GIVING TOUGH FEEDBACK WITHOUT MAKING PEOPLE ANGRY

Mark Murphy, Chairman & CEO
DOWNLOADABLE RESOURCES

Slides:

LEADERSHIP IQ

JOIN WEBINAR

Join us on Tuesday, Sep 18, 2012 12:00 PM - 1:00 PM EDT

Dear Kim,

Thank you for registering for:
Speak the Truth Without Making People Angry
Tuesday, Sep 18, 2012 12:00 PM - 1:00 PM EDT

1. Click here to join:
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Webinar ID: 681-927-912
YOU’LL WANT TO READ THIS:
You will receive the slides that accompany this webinar on September 17, 2012 in a reminder email.

* Please direct any questions to Sarah at sarah@leadershipiq.com or call 1-800-614-7850

System Requirements
PC-based attendees
Required: Windows 7, Vista, XP or 2003 Server
Macintosh/Blackberry attendees
Required: Mac OS X 10.5 or newer

Talking Points:

Why we care: Keeping tough conversations free from emotional distraction allows people to listen, take accountability and respond with the desired behavioral changes. Take the four-question Speak the Truth quiz (found in the webinar slides) to determine how successful you are at Speaking the Truth without Making People Angry.

Avoid:
- Conversations that are attacking, pleading, disintegrating, shaming, self-pedaling, or that include “compliment sandwiches” (a criticism sandwiched between two compliments).
- “Trigger words” that instantly make people defensive (“you” language that attacks, corrects and absolutes that exaggerate the facts and neglects and negative emotions).
- Interpretations (“Sally ignores everything I say”), emotional reactions (“I’m really irritated at Sally”), and desired ends (“Everything Sally writes has to be edited”). The F.U.E.L. model eliminates the IRE and keeps conversations focused on the Facts.

Instead: stick to fact-based communications that are candid, objective, specific, timely and unemotional (“Yesterday there were two typos in Sally’s memo”) by using one of three scripts:

1.I.D.E.A.L.S.: the foundation script used in most tough conversations with employees who have moderate self awareness, this conversation (which takes seconds to have) focuses on the facts, establishes accountability, and quickly moves on to finding solutions:

   Step 1: invite them to partner: “Would you be willing to have a conversation with me about (insert the facts/)?”
   Step 2: distill yourself: “I’d like to review the situation to make sure I’m on the same page as you.”
   Step 3: eliminate blame: “And if we have different perspectives, we can discuss those and develop a plan for moving forward.”
   Step 4: affirm their choice: “Does that sound OK? I can talk now, or if necessary, I have time later today.”
   Step 5: list corrective feedback: list the facts and then listen to determine whether or not they’ve made a corrective leap
   Step 6: synchronize your understanding: “Tell me how you think we can work together to build on this and make things even more effective next time.”
EVERYTHING BASED ON RESEARCH

http://www.forbes.com/sites/markmurphy
81% of managers say they’ve avoided giving employees tough feedback because they were afraid of a bad reaction.

51% of employees say they get too little constructive insight from their boss.
TOPICS FOR TODAY

CALM Script
› Oppositional employee
› Moderate-low self awareness
› Serious issues

IDEALS Script
› Typical employee
› Moderate critical self awareness
› Issue requiring tough feedback

CD Script
› High performing employee
› High self awareness
› Issues not as serious
**SPEAK THE TRUTH’ QUIZ**

1. When people receive tough feedback they offer excuses (like “I couldn’t get it done because...”).

2. When people receive tough feedback they shift the blame to others (like “it’s not my issue because Bob’s the one who’s responsible for that report”).

3. When people receive tough feedback they become aggressive (like “I don’t know who you think you’re criticizing, but I’m the best person in this dept.”).

4. When people receive tough feedback they shut down and sit there silent and disengaged.
<table>
<thead>
<tr>
<th>Score Range</th>
<th>Feedback Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-28</td>
<td>Poor Feedback, setting-off people with loaded language (trigger words), high levels of defensiveness</td>
</tr>
<tr>
<td>9-19</td>
<td>So-So Feedback</td>
</tr>
<tr>
<td>4-8</td>
<td>Great Feedback, Real Constructive Dialogue</td>
</tr>
</tbody>
</table>
6 CONVERSATIONS TO AVOID

01 Attacking
02 Pleading
03 Disintegrating
04 Shirking
05 Soft-Pedaling
06 Compliment Sandwiches
UNTANGLE YOUR MESSAGE

F.I.R.E.

> What did you want?
> What was your desired outcome?

> What could be seen or heard?
> Videotaped?

> How did you interpret those facts

> What were your emotions?
> How did you feel?
## FACTS ARE...

<table>
<thead>
<tr>
<th><strong>Candid</strong></th>
<th>The truth is the truth</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective</strong></td>
<td>Objective means: Verifiable &amp; Observable</td>
</tr>
<tr>
<td><strong>Specific</strong></td>
<td>Have details &amp; avoid the use of absolutes (Never, Always, etc.)</td>
</tr>
<tr>
<td><strong>Timely</strong></td>
<td>Don’t let build into monster issues that are tougher to handle</td>
</tr>
<tr>
<td><strong>Unemotional</strong></td>
<td>Eliminate feeling words wherever possible</td>
</tr>
</tbody>
</table>
“Sally, I asked you to work on the tone of this yesterday, did I not? And look at this, I caught two typos. Look, I count on you to get these things right. I don’t have time to worry about them myself. And it’s like everything I said yesterday was just ignored, which makes me wonder what else you’re missing. Not to mention I’m getting pretty irritated by all this. For the next 2 months, even for small things, I want to proofread everything before you send it out.”
SET YOUR GOALS

Are these goals really going to help?

