



Facing Employee Feedback with Confidence



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Deborah has over 30 years experience in the public sector, private sector and non-profit organizations at all organizational levels from line employee to senior leadership. With fourteen years in the public sector, Debbie has a good understanding of the challenges faced by state and local governments. Debbie has worked in the mining industry in both the site and corporate environments.

Debbie holds a Bachelor of Science degree in Personnel Management and Industrial Relations and a Master of Public Administration from the University of Wyoming. She is a graduate of the CDR Associates as a Mediator and holds the SHRM designation of Senior Professional in Human Resources (SHRM-SP) and HRCI Senior Professional (SPHR).


Her background covers a wide spectrum of HR generalist knowledge including succession planning, leadership development, organizational development, individual development, conflict resolution, change management, recruiting and retention, internal investigations and safety. Debbie was an adjunct faculty member for the University of Mary's Accelerated Masters Programs, teaching Human Resource Management and Diversity.



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Workshop Purpose


Understand the structure of good communication, the causes of conflict and develop the skills to handle conflict when it happens.



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Learning Outcomes

- 1 Explain the 4 basic reasons people communicate
- 2 Define the steps to prepare for difficult discussions
- 3 Use the rules for giving and receiving feedback for successful communications



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Communications



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And then there are days when communicating is, well, like...



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Communication


- **Effective communication is ESSENTIAL to being successful in the workplace.**
- **The biggest source of workplace problems is poor communications.**
- **The key to the communication process is to be understood.**



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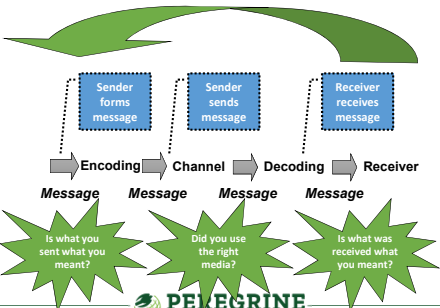
Functions of Communication

1. **Convey ideas, concepts, plans, procedures, work requirements, etc.**
2. **Motivate, inspire, and direct performance in others.**
3. **Provide a release for concerns, problems, issues, and workplace conflict.**
4. **Provide information needed to make informed decisions.**



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The Communication Process



The diagram illustrates the communication process with a large green arrow at the top pointing from right to left. Below it, three blue boxes are arranged horizontally: 'Sender forms message', 'Sender sends message', and 'Receiver receives message'. Dotted lines connect these boxes to a central flow: 'Encoding' (with 'Message' below it) → 'Channel' (with 'Message' below it) → 'Decoding' (with 'Message' below it) → 'Receiver' (with 'Message' below it). At the bottom, three green starburst shapes contain the questions: 'Is what you sent what you meant?', 'Did you use the right media?', and 'Is what was received what you meant?'. The Peregrine Leadership Institute logo is at the bottom center.



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Communication Feedback

We may say that communication has occurred only when the message has been understood.

Understanding occurs in the mind of the receiver.

Feedback is critical to ensure that accurate understanding of the message has occurred.



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The Ten Commandments of Good Communication

I. Seek to clarify your ideas before communicating.

As a leader, how should you follow the commandment?



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The Ten Commandments of Good Communication

II. Examine the true purpose of each communication.

As a leader, how should you follow the commandment?



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The Ten Commandments of Good Communication

III. Consider the total physical and human setting.

As a leader, how should you follow the commandment?



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The Ten Commandments of Good Communication

IV. Consult with others in planning communications.

As a leader, how should you follow the commandment?



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The Ten Commandments of Good Communication

V. Be mindful of the overtones as well as the basic content of your message.

As a leader, how should you follow the commandment?



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The Ten Commandments of Good Communication

VI. Take the opportunity to convey something of help or value to the receiver.

As a leader, how should you follow the commandment?



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The Ten Commandments of Good Communication

VII. Follow-up your communication.

As a leader, how should you follow the commandment?



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The Ten Commandments of Good Communication

VIII. Communicate for tomorrow as well as today.

As a leader, how should you follow the commandment?



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The Ten Commandments of Good Communication

IX. Be sure your actions support your communications.

As a leader, how should you follow the commandment?



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The Ten Commandments of Good Communication

X. Seek not only to be understood, but to understand - be a good listener.

As a leader, how should you follow the commandment?



