

FEEDBACK IS THE 3RD CURRENCY

How to Turn Feedback Into Profits

THE
LEADERSHIFT
PROJECT
with Shani

WHY IS FEEDBACK THE 3RD CURRENCY?

Feedback creates a more
efficient work environment
(GENERATING TIME)

Feedback develops more
profitable employees
(GENERATING MONEY)

Feedback builds trust and
great relationships
(GENERATING RESULTS)



MODULE 1: WHY BEING A MASTER AT FEEDBACK WILL CREATE HUGE GROWTH

WHY IS FEEDBACK THE 3RD CURRENCY?



Feedback creates a **more efficient work environment (GENERATING TIME)**

Feedback develops **more profitable employees (GENERATING MONEY)**

Feedback builds **trust and great relationships (GENERATING RESULTS)**

EXERCISE: FEEDBACK EVALUATION

Communicating ongoing and on-target feedback is important in all business relationships, whether exchanging it with direct reports, colleagues, your own boss, other functional areas in your organization, or even a client. **Let's examine your current mindset and experience with giving and receiving feedback!**

1. What is your current attitude towards and comfort level with giving feedback?

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2. What is your current attitude towards and comfort level with receiving feedback? How often do you actively seek feedback for yourself?

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3. What constructive/redirecting feedback have you avoided giving but know you need to?
 - a. What and who is impacted by not providing it?
 - b. What outcome can you expect for yourself, the team, customers, and other stakeholders if you never deal with it?
 - c. How will others view you as a leader if you fail to deal with it?

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4. *What impact would providing more frequent, specific, and actionable constructive/redirecting feedback have on your team's performance? On their professional and personal development? On your ability to leverage yourself?*

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5. *What's the ratio of positive/reinforcing to constructive/redirecting feedback that you currently provide, on average?*

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6. *What are the consequences of not giving more reinforcing/positive feedback to your team? (i.e. lower confidence and engagement, high performers leave, cynical culture develops)*

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7. *Which of your top performers may be at risk of leaving? What impact would those top performers leaving have on the team? Clients? Other stakeholders?*

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MODULE 2: PINOT, SIP, STEMs

This module presents playful wine analogies to teach simple, professional, and repeatable models for giving and receiving effective feedback. Let's make feedback more *palatable* (pun intended)!



1. PINOT™ Framework - *Best practices for giving feedback*

Permission - ask "Is now a good time?"

Interactive - two-way conversation - listen and ask powerful questions

No BS - be authentic, neutral, and direct

Often - continuous and timely

Thanks - because it's respectful

2. **SIP™ Model** - *How to structure your feedback*. I encourage you to **sip** feedback, much like we sip wine...or whisky or hot coffee or tea. We drink it gracefully, not in large, uncontrolled gulps! Don't forget to pour the other person a cup/glass by asking questions and listening to their perspectives. SIP can be used to deliver feedback in any direction.

Situation, **I**mpact, **P**ossibilities

Situation:

- ▶ Describe observed behavior and provide specific examples
- ▶ Use verbs and avoid adjectives - the latter can come across as judgments and labels that people are likely to take personally
- ▶ Avoid absolutes like *always* and *never*

Impact:

- ▶ Describe the impact - in a business context - that the situation had on you, the team, organization, customers, and/or others
- Ask for their perspective
 - » **Example questions:**
 - *What are your thoughts?*
 - *How is this landing for you?*
 - *What is holding you back?*
 - *What are you wrestling with?*
 - *Help me understand the situation a bit better.*

Possibilities:

- ▶ Ask questions and offer ideas about where you'd like to see them develop and why
- ▶ Focus on long-term goals for the issue and relationship
- ▶ Make expectations very clear and results-focused
- ▶ Ask questions to feed forward
 - » **Example questions:**
 - *What do you aspire to now/next?*
 - *What does success in the future look like?*
 - *I get that there are challenges, how can I help you navigate them?*
 - *How could this (project/meeting/etc.) have been even better?*
- ▶ *Ensure the person walks away feeling valued, respected, hopeful, and committed*

EXAMPLE SCENARIO #1 - Constructive/Redirecting Feedback

Situation: "I'd like to talk to you about something I've noticed. I'll give you my take and then I'd like to hear your perspective. There have been errors in your work the past two weeks. I could see some of the numbers were off significantly just at a quick glance, so they don't seem to be rounding errors or typos."

