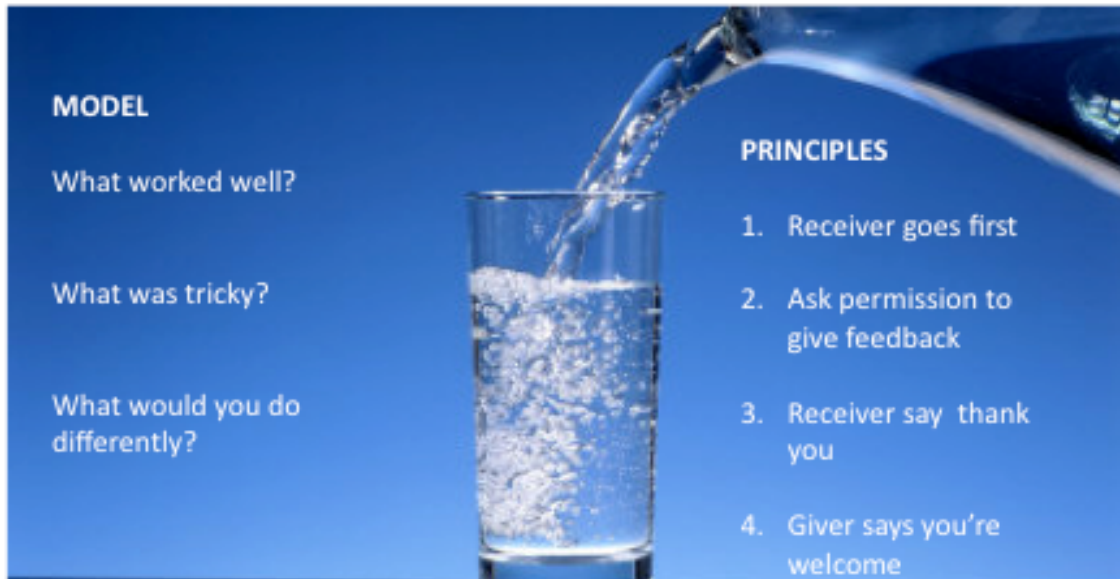


Coach Approach Feedback Model

Feedback



Detailed Instructions

The idea is to invite the alternate person to have a “debrief” therefore reducing the stress around “giving feedback” for the manager or giver and “receiving feedback” for the employee or receiver.

In this model you use a “coach approach” which means that you ask questions, listen attentively, and provide recognition or empathy with intent to have the receiver come up with solutions for “next time”.

This can be used to go over performance feedback, to debrief projects in larger groups and also for debrief of events (post-partum evaluations).

Step 1: Ask the receiver what worked well. Let them talk and listen. Take opportunities to recognize them for what they did well but do not engage in a back and forth discussion. Only acknowledge where it makes sense. Learn what “they think is important” – this is an indication of what they want to be recognized for.

Step 2: Ask them what was tricky. Language here is key – notice we are not using the words didn't work well, challenging, went wrong, etc. as those all elicit "defense". Let them talk and listen. Take opportunities to hear their perspective on what was tricky. Use "empathy" to acknowledge this. Begin to understand what the issue is from their perspective and as a leader consider how you can remove this roadblock. Quite often at this stage the receiver "self-identifies" similar feedback to what the manager was going to give – therefore reduces the stress to the manager to have to tell them what they already know. Rather this gives them a chance to have a conversation about it vs. feeling like they are being called out.

Step 3: Ask the receiver what they would do differently next time. This is their chance to tell you what they have learned and how they would adjust for the next time – learning in action = better results next time. Giving them a chance to "think this through" on their own and generate their own solutions is a coach approach and puts the onus on them. It also stimulates the part of their brain for thinking and self-reliance and they will be more accountable to a solution they came up with than being "told" what to do by the manager.

Step 4: Thanks them and ask if they would be open to some feedback from you. If they say yes proceed by giving feedback using the exact same model as above. When you get to Step 3 at the end – lob the tennis ball back to their court and ask "so given our conversation and both of our feedback" what do you recommend for next time?

Note - if they say no to you giving feedback don't give it to them – they are not ready. Simply suggest that you have valuable information that could inform their future success and if they want to loop back to you, you'd be happy to share that. Explain though that if this is a performance related situation that a possible consequence of not considering your feedback while their choice could lead to them not being successful in their role or their employment (use appropriately for the situation). This does not happen often but can occur.