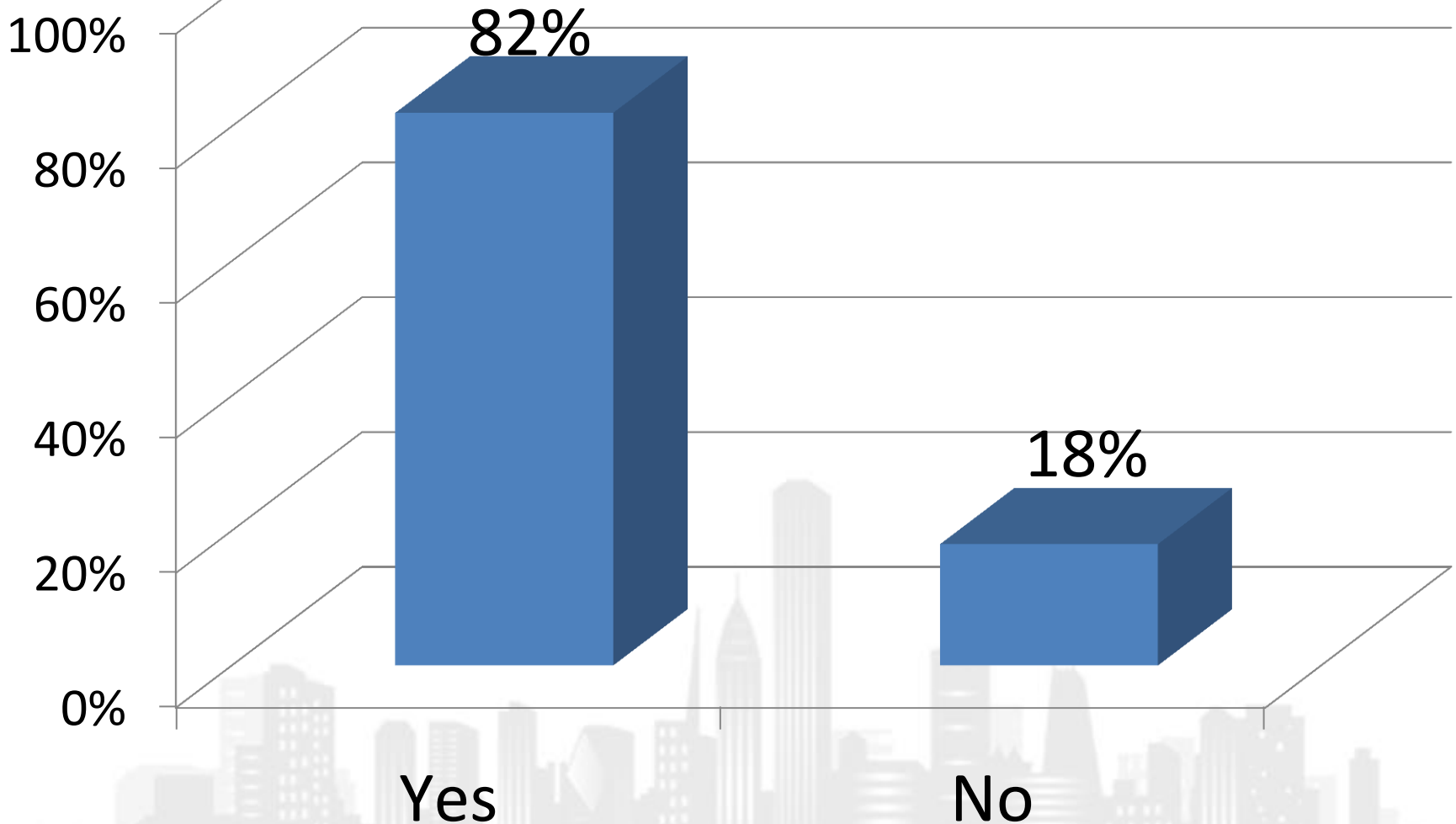


# Employee Engagement - Gallup 2012



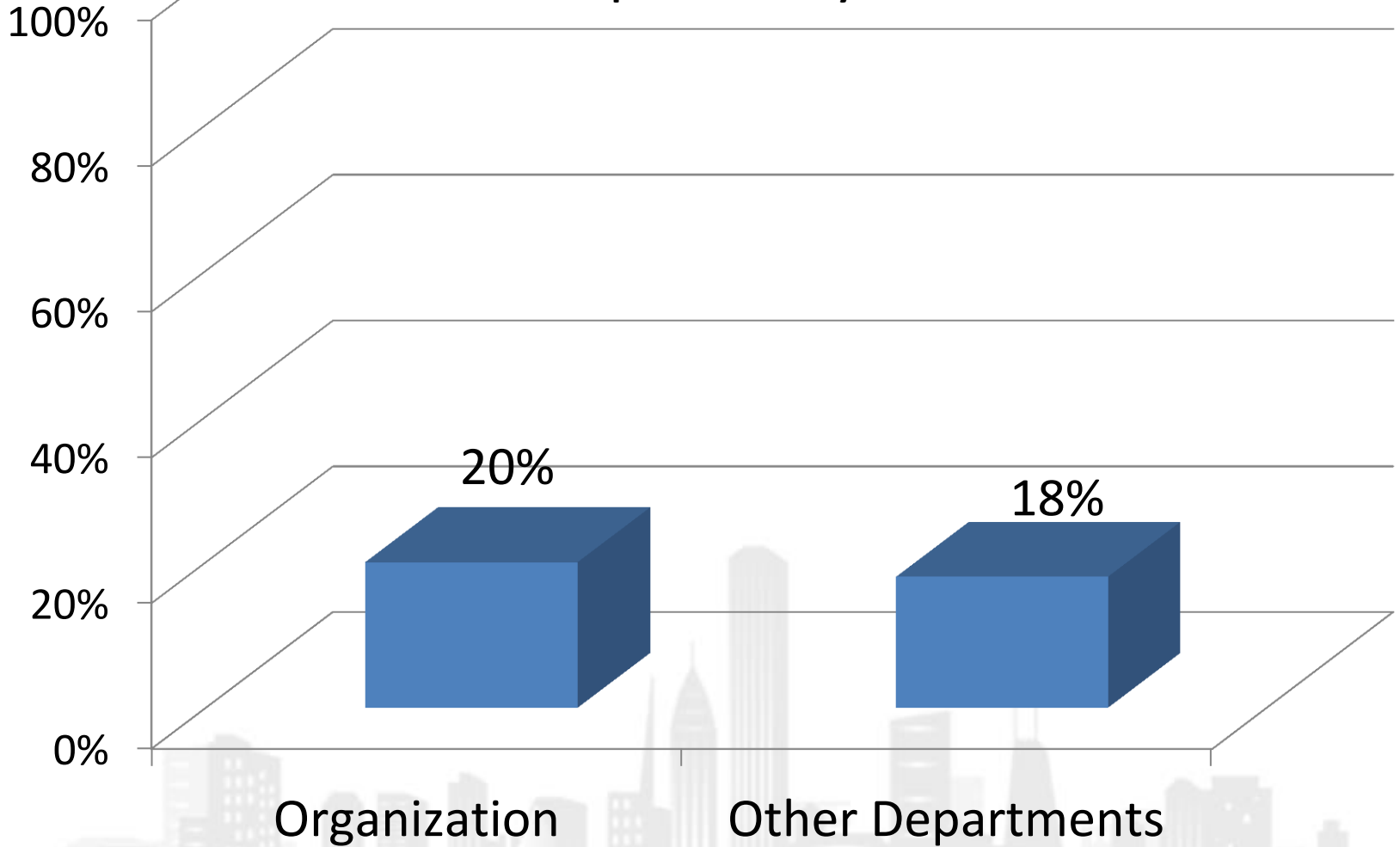
# Engagement is Our top Priority

Sibson Consulting 2012



# Trust

Stephen R. Covey



# Current Results

- 19% profit reductions due to people management
- Only 11% able to weed out deadwood (Sibson)
- 27% of managers' time managing poor performers and correcting mistakes