Impact: "Some incorrect numbers ended up getting used in proposals this week. This is out of character, so **tell me, what's going on for you?**"

Possibilities: "Now that I've brought this to your attention, **what can you do differently going forward** to get back to your previous level of error-proof work?"

EXAMPLE SCENARIO #2 - Positive/Reinforcing Feedback

Impact: "It really increased our customers' confidence in our firm and raised our profile as thought leaders in the industry. And because of your skill on this, I was free to focus on another strategic project. I can't thank you enough. **How do you think it went?**"

Situation: "The conference you organized was a huge success! The content was timely and well-received, the speakers you selected added interesting new perspectives, and the logistics were flawless."

Possibilities: "I can see you managing an even bigger event next year. **What other high-profile projects are on your wish list to work on?**"



3. **STEMs™ - Starters That Ease the Moment.** Often, the hardest part of giving feedback is getting started - speaking your opening line. Here are some STEMs that I've found effective over the years:

Constructive/Redirecting feedback STEMs™:

- *The best athletes have coaches and it's my job to help coach you. Are you open to some feedback and coaching?*
- *I'd like to talk to you about [problem/challenge/performance issue]. I'll give you my take and then I'd like to hear your perspective.*
- *Let's catch up/debrief on [project/event/etc.], and we'll talk about what worked and what didn't...*
- *I have some feedback that might be difficult to hear, but I know if the shoe were on the other foot, I'd want to know...Are you ok with some feedback?*
- *I care enough about you/your success to give you this feedback and see if there's a way I can support you. Are you ok for me to continue?*
- *I'm not here to judge or criticize but to understand what's behind some of the things I've been seeing and talk about how I can support you.*
- *Tell me more about...*
- *Help me understand...*

Positive/reinforcing feedback STEMs™:

- *Your superpower is...*
- *What I really appreciate about you is...*
- *You did a really great job on...and here's why I think that...*
- *To me, you really stood out when...*
- *What I like about...*

EXERCISE: FEEDBACK DRAFT

Using a real situation, start to draft your feedback using PINOT™, SIP™, and STEMs™. Practice it in the mirror or with a trusted person and make changes as necessary. After you've outlined this feedback, grab your phone, make the sure the camera is facing you, and record yourself giving the feedback.

Remember to avoid the feedback sandwich. It may make YOU feel better but it does not serve the other person.

Situation:

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Impact:

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Possibilities:

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STEMs™ and questions:

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Other notes:

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HOMEWORK: Feedback Scenario Videos

- Watch the two sample scenarios of Manager to Direct Report feedback and look for examples of PINOT™, SIP™, and STEMs™.

MODULE 3: MINDSET

This module is about how to improve the chances of your feedback being well-received. This involves choosing not only how you want to show up while delivering it but also articulating it in a way which has the best chance of landing well with the recipient.

Outcome and Impact - This is a tool I typically use to help prep leaders for conducting an important meeting or presentation. It also works extremely well for planning your feedback delivery!

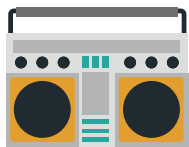
- ▶ **Outcome:** What is your goal or motive for giving the feedback?
 - *Is it to get something off your chest? Or to invest in the other person's success?*
 - *Is it to shift blame or help someone see his/her blind spot?*
- ▶ **Impact:** How do you want **the other person** to feel?
 - *Dejected or uplifted?*
 - *Criticized or cared about?*
 - *Cynical or optimistic?*
- ▶ **Impact:** How do **YOU** want to feel during and after?
 - *Like a nag or like a teacher and role model?*
 - *Negative or in integrity doing the right thing?*

How are you NOT at your best when giving feedback?