- Convince them I’m right
- Convince them they’re wrong
- Get them to capitulate
- Get them to fix the problem
- Punish them
- Split the difference
- Avoid a difficult interaction
- Avoid admitting fault
Imagine you’re describing this situation / conversation to someone else exactly 1 month from this moment.

**Your Outcomes**
- What did you want?
- What did you get?
- How do you feel?
- Is this consistent with your identity?

**Their Outcomes**
- What did they want?
- What did they get?
- How do they feel?
- Is this consistent with their identity?
Measuring relationships (BRAIDS)

**Breadth**
- How many spheres of my life does this person impact?

**Results**
- Has this person’s impact been a positive or a negative in my life?

**Approachability**
- How easy is it to interact with this person and how willing am I to tackle tough issues with them?

**Influence**
- How much does what this person says or does impact my life and the choices I make?

**Depth**
- How intensely and frequently do we interact?

**Sacrifice**
- How willing am I to accommodate and sacrifice for this person? And do things that may cost me?
I.D.E.A.L.S. SCRIPT

1. Invites them to partner
2.Eliminates blame
3.List corrective feedback
4.Affirm their choices
5.Synchronize your understanding
6.Disarm yourself
INVITE THEM TO PARTNER

Would you be willing to have a conversation with me about __

- Keep third-person
- Avoid the word “you”
- Avoid any attacks or judgments
- Would you be willing to have a conversation with me about why you’re such an idiot?
I’d like to just review the situation to make sure I’m on the same page as you.

You’re taking responsibility for getting on the same page as them and truly understanding their perspective.

You’re not blaming them for not being on the same page as you.
And if we have different perspectives, we can discuss those and develop a plan for moving forward.

- You’re not presuming there's a fight coming
- You’re not presuming that they’re going to be wrong
- You’re telling them that you’re not going to attack them for being wrong
- It’s a blame-free way of saying “we see things differently”
Does that sound ok?
I can talk now or if necessary
I have time later today?

You’re testing to make sure they’re feeling ok and that their walls are still down
You’re giving them some control and thus easing their anxiety
You’re offering a choice about when to talk
But you’re still gently insisting on having this conversation because this is a forced choice
LIST CORRECTIVE FEEDBACK

- List some feedback facts
- Test whether they’ve made a “corrective leap”

**If NO:**
- List some more feedback facts
- Test whether they’ve made a “corrective leap”

**If YES:**
- Move on to Synchronizing Understanding
LIST CORRECTIVE FEEDBACK

In last week’s client meeting, there were 3 times the client didn’t react well. Each time followed a comment you made.

› Facts are Candid, Objective, Specific, Timely, Unemotional

Do you know what comments I’m talking about? <nodding, yes> What do you think happened there?

› Test whether they’ve made a “corrective leap”

Not sure? OK. Let me share what I saw. Two of those times the client reacted anxiously and one time he reacted angrily. Specifically, the comments were you made that preceded those reactions were “XXXXX”.

Here’s why I think he reacted that way...

› Interpretations are useable but only when focused on somebody else, not the recipient of the feedback
Tell me how you think we can work together to build on this and make things even more effective next time
Would you be willing to have a conversation with me about ______

INVITE THEM TO PARTNER

DISARM YOURSELF
I’d like to just review things & make sure I’m on the same page as you.

ELIMINATE BLAME

And if we have different perspectives, we can discuss those and develop a plan for moving forward.

LIST CORRECTIVE FEEDBACK

In last week’s client meeting, there were 3 times the client didn’t react well, each following a comment you made. Do you know what comments I mean?

AFFIRM THEIR CHOICES
Does that sound ok? I can talk now or if necessary I have time later?

SYNCHRONIZE YOUR UNDERSTANDING
Tell me how you think we can work together to build on this and make things even more effective next time.
Get their buy-in to discuss (“Is now a good time to review...?”)

⇒ Ask “What were your proudest parts of...?”

⇒ Ask: “If you could go back and do it all again, what are the parts you would do differently?”

⇒ Ask: “Tell me how we can work together to build on this and make things even better next time...”
C.A.L.M. SCRIPT

C - COOLLY STATE THE FACTS
A - AVOID BLAME
L - LOOK FOR ROADBLOCKS
M - MANAGE EXPECTATIONS
C.O.O.L.L.Y. STATE THE FACTS

Bob, I’ve gotten reports of 3 comments made last week about 5 employees. The comments were negative, including “sample quote.”

A.V.O.I.D BLAME

The history is unimportant. Going forward, there won’t be any more comments like these.

L.O.O.K FOR ROADBLOCKS

Is there anything that might prevent you and I from moving forward productively?

M.A.N.A.G.E EXPECTATIONS

I appreciate you taking time to talk and your assistance with this issue.
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**CD Script**
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- Issues not as serious
Reactions To Constructive Feedback

- Denial
- Blame
- Excuses
- Anxiety
- Accountability
- Candor
- Conversation
- Ownership Conversation
- No-Excuses Conversation
- Planning Conversation
- Blame
- Excuses
Candor Conversation

Blame

Ownership Conversation

No-Excuses Conversation

Planning Conversation

Accountability

Excuses

Anxiety

This is reality. No sugarcoating, no hyperbole, just the truth.
Ownership Conversation

- Denial
- Blame
- Excuses
- Anxiety
- Accountability
- Planning Conversation
- No-Excuses Conversation

Let’s focus on what we CAN control

Candor Conversation

Ownership Conversation
No-Excuses Conversation

I’m not blaming you or anyone else, so let’s simply solve the problem.
If this is too much or too hard, let’s break this project into bite-sized pieces.
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THANKS FOR WATCHING

Contact us for information about our employee engagement surveys, eLearning, onsite training or keynote speaking