Sheffield's Institute of Work Psychology

# Employee Engagement Model

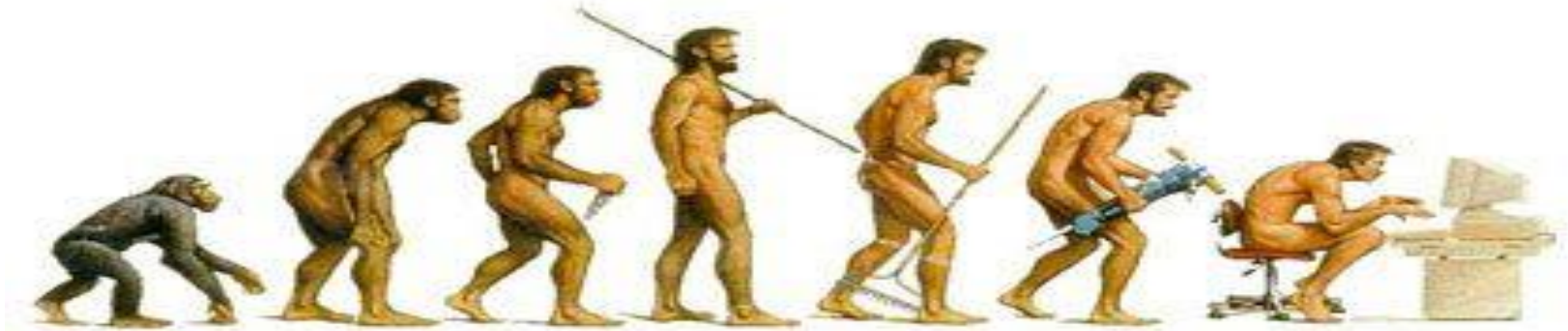


*“You are 3 times more likely to have high customer satisfaction scores if you have high employee engagement scores.”*

A Major Luxury Automobile Manufacturer



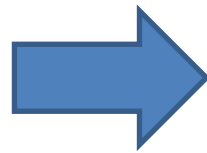
# Why are we so poor at it?



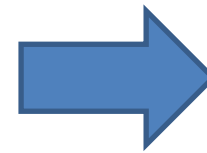
# Evolution

# Leadership and Management must Evolve

Age of the  
Artisan -  
Apprentice



Industrial Age



Knowledge  
Age

One to One  
Transfer of  
Skill

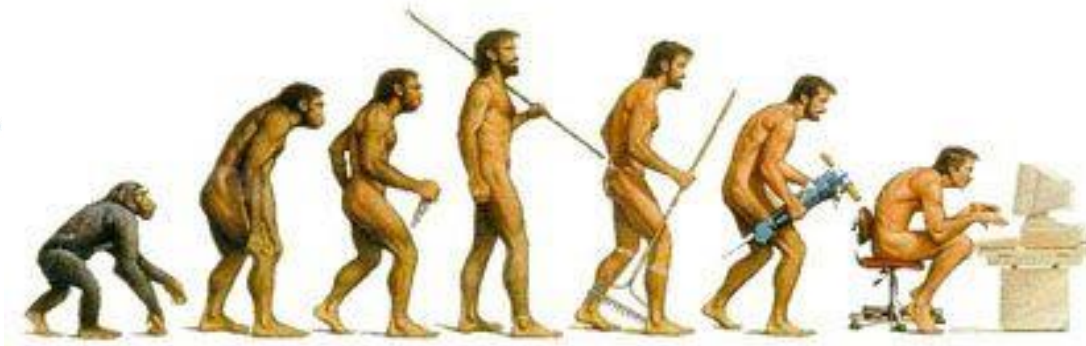
The "Boss"  
Knows Best  
Just do it  
(hands)