- How might I be trying to control the other person?
- How might I be judging, shaming, or blaming the other person?
- What assumptions might I be making that are story and not the truth?
- What agenda/motives do I have?
- How might I be protecting myself or projecting my own shit onto the other person?
- What biases might I have that don't serve? - i.e.
 - groupthink
 - bias to look good or avoid looking bad
 - unconscious biases based on "otherness"
- Am I developing/teaching/helping or criticizing the other person?
- Choice on how to show up - when are you at your best?
 - Annoyed, impatient, frustrated? **OR** insightful, patient, resourceful?
 - Defensive and hostile **OR** open and appreciative?
 - Anxious **OR** hopeful?

How to help ensure the other person is in the right frame of mind

1. **Motivation:** Consider their **WIIFT**- **W**hat's **I**n **I**t **F**or **T**hem. What's the benefit for the other person in getting this feedback? Make that part of your opening!
2. **Venue:** Where it's delivered matters
3. **Language:** Be conscious of word choice
 - a. Plan using SIP, PINOT, STEMs
 - b. Use the "yes, and..." technique (instead of "no, but...") to invite creativity instead of defensiveness and encourage dialogue rather than shutting it down or making people feel wrong



EXERCISE: FEEDBACK MINDSET PLAYLIST

Identify "radio stations" within yourself to help access your best mindset for delivering feedback.

- Give a meaningful name to each station that you'll always remember when you want to tune in to any given mindset. For example, my Calm Station is called "Elaine & Kramer," which are the names of my twin cats who never fail to relax me and make me smile.
- Or pick a song to represent each station, one that easily conjures up that mood or headspace for you. For example, one of my clients uses Pharrell's song "Happy" to activate her Best Self.

- STATIONS:



- "Best Self Station" - To access confidence, security

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- "Calm Station" - Get over excessive emotion or nervousness about giving feedback

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- "Empathy Station" - Put yourself in the other person's shoes, access forgiveness and avoid judging, shaming and/or blaming, wanting to control.

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- "Gratitude Station" - Appreciative, complimentary (especially helpful for detailing positive feedback).

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- "OTHER" - What other mindsets do you need to effectively give or receive feedback?

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- **HOW** to use in real feedback situations - Revisit the feedback you started to outline in the homework from Module 2 using SIP, STEMs, and questions.

- What is your goal or motive for giving the feedback?

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- What assumptions do you have and/or what stories are you making up about the situation and/or other person?

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- How do you want **the other person** to feel from receiving the feedback? And what's the WIIFT, or benefit, for the other person in getting this feedback?

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- How do **YOU** want to feel during and after the feedback?

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- What "inner radio station(s)" do you need to tune into in order to be in the right frame of mind to deliver this feedback? *Before you deliver it: pause, mentally hit the station and/or listen to your chosen song.*

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MODULE 4: ASK GOOD QUESTIONS AND LISTEN

POWERFUL QUESTIONS - Not all questions are created equally; there are times and places for every type of question, and we tend to over index on closed-ended and leading questions. The best questions are typically open-ended and non-leading. I'm encouraging a **SHIFT** to those.

