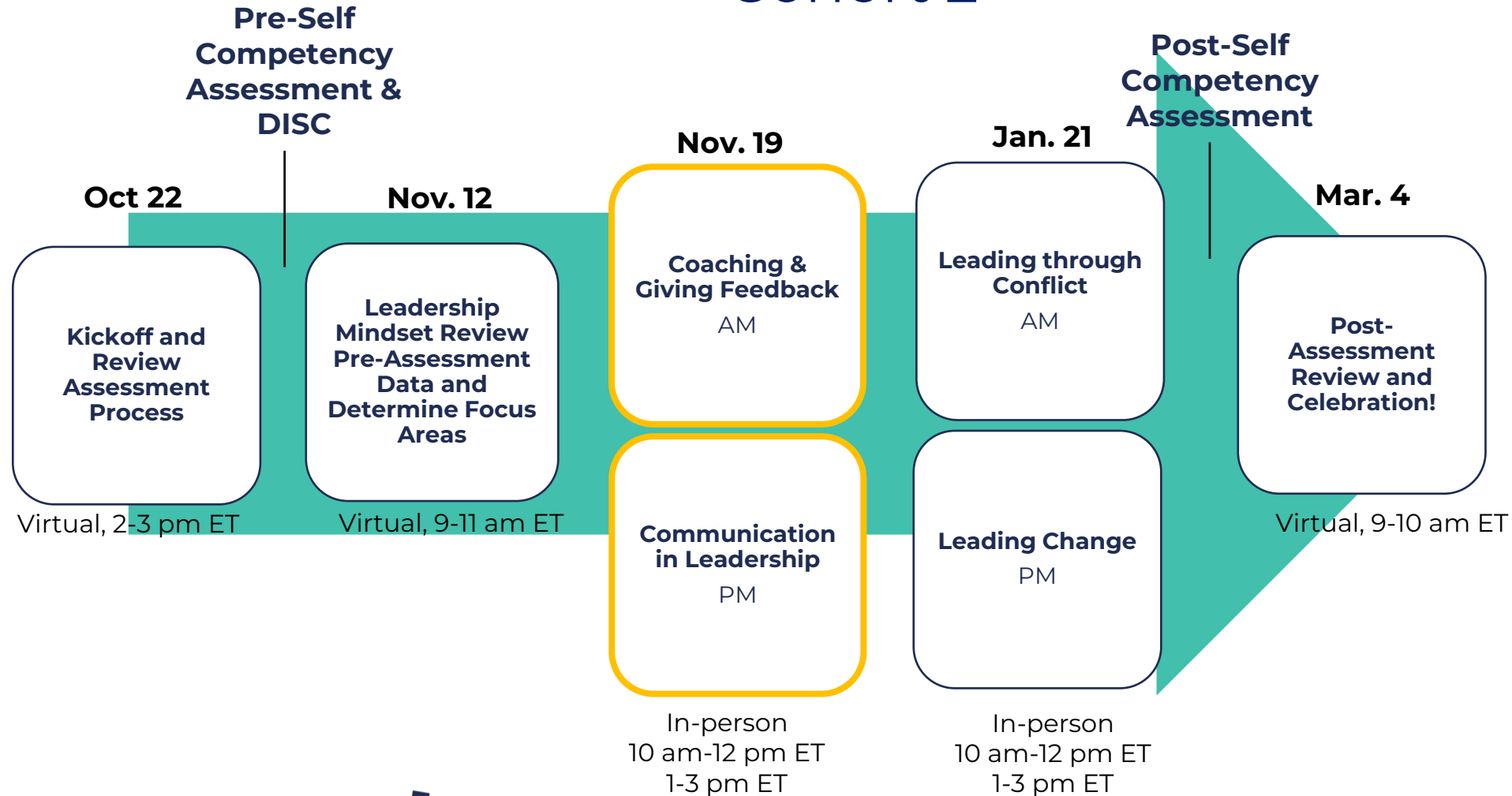


ACES[®]
excellence in energy

Manager Essentials Development Program

Coaching & Giving Feedback

Manager Essentials: Building The Foundation Cohort 2



Group Sharing

There are now 25 hours in the day! How do you spend YOUR extra hour?