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The Ten Commandments of Good Communication

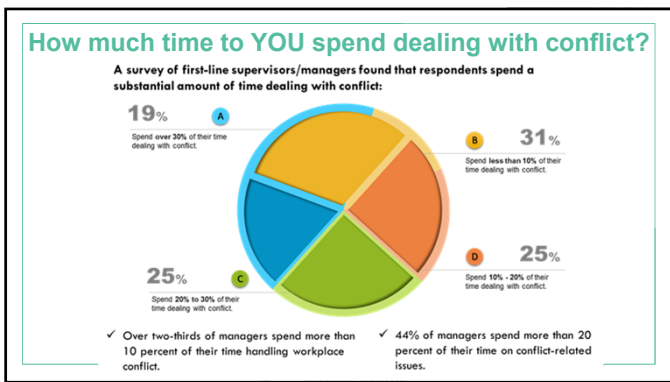
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7. Follow-up your communication.
8. Communicate for tomorrow as well as today
9. Be sure your actions support your communications.
10. Seek not only to be understood but to understand - be a good listener.



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Conflict

A range of behaviors and feelings:

- Emotional responses to behavior.
- Can be a minor difference of opinion with a feeling of mild annoyance.
- At the other end of the range is war with feelings of hatred.
- The feelings may remain long after the conflict has been resolved.

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Can Conflict be Positive?



We most commonly think of conflict as negative, but it can result in positive outcomes.

- Brings about necessary changes.
- Signals that a problem exists.
- Stimulates creative response.



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CONFLICT



- ✓ We must understand the nature of conflict before we can respond effectively to it.
- ✓ Conflict can arise within an individual or between individuals or groups.




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Change & Conflict

All organizations have conflicts and changes are bound to occur.

- Leaders' skills in managing conflict and change influence if it is constructive or destructive.
- Conflict can be a positive force when it leads to necessary changes by signaling that a problem exists.
- Conflict is destructive when it involves anger at management or the organization.



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Strategies for Managing Conflict

- Compromise
- Ignoring
- Forcing solutions
- Confronting and solving the problem






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Confronting Conflict

Only confronting and solving the problem, will help solve the underlying cause of the conflict.

Other methods attempt to avoid the consequences of conflict.


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Conflict Resolution

To Mediate:

1. Establish a constructive environment.
2. Ask each person to explain what the problem is and what he or she wants.
3. You then:
 - ✓ Restate or reframe the issue;
 - ✓ Ask for solutions;
 - ✓ Encourage the parties to select a mutually beneficial solution.

When parties are communicating in these terms, they can find a solution and agree on what each person will do.



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Responding to a Conflict

Conflict that is bothering someone else:

- Listen to both sides to understand what the issue is really about.
- If a person is emotional, let him/her vent feelings, then get down to discussing the core issue.
- Avoid statements of blame.
- Define specific actions the other person is referring to.



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Keep In Mind...

- Hinting seldom works.
- Attacking the person only makes for defensiveness.
- Talk about behavior (not the person) and "I" messages: (e.g. "I feel ___ when you ___ because ___").
- State complaints directly in behavioral terms (*what the person does, not who they are*) and request directly that something be done about it.



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Observations About Conflict

1. Conflict is unavoidable. Motion causes friction.




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Observations About Conflict

2. Confrontation is difficult.

- + Fear of being disliked.
- + Fear of being misunderstood.
- + Fear of rejection.
- + Fear of making things worse.
- + Fear of the unknown.
- + Not used to sharing your feelings.
- + Lack of confrontation skills.



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Observations About Conflict

3. How we handle conflict determines our success.

Wrong ways to handle conflict:

- + Winner takes all
- + Walk away from it
- + Ignore its significance
- + Whine about it
- + Keep score
- + Blame someone else
- + Use your positional power




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Employee Satisfaction

Respectful treatment of all employees at work is the **most important factor** contributing to job satisfaction.

+ The next four most important factors in job satisfaction:

1. Overall compensation and pay
2. Overall benefits
3. Job security
4. Opportunities to use skills / trust between employees and senior management



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What To Do When Conflict Happens

The C.A.L.M. Model

C: Clarify the Issue

A: Address the Problem

L: Listen to the Other Side

M: Manage Your Way to Resolution




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The C.A.L.M. Model: Clarify

Primary Questions:

1. What am I upset about? In specific behavioral terms, what actually happened? Who else is involved? What did they do?
2. What emotions am I feeling: anger, hurt, frustration? Why am I feeling this way?
3. Have I contributed to the problem?