Engaged-  
Problem  
Solving-  
Knowledge  
Worker

# Who is this guy?



# Frederick Taylor Example



# Evolution

**Manager  
Dependent**



**Self-  
Organizing  
System  
Dependent**

# Why are we struggling?

## Organism System

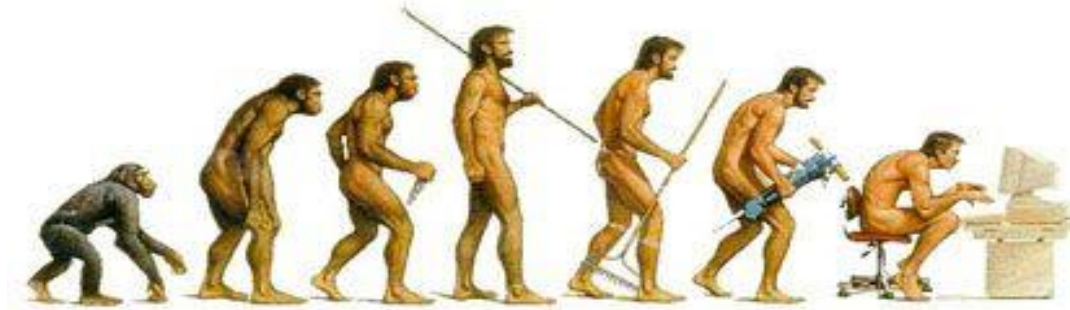
- The Body
- Control is centralized (CEO is head)
- Parts exist to give brain feedback (employees are hands)
- Parts serve function – No choice – No purpose
- Decisions and directions made by brain

## Social System

- Flocking Birds
- Self-organizing – Interdependent
- Parts have purpose, choice, non-linear relationships
- Parts have purpose, choice, self-regulating
- Management influences interactions – control not possible

# A Self-Organizing System





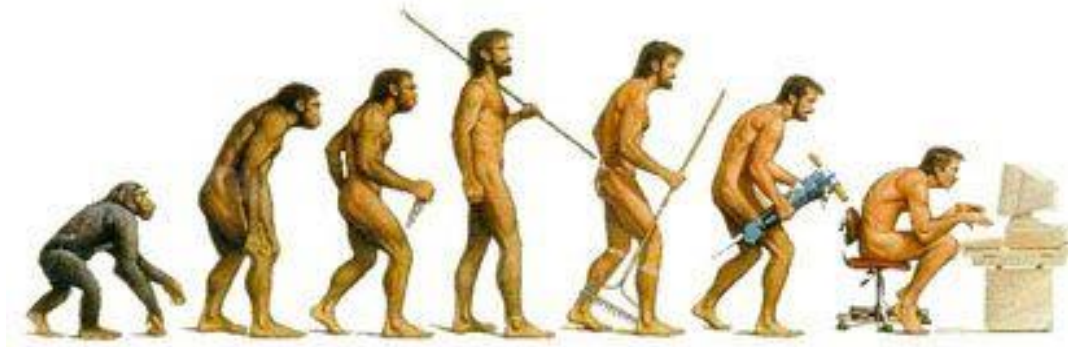
# Evolution

**Manager  
Dependent  
Control**



**Self-  
Organizing  
System  
Trust**





# Evolution

**Science**

**Art**

**Analysis &  
Control**



**Trust &  
Synthesis**

# WHY? - We have been taught (and immersed) in a theory

Obsolete for our new  
Knowledge Economy

We can and must  
evolve



# How can we create Fearless Feedback?



# Three Strategies for Improvement

- Create a new context
- Manage variation on quality of interactions
- Encourage mastery not just performance

# Create a Self-Organizing Context



- Vision
- Mission
- Values
- Management Theory
- Strategy

# Create the new context

Improve the interactions – NOT the parts

- Interpersonal Interactions
- System Interactions

# What is Fearless Feedback?

## Model and Set of Tools to give Feedback on:

- Interpersonal interactions
- System interactions

## Outcomes

- Employee engagement (intrinsic)
- Higher Trust
- Optimizes learning
- Attracts and Retains Talent
- Accelerate Results
- Manager Dependence to System Dependence