CLOSED QUESTIONS...	OPEN-ENDED QUESTIONS	LEADING VS. NON-LEADING QUESTIONS
Elicit one-word answer (yes/no)	More than yes, no, or a one-word answer	Don't ask "leading the witness" questions that lead them to YOUR conclusion
Close off thought and discussion	Stimulate thinking, discovery, discussion, and self-reflection	Contain or imply your expected response within the question: <ul style="list-style-type: none"> - "Have you considered... insert your idea here!?" - "Do you think the project got derailed because insert my blame/ assumption here!?" - "Don't you think you should have communicated more with the caterers?" (LEADING & CLOSED!)
Usually begin with: Is, Can, How many, Does	Secret sauce: begin with: What or How	Instead, ask open-ended, non-leading, neutral questions: <ul style="list-style-type: none"> - "What ideas do you have to...?" - "What do you think were the primary factors that contributed to the outcome of this project?"
<p><i>GOOD FOR:</i></p> <ul style="list-style-type: none"> - Confirming: i.e. "Are we still on for our meeting today at 12:00?" - Fact finding: i.e. "How many people will attend this meeting from the client's side?" 	<p><i>GOOD FOR:</i> Getting details and opening up dialogue: i.e.</p> <ul style="list-style-type: none"> - "What do you think went well?" - "What would you have done differently?" - "How do you think we should proceed?" 	
<p><i>BAD FOR:</i></p> <ul style="list-style-type: none"> - Opening up dialogue! 		

LISTENING: HOW TO LISTEN

- Great listeners not only pick up on the **FACTS** but also the **BELIEFS** and **VALUES** (what's not being said). Look for:
 - When you see others light up or shut down
 - Difference in body language + facial expressions
 - Tone and pace of voice
 - Is their energy high or low?
 - What's important to them
 - What's motivating them

- There are actually **three** levels of listening that we need to manage in order to be better listeners:

LEVEL

01

LEVEL 1: Self-focused

- You're tuned into the "Me channel" – i.e. not entirely present with the other person. In extreme cases, literally not listening at all. You'll recognize self-focused listening happening if the voice in your head is chirping things like, "How can I respond so that I sound smart?," or "What question should I ask next?," or "I can't wait to finish this conversation so I can go reserve my SoulCycle bike." This doesn't make you a bad person; it just means you're not listening as intently as you could be.

LEVEL

02

LEVEL 2: Focused on the other person

- Giving the other person your complete and undivided attention. You listen not just for facts but also for values and beliefs underneath the surface - you are self-managing the distractions that take our focus off the other person.

LEVEL

03

LEVEL 3: The

Surroundings – Taking it all in. You're listening so intently that nothing escapes your notice – tone, gestures, posture, facial expressions, energy level, mood, and any other signs that seem of interest.

I have found that the best way to master better listening is to start noticing at what level of listening you're engaged during a bunch of conversations and meetings over the next week or two. Listening is a skill, and like any other skill, it needs to be practiced in order **to build the muscle memory to turn it into a habit.**



W.A.I.T. – **W**hy **A**m **I**Talking?! Best acronym ever.

EXERCISE: LISTENING AND QUESTIONS

PART 1: Scenarios - Read the following two short scenarios and formulate effective questions you might ask during a SIP feedback conversation.

- A) **WORKING FROM HOME** - You lead a mostly headquarters-based team that also includes a few team members operating in adjacent time zones from their home offices. One remote team member has been unavailable during key business hours on several occasions during the past few weeks, according to several colleagues. Historically, this person has generally met or exceeded expectations of his job. You want to make sure this employee is abiding by the company's work-from-home policy and to explore any factors that could be impacting performance now that this feedback has come to light from peers. Write 4-5 questions you might ask as part of a feedback conversation.

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- **Check yourself:** Are your questions...
 - Closed or open-ended?
 - Leading or non-leading?
 - Judgmental or simply curious?
 - Ones that will make the other person defensive or open up dialogue?
- **Sample effective feedback/forward questions:** (New info: This employee is constantly being bombarded with email, IM, slack messages, and other interruptions. In order to make progress on a project that requires intense mental focus, he has logged off of these platforms to avoid interruptions during a few blocks of time a couple of times a week recently - thus appearing unavailable to colleagues.)
 - *How are things going for you working with teammates at HQ and other sites? What's working and what isn't?*
 - *What is your perspective on the feedback I've shared from your colleagues?*
 - *What other options could work to ensure you're available for the team during key business hours and that you have enough focus time for longer term projects?*
 - *What is the best way to reach you when you're doing focus work if there is something urgent?*
 - *What suggestions do you have to improve communication, collaboration, and productivity on the team?*
 - *What other challenges do you experience working from home that we should all be aware of and address proactively?*