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The C.A.L.M. Model: Clarify

Primary Questions (cont.):

4. Am I just overreacting? If so, why?
5. In terms of actions and relationships, what are my desires for an outcome to this conflict? What will successful resolution look like?
6. If I were the other person involved in this situation, how would I want to be approached and dealt with?




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The C.A.L.M. Model: Clarify

Secondary Questions:

1. Where may the other person have been “coming from”?
How might he/she have been motivated by good intentions?
2. Has this happened before? Or is this a first-time occurrence?




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The C.A.L.M. Model: Clarify

Secondary Questions (cont.):

3. How is this situation affecting me and my work? Are others impacted? If so, how?
4. When dealing with this issue, what can I do to increase my chances of getting the results I want? What counter-productive behaviors do I want to avoid?




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The C.A.L.M. Model: Address the Problem

The Opening:

“I need your help to solve a problem I’m facing.”



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The C.A.L.M. Model: Address the Problem

Define the Issue:

Exactly what happened.

How it made you feel.

The negative impacts the situation has caused.




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The C.A.L.M. Model: Address the Problem

Other Things to Remember:


- Have a walk-in strategy; you may want to practice what you plan to say.
- Don't repeat what co-workers have said; this is between the two of you.
- Keep the end in mind; the goal is not to win an argument. The goal is to reach a respectful, collaborative result.



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The C.A.L.M. Model: Listen


1. Give the other person your complete attention.
2. Never interrupt.
3. Ask questions for clarification.



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The C.A.L.M. Model: Listen


4. Paraphrase what you've heard.
5. Show that you're listening.
6. Use positive body language.



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**The C.A.L.M. Model:
Manage Your Way to Resolution**


7. Gain an agreement that a problem exists.
8. Identify each other's concerns and needs.
9. Explore win-win solutions.



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**The C.A.L.M. Model:
Manage Your Way to Resolution**

10. Agree on a course of action.
11. Determine how to handle missteps, should they happen.
12. Close on a positive note.



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What To Do When Conflict Happens


The C.A.L.M. Model

C: *Clarify* the Issue

A: *Address* the Problem

L: *Listen* to the Other Side

M: *Manage* Your Way to Resolution



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Giving & Receiving Feedback



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Sometimes it is important to get feedback first before starting a new project....






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Giving Feedback

- Work at it. Feedback is hard.
- **Find the right time for feedback.**
- Make the feedback specific, not global or general.
- **Minimize evaluation.**
- Base feedback on tangible or objective results.
- **Don't say that you know how people feel. Ask how they feel.**
- Don't save negative feedback and dump it all at once.
- **Try to make a learning experience for both of you.**



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10 Common Performance Feedback Mistakes

1. Speaking out only when things are wrong.

"Praise to a human being represents what sunlight, water and soil are to a plant – the climate in which one grows best."
– Earl Nightingale





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10 Common Performance Feedback Mistakes



2. "Drive-by" praise without specifics or an honest underpinning.

"Great job!"



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10 Common Performance Feedback Mistakes

3. Waiting until performance or behavior is substantially below expectations before acting on it.



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10 Common Performance Feedback Mistakes

4. Giving positive or negative feedback long after the event has occurred.



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10 Common Performance Feedback Mistakes


5. Not taking responsibility for your thoughts, feelings and reactions.
"This comes straight from the boss."



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10 Common Performance Feedback Mistakes

6. Giving feedback only through e-mail messages, notes, or over the telephone.




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10 Common Performance Feedback Mistakes

7. Giving negative feedback in public.




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10 Common Performance Feedback Mistakes

8. Criticizing performance without giving suggestions for improvement.



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10 Common Performance Feedback Mistakes

9. No follow up afterwards.





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10 Common Performance Feedback Mistakes




10. Not having regularly scheduled performance review meetings.



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10 Common Performance Feedback Mistakes

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Receiving Feedback

- ✓ Accept it in the spirit it's given.
- ✓ Don't become defensive or argue with the person. And don't try to justify your position. Just listen.
- ✓ Ask questions for clarification.
- ✓ If you think the person's right, say so and thank them. If not, thank them.



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THANK YOU



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