# The 2 Types of Interactions

**Interpersonal  
Interactions**

**One-on-One**



**System  
Interactions**

**Hand offs**



# The 2 Types of Feedback

**Data**

**Opinion**

**Fact based  
information  
(Measure –  
Statistics)**



**View or  
Judgment in  
One's mind**

# Positive Intentions Only

## To Increase:

# Trust or Learning

# Start Leadership Evolution



# Values and System Leadership Model

**When there is an issue which is it?**

**Interpersonal  
(Values)**

**Behavior Issue**

**Interpersonal  
Interactions**

**Systems  
Issue**

**System  
Interactions**

## Interpersonal (Values) Behavior Issue

### Integrity:

- Does not keep agreements

### Respect or Concern

- Blames others

### Customer Service

- Not proactive (reactive)  
Indifference

## Systems Issue

- Mistakes -poor quality
- Forgetfulness
- Poor attitude or motivation
- Mismatch of skills and tasks
- Poor policies
- Confused about responsibilities
- Poor feedback
- Lack of purpose
- Unclear vision & mission
- Unproductive environment
- Lack of choice

# Ask 3 Questions:



**Which process is not optimal?**

**What is the first 15% of that process?**

**How can we improve the first 15%**



[www.text2pic.com](http://www.text2pic.com)

# Values Issue or System Issue?





**In Amsterdam, the tile under Schiphol's urinals would pass inspection in an operating room. But nobody notices. What everybody does notice is that each urinal has a fly in it.**



**Look harder, and the fly turns into the black outline of a fly, etched into the porcelain. It improves the aim. If a man sees a fly, he aims at it. Fly-in-urinal research found that etchings reduce spillage by 80%. It gives a guy something to think about. That's the perfect example of process control.**



Agree on the difference

Feedback

Criticism

# Operational Values

Integrity

Respect

Customer Focus

# The White Flag<sup>®</sup>

International sign of  
truce...ceasefire...request for  
negotiation.



# Feedback not Criticism



# Feedback not Criticism





# Process

- Be calm
- Ask permission
- Data only
- Ask: *the three questions*
- Make agreements



# Process

- I have a concern
- I need your help
- When you did this ... the result was “xyz”
- Ask: *“What is the system issue?”*
  - First 15%?*
- Make agreements



# Documentation

- Clearer explanation - unwanted behaviors
- Immediate (no waiting until anniversary date)
- Non-accusatory communication – Learning only
- Evidence of offending and desired behaviors
- Choice to correct mistakes and avoid them
- Record of protection both employee - organization

## Attorney Quote about the White Flag:

It is my experience as an employment lawyer, predominantly representing employers in litigation, that specific, timely and documented feedback is much weightier than the feedback contained in yearly performance evaluations, and is much likelier to protect an employer from frivolous claims ...

L. Kay Wilson, Esq., Employment Law Litigator

# Development not Performance



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# Performance Assumptions

## People:

- Must be “driven”
- Are passive
- Need to be “motivated”
- Can’t be trusted
- Must get rewards to do the right things

# Development Assumptions

- People love learning
- Extrinsic rewards are a cause of passivity
- Trust people with limits (within a context)
- Autonomy creates improvement and motivation

# Managing Variation



# Errors: What would the typical manager do?

	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Sum
Mary	0	0	0	0	0	0	0	0	0	0	0	0	0
Joe	0	0	0	0	0	0	0	0	0	0	0	0	0
Eva	1	0	0	2	0	0	3	0	0	1	0	0	7
Fred	0	0	0	1	0	0	2	0	0	0	0	0	3
Jim	0	0	0	0	0	0	0	0	0	0	0	0	0
Ed	0	0	0	0	0	2	0	0	0	0	0	0	2
Kate	0	0	0	0	0	0	0	0	0	0	0	0	0
Carl	0	0	0	1	0	0	0	0	0	0	0	0	1
<b>Sum</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>2</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>13</b>

# What would the typical manager do?

- Threaten the team to do better
- Coach Eva
- Ask team about weeks 4 and 7
- Praise team to inspire them
- Other