Action Items Review – 10 Min

- Complete the team DiSC diagnostic (plotting your team) and Adaptation Action Plan. Be prepared to discuss both at our next workshop!
- Share your DiSC style with your team and manager.
- Meet with your accountability partner and discuss the following questions:
 - How can you foster an **above-the-line mindset** in your team members?
 - Share **strengths and opportunities** for growth you see in your DiSC report.
 - Begin talking NOW about your Leadership Mission. What questions do you have?

Pre-Survey Results – Feedback

Survey Item	Group Average
I empower my team through accountability (coaching) conversations.	3.6
I deliver ongoing feedback to recognize desired behaviors and constructively redirect undesirable behaviors.	4

Today's Objectives

- Learn the SBI model to deliver a focused message.
- Practice delivering feedback to recognize desired behaviors and constructively redirect undesirable behaviors.
- Learn the GROW model to coach team members to drive results.

What is Feedback?



What is Feedback?

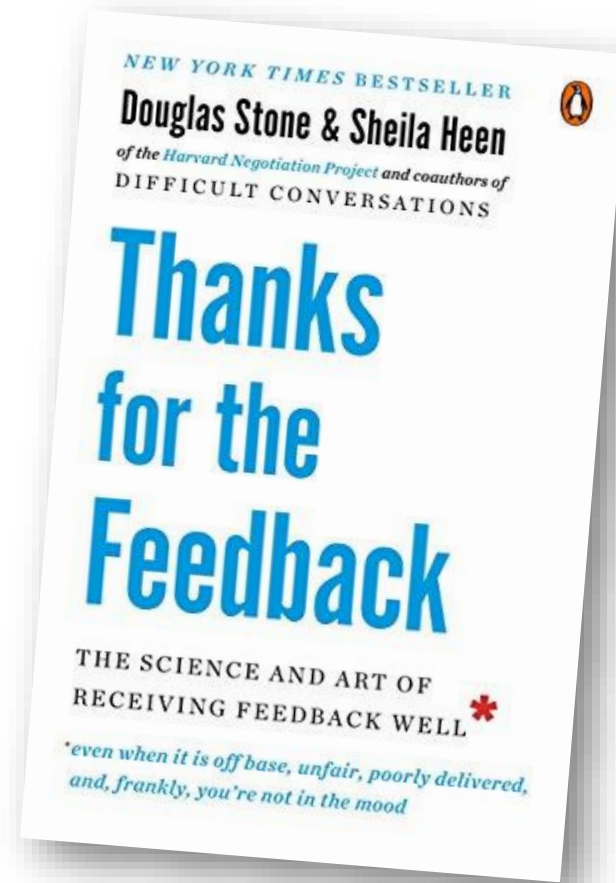
Information given to a person with the **intention** of **improving** his/her performance.

