

Hi, and welcome to the coach's corner.

I'm Bill Ashforth and I am going to be talking with you today about how to give performance feedback.

You may remember we covered this topic a couple of updates ago with Carol Adams and we were using something called SBI or the situation behavior impact model.

Let's go over that as a brief review and then I'll tell you how we can extend this to different situations.

You describe the situation clearly.

You have got to be specific, even with positive feedback so they know what you're talking about.

You have specific behaviors that you list.

Things that you observed, things that they did or didn't do that were positive.

Then you describe the impact.

Now, in reinforcing we're trying to keep the behavior going and we're trying to catch somebody doing something right and essentially reward good behavior.

But what happens if the behavior isn't quite up to par?

What happens if the impact is slightly negative?

We can use the same model to deliver what we call redirecting feedback and the first part of it is exactly the same.

What's the specific situation?

What was the behavior you observed and what is the impact?

In this it will probably be negative or mildly

negative and need correcting.

The three additional items that we need to add for redemptive feedback are preparation.

You need to get your own head straight about being in the coaching role.

You have to project that you believe this employee can do this and the reason for this feedback session is to help them get there.

You need to brainstorm some of the desired options that you would like to have them produce.

What needs to change and how.

But you're going to wait and hopefully get that information from them first.

Now, you may be familiar with an axiom that says you should praise in public but you should censure in private.

So, privacy is a very big part of this addition to this model.

You have to make sure you have a private space, an uninterrupted time for both you and the employee so that there's time for actions and reactions and discussions.

The third part is participation by the employee.

You want them to engage in the process so you're going to ask them to give you ideas about the new ways to improve the performance might be and once you have generated a small list like that, then you're going to try to identify and resolve or remove barriers to the performance.

You go through the practice, the preparation part before anything happens.

You do record your situation behavior impact, make a

list of the ideas you would like to see coming but you're going hold that list and then you do the session.

So what would this sound like in real life?

Let's go through an example.

Mac, today during the meeting we had with the land owners when you stood up and said there was no way in hell the Service would back down from its position and that the land owners needed to just accept that fact, I was taken aback and disappointed in your response and how you represented the Service.

As you know, the meeting essentially ended right there because people were not ready to reengage with us.

Now I've done situation, behavior and impact.

I have done my preparation; we're in privacy, now the participation part.

You have had some time to think about this, Mac.

Have you come up with any different or changed behaviors that we need to work on together?

I know you are capable of more than this and I think we caught you at the wrong moment.

So what are your ideas about how we redirect this for success the next time?

Then you wait.

I'm not jumping to my list of what are the behaviors I want to see right at this point, what I'm doing is seeing what the employee came up with.

They'll surprise you every time.

They know what happened.

So Mac very well might say that he feels like he would like to apologize to the land owners, that he would like to continue with the project but he would understand if we wanted to give it to somebody else.

If you have other things that didn't come up, now is the time to interject them.

Then we go to the second stage, to the barriers.

Okay, this is a good list that you and I have developed.

How can I help you remove the barriers?

How can I help you reinforce this behavior?

Would you like me to check on it once a week or how do we do it?

You're coming up with an action plan for how to redirect that energy to a positive direction.

Now, once you have done this, as you see these desired behaviors, as the employee is checking off the things on that list, you have an opportunity to reinforce the behaviors using the same SBI model.

So let's do a review of how we do redirecting feedback.

Use the SBI model, both to prepare and while delivering the feedback.

Remember that the emphasis is on behavior.

What you're trying to say with your body language and your words is it's not you that I dislike, it's what you did.

It's the behavior, not the person.

You may have to come back to this time and again when people start to feel bad about being corrected.

It's your behavior that you're working on.

I know you can do this.

And then engagement.

Use those three "Ps" preparation, privacy and participation to engage the employee in the required change.

And then as you see the new behaviors, you reinforce them using the SBI model that we're so familiar with by now.

So here's a way to use the model when it's a little more difficult.

It lets you put some preparation in and redirect an employee's behavior.

Now is a good time for this, we're in the mid period and you certainly want to tell somebody if you're observing a behavior that is not productive in time you and they can do something about it.

Thanks for sitting in on coach's corner.

We'll see you again next time.

Now back to Janelle and Don.