B) A BIG DEAL - You're an enterprise sales leader and one of your people just closed a big, complex deal with a notoriously tough prospect. There is learning in her experience for you and the whole team. Instead of just offering brief congratulations, draft 4-5 questions you might ask this salesperson as part of delivering positive feedback and stimulating feedforward for her benefit and others.

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- **Check yourself:** Are your questions...
 - Closed or open-ended?
 - Leading or non-leading?
 - Include any assumptions or are they simply curious?
 - Ones that will make the other person feel like you're checking a box or truly opening up dialogue?

- **Sample effective feedback/forward questions:**
 - *How do you feel? What do you want to celebrate most about this achievement?*
 - *What was the key to your success in closing this deal?*
 - *What were the biggest findings about the [client, process, product] that you'd offer your teammates?*
 - *What might you have done differently, if anything, in hindsight?*
 - *What other prospects are on your wish list to tackle now?*
 - *How will you proceed with other prospects or clients based on this experience?*

PART 2: MODIFY FEEDBACK

- After you've finished the 1st exercise, revisit your own feedback scenario from the homework in Module 2.
- Modify your questions in the SIP framework, as necessary (evaluate whether or not you asked GOOD questions).
- Anticipate 2-3 responses that you might expect from the other person and formulate questions you'd ask in response to open up the conversation. As opposed to your response being a rebuttal, make it a conversation and opportunity to ask more open-ended questions!

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PART 3: PRACTICE

- Practice better listening. The next few times you hear a colleague or employee tell a story, listen for **FACTS**, **BELIEFS**, and **VALUES**. Notice if you're listening at level 1, 2, and/or 3.
- Remember how to listen for what's NOT being said:
 - When you see others light up or shut down
 - Difference in body language + facial expressions
 - Tone and pace of voice
 - Is their energy high or low?
 - What's important to them
 - What's motivating them

MODULE 5: BE A BETTER FEEDBACK RECIPIENT

6 TIPS to receive feedback more gracefully and to serve your OWN development and your team's performance.

1. **Mindset:** Remember from module 3, you always have a choice to SHIFT your mindset!
 - a. It's a gift to uncover my blind spots!
 - b. How am I growing?
 - c. How I could I accomplish more, more efficiently?
 - d. How could I be even more effective leading my people?
2. **If you're getting feedback that sucks:** Try the "Reverse **SIP MODEL**" if appropriate!
 - a. Let's back up...
 - b. What was the situation during which you noticed this?
 - c. What impact did it have on you? The team? Others?
 - d. What would you like to see me do differently going forward?
3. **Seek out feedback proactively & enroll others in your success**
 - a. Ask, "What should I stop doing to be more effective?"
 - b. Ask, "What should I start doing or do more of to ...?"
4. **Gratitude:** Let the feedback giver know how much you appreciate/value the feedback so they feel safe to continue to provide it and tell you the full truth.
5. **Give yourself feedback after you deliver feedback** – continuously build the muscles
 - a. What did I do well?
 - b. What could I have improved?
6. **Not all feedback is created equally:** If in doubt or you simply disagree, get a reality check from trusted people (your "pit crew").
 - a. QUOTE: *"There is a difference between judgment and feedback. Your critics use you as a mirror for their own hidden darkness. Your teachers hold up a mirror to yours."* - Vironika Tugaleva, coach
 - b. Is there even a kernel of truth?? What's the 1% that could be true or worth thinking more about?

EXERCISE: 3x5 CARDS

PART 1: Write down **2-3 areas** you're working on improving this year in terms of being a better LeaderShifter on 3x5 index cards. Write them on as many cards as you want accountability partners/pit crew participation.