The Whys of Feedback

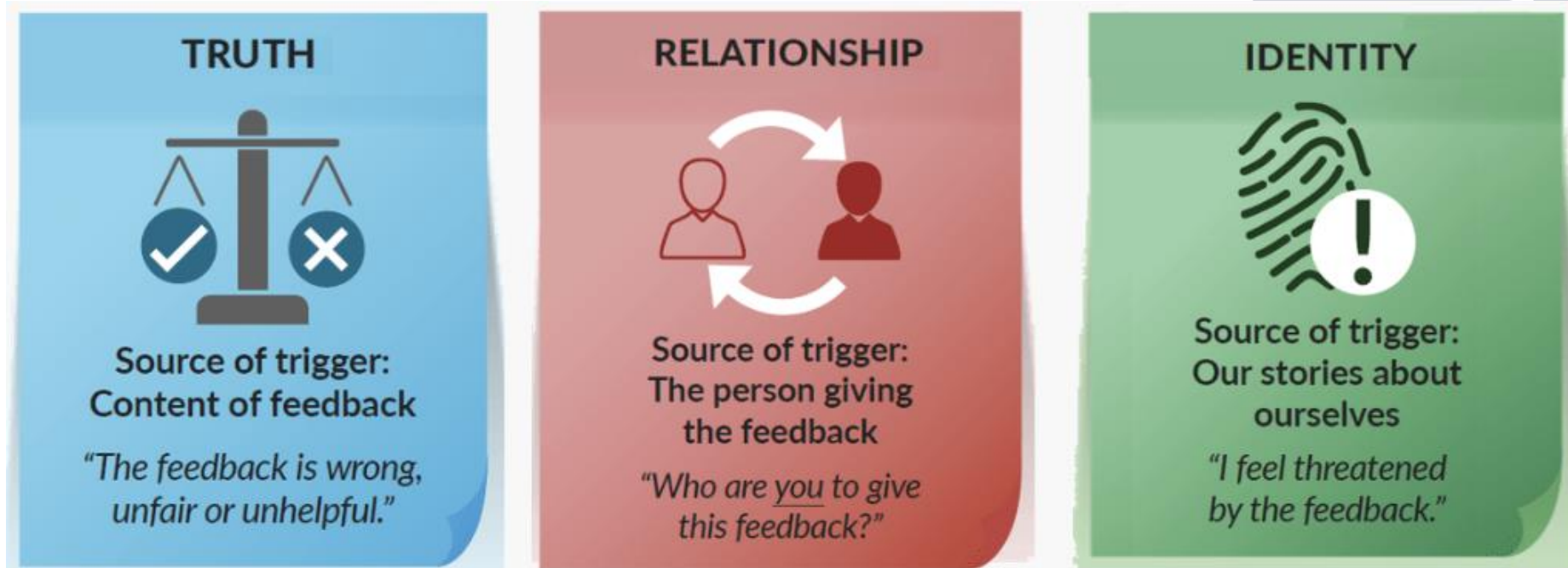
- Improves productivity and skill building
- Builds strong relationships
- Keeps employees engaged
- Increases employee retention
- Eliminates surprises during review time
- Teaches managers something, too
- Encourages new ideas