# Types of Possible Mistakes

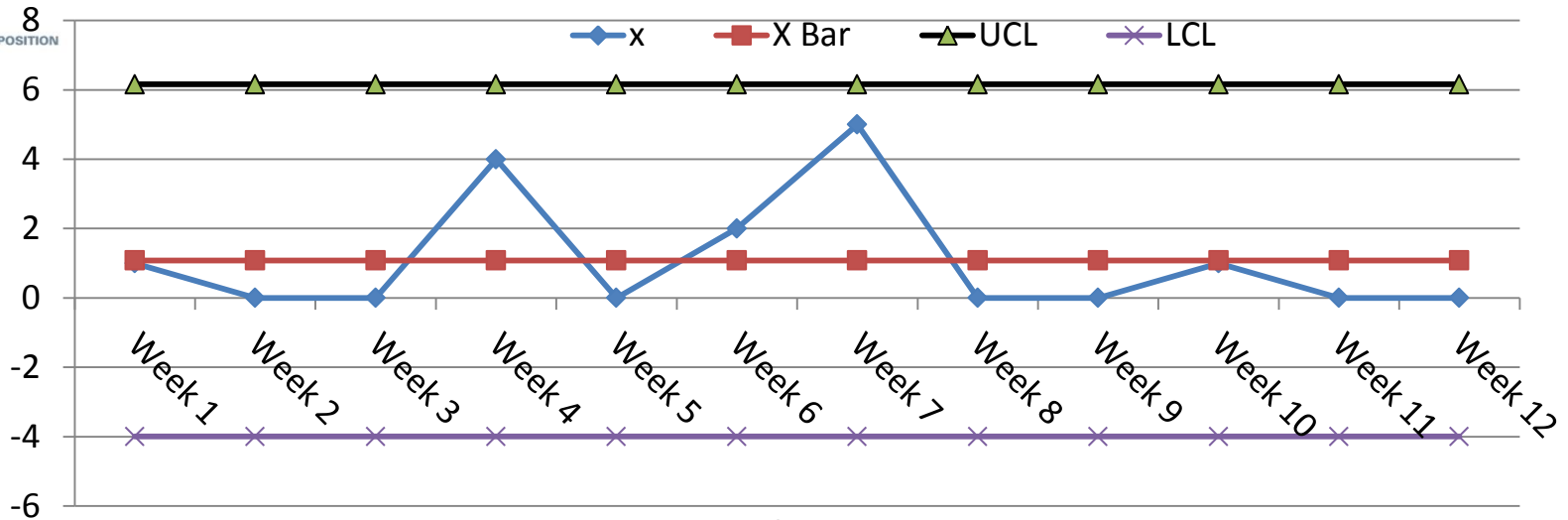
## Mistake #1

*Act when we should not act*

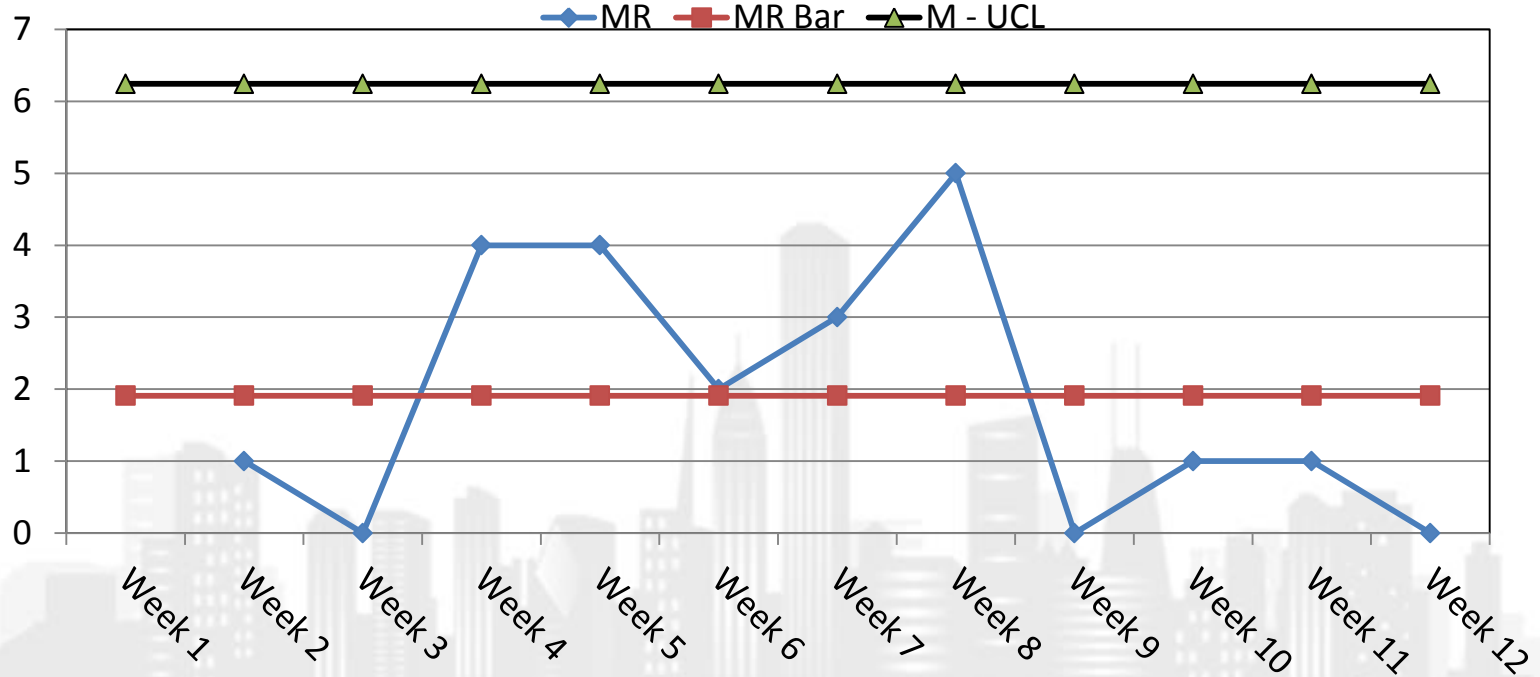
## Mistake #2

*NOT Act when we should*

### XmR Chart



### Moving Range Chart



# Must be Safe to Tell the Truth

- Make only agreements you intend to keep.
- Act upon your agreements to the best of your ability.
- Communicate when you can't keep agreements to those who need to know.
- Appreciate variation