PART 2: Choose at least **3 people** who you trust to give you honest feedback and help you grow.

- Say something like "These are the areas I'm working on, and I want your help gauging my progress on them. This is an invitation to give me feedback! Let me know when you see me doing it well and I should repeat that behavior. Also let me know when I'm not doing it well so I can make corrections."
- Encourage them to give you feedback in the moment if possible, but if it's something that requires a longer conversation, prepare and schedule time for that.
- Invite people to give you ongoing feedback on these growth areas so you can work to improve.
- *Provide feedback givers with the PINOT/SIP/STEM frameworks for extra credit.*

MODULE 6: FEEDBACK TO MANAGE UP AND ACROSS

MANAGING UP: Giving feedback to anyone to whom you report at any level.

PEER TO PEER: Someone with whom you don't have a reporting or formal reporting relationship with, perhaps someone on a cross functional team or in another department. You care enough about them, the team, and the organization to give the feedback. It could even be a client or a vendor.

INFLUENCE VS. CONTROL:



STRATEGIES to LeaderShift tough feedback situations:

- Pinpoint the business result you're trying to influence and the impact you want to have. i.e. be in the right mindset (Module 3)
- Key to success is to make the other person look good, or help them avoid looking bad - two sides of the same coin
- Remember the ABCs (Ask questions, Be human, Check assumptions)
- Use PINOT, SIP, and STEMs to draft it and then PRACTICE!

Sample Managing Up Feedback:

Feedback (Situation): "Can we talk about some things I noticed in yesterday's meeting? I was interrupted three times, and I also noticed my ideas about recruiting were not included in the minutes."

Feedback (Impact): "To be honest, even if it was unintentional, I felt dismissed and there's a business impact to letting my ideas go unrecorded. The company is not attracting and retaining the same caliber of new associates we used to, and it's a strategic priority for all of us to address this problem. I did a lot of research to validate the suggestions I made and know they'd add value to our recruiting efforts, so I'd hate for them to get lost. What's your perspective?"

Sample Reply from Manager: "Thank you for bringing this to my attention. We all need to be more respectful at meetings and not cut each other off, especially senior women like you who may have been experiencing this for years. And I don't know what happened with the recruiting notes being left out of the minutes, but I'll check into it and get back to you. I agree you had great ideas."

Feed Forward (Possibilities): "I can see we're on the same page, so what can we do as leaders of this firm to ensure all voices are heard and we walk the talk of inclusiveness? And thank you for following up on the minutes."

EXERCISE:

Consider the circle of influence and use the strategies described above to outline how you would have handled each scenario differently.

HOMEWORK: Feedback: Managing Up and Across Scenario Videos

Watch the feedback scenario videos for this module on the course platform.

Scenario 1: Peer to Peer Feedback

Instructions: Watch the scenario and look for PINOTs, SIPs, STEMs, and powerful questions

Scenario 2: Managing Up Feedback

Instructions: Watch the BEFORE scenario. Consider the circle of influence and use the strategies described in Module 6 to outline how you would have handled the situation differently. Then watch the AFTER video.

Scenario 3: Manager to Manager Feedback

Instructions: Watch the BEFORE scenario. Consider the circle of influence and use the strategies described in Module 6 to outline how you would have handled the situation differently. Then watch the sample AFTER video.

MODULE 7: WRAP UP/REVIEW

EXERCISE: GO GIVE THE FEEDBACK!

HW CHALLENGE:

- Give the feedback you've been working on throughout this course!
- After you give it, give yourself feedback on how it went!
 - What went well?
 - What didn't go as planned?
 - What will I do differently the next time I give feedback?
- Practice giving small pieces of feedback every day for 30 days. I will join you. Even if it's something as simple as complementing the barista at the coffee shop. **Practice creates new habits!**

Thank you and keep in touch!



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