3 Types of Feedback

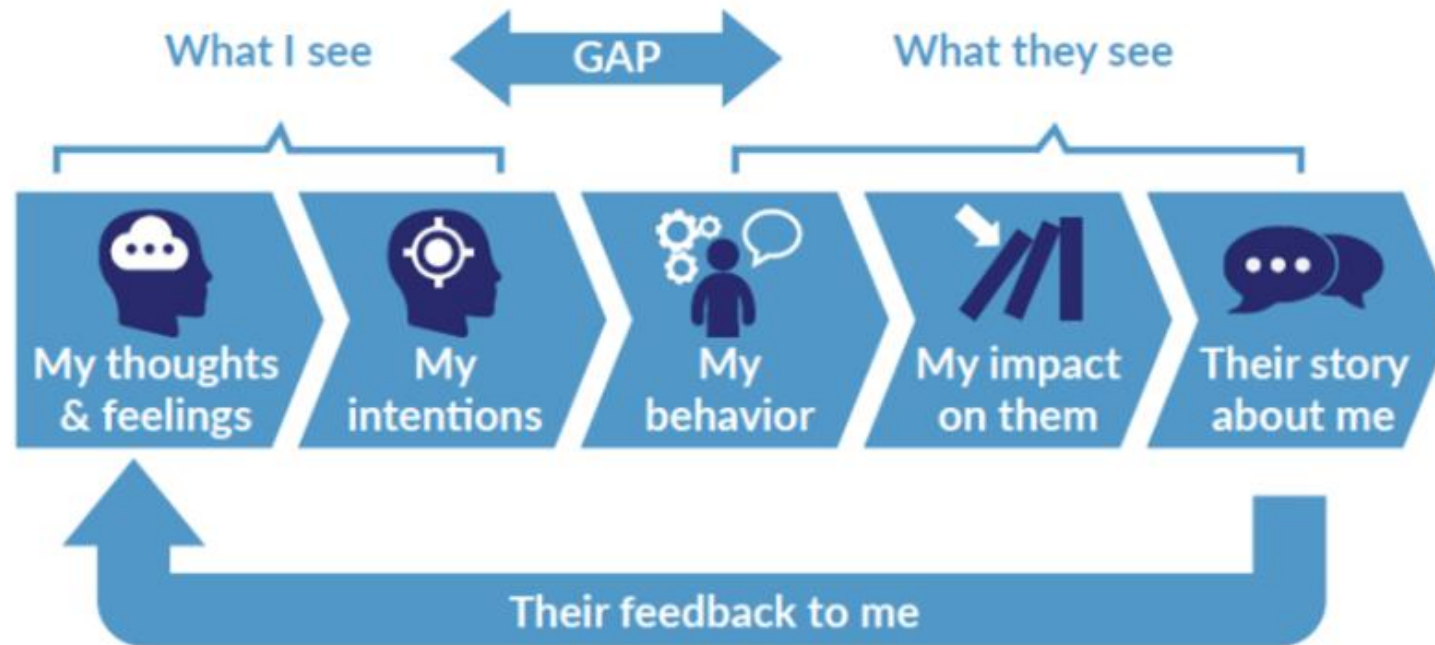
- Appreciation
- Evaluation
- Coaching



3 Barriers to Receiving Feedback



The Gap Map: Explaining the Truth Barrier



Truth Barrier: “The feedback is wrong, unfair or unhelpful”

Getting Indignant: Explaining the Relationship Barrier

Don't like me? cool, I probably didn't like you either.

Relationship Barrier: “Who are you to give this feedback?”

The Gap Map: Explaining the Identity Barrier



Identity Barrier: “My image/understanding of self is threatened by this feedback.”

Group Sharing

What is **challenging** about offering feedback?



The Relationship Ratio

5 : 1

SBI Feedback



S

Situation

Anchor time
and place



B

Behavior

Observable
action



I

Impact

What I felt/
thought/
experienced

SBI Feedback



Situation

Anchor time
and place

- **The other day at the staff meeting....**
- **On Tuesday...**
- **When you sent that email to me and the rest of the Board...**



A LEADERSHIP DEVELOPMENT COMPANY

SBI Feedback



Situation

Anchor time
and place



Behavior

Observable
action

- **...When you said...**
- **...When I was left off the email...**
- **...When you wrote you had not heard of this before...**

SBI Feedback

- **It made me feel valued.**
- **I worry it looks like we aren't aligned.**
- **It implied that our team doesn't communicate.**



Impact

What I felt/
thought/
experienced

SBI Feedback: Positive



“(S) When you came in early yesterday and (B)made sure we had everything for our meeting, (I) it made me feel valued, and that you really appreciate my time.”

SBI Feedback: Corrective



“(S) Last Tuesday (B) when you said that you don’t think it is important how we address this issue, (I) it made me worry we aren’t aligned.”

Practice – 10 Min

- Write down two pieces of feedback you need to give using the SBI model (4 min).
- Then, share with your partner or group.



Feedback & DiSC



**Fast-paced &
Outspoken**



**Accepting &
Warm**

**Questioning &
Skeptical**



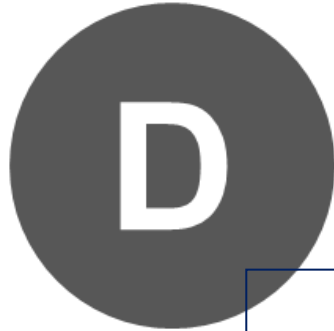
**Cautious &
Reflective**



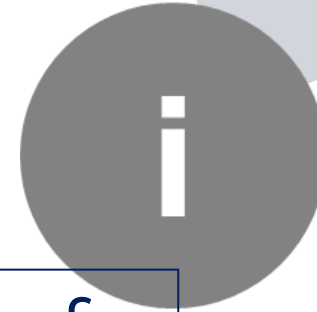
Feedback & DiSC



**Questioning &
Skeptical**

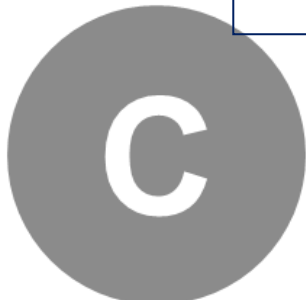


**Fast-paced &
Outspoken**

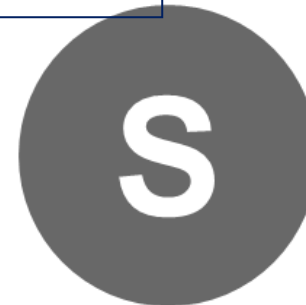


**Accepting &
Warm**

How would each of these styles like to receive feedback?



**Cautious &
Reflective**



Feedback or Coaching



Group Sharing

How does a coach help to build **confidence**
and **trust**?

Consider...

Think of a problem, issue, etc. that you just can't figure out.

