



LISTEN. THINK. TALK.

A podcast series focused on relevant ways to impact and influence organizational cultures in the fields of business and education. Explore authentic, game changing ways to move theory into action through an intentional focus on listening, thinking, and behaving.

Steve Seward Communications Specialist, Seward Consulting

Talent management and fostering an organization of reciprocal learning, are key to a leaders long-term success. Understanding how to motivate and encourage while also creating an environment of self-directed people is essential. Sometimes feedback grows thinking and motivates, other times it feels like a childhood bee-sting, and other times feels like the feedback holds little to no meaning. If a leader is going to take the time to provide feedback, let's ensure that it is strengths-based; focused on what the individual CAN DO verses what they are not doing. The feedback must also be designed around a shared goal, focused on evidence verses judgement, designed to mediate thinking and reflection, and at times designed to provide next step ideas, strategies, and/or technique based on the individuals skill/will and level of proximal development. If growth is the goal, the way feedback is designed and how it is communicated is imperative for success.

In this podcast we will explore various ways to design strengths-based feedback based on the unique individual and their larger goals. These are things leaders have complete control over. The feedback architectures are designed to keep the focus on clear goals, reciprocal learning, and shared ownership for success. Listen, think, and get ready to engage in the topic of strengths-based feedback in an effort to grow and learn with those on your team.

FEEDBACK ARCHITECTURES

**NOTE: when providing this type of feedback, stay ways form using the pronoun "I" and start with with "You" or "The client/patient/Doctor". This will make it about them vs you.*

<p>Evidence & Mediative Question</p>	<p>Name the goal area, the evidence, and a mediative question. The process is designed to support self-reflection and self-directedness by getting the individual to think about their "WHY". It might sound like this...One of your goal areas surrounds the opening of a conversation. Today, you stated your name, explained the product, and named examples and benefits of the product. How do you make decisions about when to engage the customer in dialogue with examples, product benefits, and/or pose a question to gather information to ensure understanding? Thanks for your dedication to the organization and our clients!</p> <p>-How do you/did you make decisions about ... ? -How do you typically ... ? -How did inform your decision to...?</p> <p>-What is your vision for ... ? -What did you learn when you ... ? -What did reveal about...?</p>				
<p>Evidence & Affirmation</p>	<p>Name the goal area, the evidence and the impact or result. The process is designed to build efficacy and continued craftsmanship. It might sound like this...One of your goal areas surrounds the opening of a conversation. You stated your name, explained the product, and named examples and benefits of the product. This resulted in the client asking clarifying questions and the creation of shared understanding surrounding their needs and your ability to then recommend possible products. Keep doing what you are doing!</p>				
<p>Evidence & Next Step(s)</p>	<p>Name the goal area, the evidence, explicit next steps (ideas and/or strategies) based on the individuals skill/will. The process is designed to help the individual with the implementation of new or different techniques. It might sound like this...One of your goal areas surrounds the opening of a conversation. You stated your name, explained the product, and named examples and benefits of the product. As you continue to think about ways to engage clients, some things you will want to consider are: pausing at specific times and posing a clarifying question using product language. By doing this you will allow them time to make meaning and it will allow you time to gather feedback to determine your next conversation point(s). You might also consider starting with a "predetermined, open-ended question" in relation to the clients needs so that you can determine possible products to promote. By doing this you are building a relationship, allowing them to take ownership of the conversation, and using their language to craft your next statement and/or question. Looking forward to hearing of your successes!</p> <table border="1" data-bbox="581 1640 1484 1913"> <tr> <td data-bbox="581 1640 1019 1770"> <p>High Will, Low Skill Provide Feedback to GUIDE thinking</p> <ul style="list-style-type: none"> •3 ideas to explore are... •Some things you might want to consider... •As you continue to... </td> <td data-bbox="1019 1640 1484 1770"> <p>High Will, High Skill Provide Feedback to EMPOWER</p> <ul style="list-style-type: none"> •As you work to grow your practice... •Use a guiding question </td> </tr> <tr> <td data-bbox="581 1770 1019 1913"> <p>Low Will, Low Skill Provide EXPLICIT & DIRECT feedback</p> <ul style="list-style-type: none"> •Something I expect to see/hear...I will check in with you in the coming days. •Something you will need to do... •Something you will want to do... </td> <td data-bbox="1019 1770 1484 1913"> <p>Low Will, High Skill Provide Feedback to MOTIVATE</p> <ul style="list-style-type: none"> •Something I might see/hear as evidence during the next observation... •Something you will want to consider is... •An area of focus for you is... </td> </tr> </table>	<p>High Will, Low Skill Provide Feedback to GUIDE thinking</p> <ul style="list-style-type: none"> •3 ideas to explore are... •Some things you might want to consider... •As you continue to... 	<p>High Will, High Skill Provide Feedback to EMPOWER</p> <ul style="list-style-type: none"> •As you work to grow your practice... •Use a guiding question 	<p>Low Will, Low Skill Provide EXPLICIT & DIRECT feedback</p> <ul style="list-style-type: none"> •Something I expect to see/hear...I will check in with you in the coming days. •Something you will need to do... •Something you will want to do... 	<p>Low Will, High Skill Provide Feedback to MOTIVATE</p> <ul style="list-style-type: none"> •Something I might see/hear as evidence during the next observation... •Something you will want to consider is... •An area of focus for you is...
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COMBINING the FEEDBACK ARCHITECTURES

<p>Evidence Affirmation & Mediative Question</p>	<p>One of your goal areas surrounds the opening of a conversation. You stated your name, explained the product, and named examples and benefits of the product. This resulted in the client asking clarifying questions and the creation of shared understanding surrounding our products. How do you make decisions about when to engage the customer in dialogue with examples, product benefits, and/or pose a question to gather information to ensure understanding? Thanks for your dedication to the organization and our clients!</p>
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As you think about your personal and professional goals and clarity of your message related to strengths-based feedback, something you might wish to do is have a face-to-face conversation before writing up the feedback. By doing this you are able to hear their thinking before adding your thinking. In this conversation 1) begin with a question “How do you think it went?”-name goal area- 2) “What led to to the success/struggle?” 3) “What do you see as you next steps?”. When posing these questions remember it’s about them and their growth. After the individual responds, it is then your turn to paraphrase, question, agree, disagree, or add-on to their thinking. The goal is to listen more than you talk (goal: 80% them-20% you), and when you do talk, do it with purpose; paying attention to yourself and their reactions. All while remembering your end goal —creating environments of reciprocal curiosity and risk taking while also motivating and encouraging self-directedness.

Knowing the importance of growing and maintaining your team members through targeted feedback, you will not want to miss the opportunity to give me a shout. We can analyze your oral and/or written feedback, explore various scenarios, and determine your next steps to supporting a culture of thinking, reflection, and results.