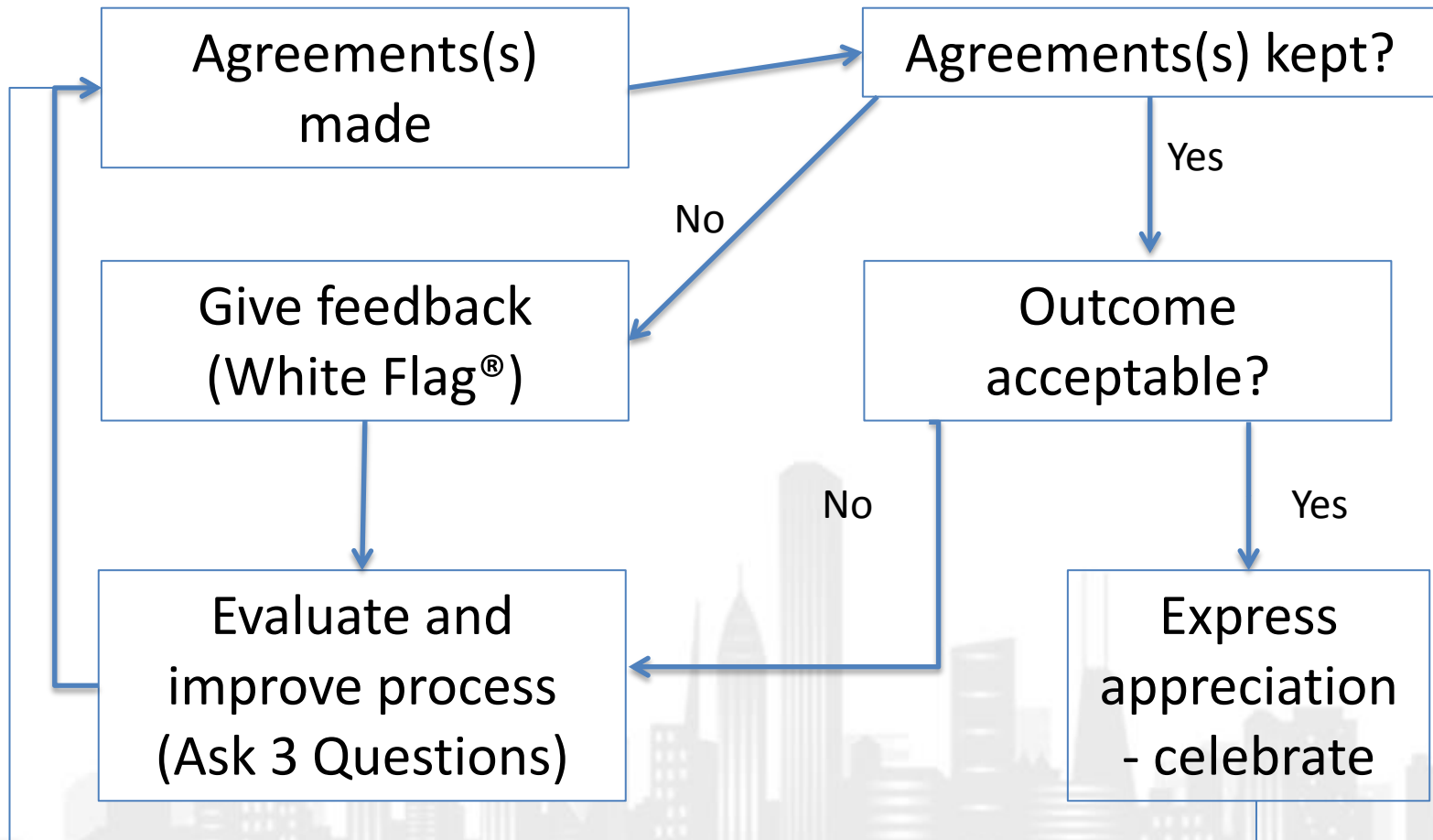
# Manage Variation

*“The most important application of statistical control of quality, by which I mean knowledge about common causes and special causes, is in the management of people, and the whole system.”*

Dr. W. Edwards Deming  
The New Economics



# Manage Agreements Feedback



# Facilitating Agreements

Improving the quality of agreements will improve quality of which?

- Relationships
- Conversations
- Learning
- Trust
- Performance
- Profitability
- All

# Hand Offs



# Checklists



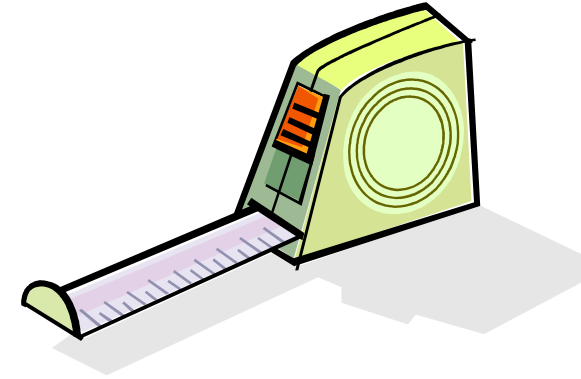


# System Interactions

## Measures employees control

**Hand offs – A transfer of paper, information or product between one employee and another (department) in order to perform a task or complete a process**

**Checklist – a list of conditions that (in theory) will make a hand off go perfectly**



# Action Steps

**Create Operational Values Definitions**

**Self-manage behaviors and agreements**

**White Flag® feedback for interpersonal interactions**

**Appreciate variation**

**Self-manage hand-off's**

**Use checklists**

**Data feedback on check lists**

**Everyone give everyone feedback on interactions –  
interpersonal and system**

# Questions



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