“I'm not sure what to do about _____.”

“I'm not sure how to approach _____.”

The GROW Model

- Goal: Where we want to go
- Reality: Establishes the current state
- Options: Discover Possibilities
- Way Forward: Sets the Path



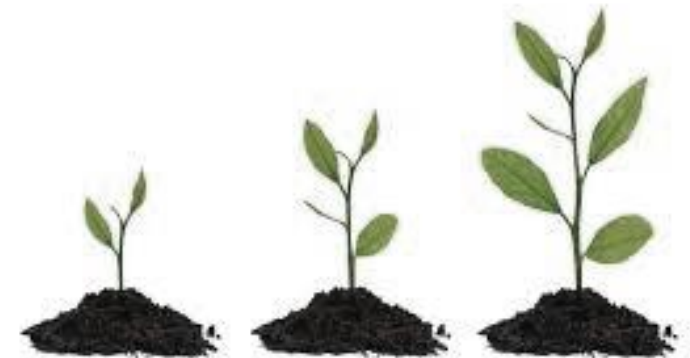
The GROW Model

- Goal: Where we want to go
- Reality: Establishes the current state
- Options: Discover Possibilities
- Way Forward: Sets the Path



The GROW Model

- ❑ Define clearly WHAT to achieve.
- ❑ Establish focus for the conversation, for the task, or for the gap.



The GR_OW Model

- ❑ What do you want to have change in this situation?
- ❑ It sounds like you are frustrated. What's one thing you want to change?
- ❑ What's your vision for what it looks like?
- ❑ What do you want from this situation?



The GROW Model

- ✓ Goal: Where we want to go
- Reality: Establishes the current state
- Options: Discover Possibilities
- Way Forward: Sets the Path



The GROW Model

- ❑ Identify the current state.
- ❑ Stretch them out of their comfort zone.
- ❑ The opportunity to dig deeper.
- ❑ Understand fears that may be showing up or they are not addressing.



The GROW Model

- ❑ What are the issues, challenges?
- ❑ How far away are you from your goal?
- ❑ What is standing in your way?
- ❑ Are you stuck?
- ❑ What are your strengths?
- ❑ What are your limitations?
- ❑ What skill needs to be developed?



The GROW Model

- ✓ Goal: Where we want to go
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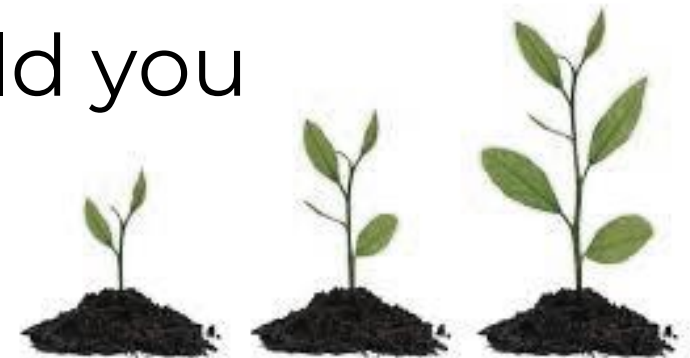
The GROW Model

- Ask open-ended questions for collaboration.
- Explore new options.



The GROW Model

- What outcome do you want?
- What would it look like?
- How has this worked in the past?
- What have you already tried?
- What might work best?
- If you could start over, what would you change?



The GROW Model

- ✓ Goal: Where we want to go
- ✓ Reality: Establishes the current state
- ✓ Options: Discover Possibilities
- Way Forward: Sets the Path



The GROW Model

- ❑ Convert options to action steps.
- ❑ Identify roadblocks and overcoming strategies.
- ❑ Gain commitment on the actions.
- ❑ Emphasize your support and establish accountability.



The GROW Model

- ❑ What needs to happen?
- ❑ What is the most important thing to do now?
- ❑ What are the consequences of not addressing this issue?
- ❑ Who is already doing what you want to achieve?
- ❑ What's stopping you or standing in your way?
- ❑ What will you do, by when?



The GROW Model



COMMIT

Action Items

- Have a coaching conversation you need to have or share feedback you need to give
- Read the article: [From Gen Z to boomers: How to give critical feedback at work](#)
 - Meet with your accountability partner to discuss

Manager Essentials: Building The Foundation Cohort 2

