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EFFECTIVE FEEDBACK AND COACHING





WHAT'S THE DIFFERENCE?

- Poor Feedback
 - Is based on subjective or unspecific information.
 - Doesn't make a clear connection to a behavior.
 - Fails to convey the impact of an action.

- Effective Feedback
 - Clearly and objectively describes the situation.
 - Makes the connection to specific observed behavior.
 - Unemotionally describes the impact of the behavior.





CAPTURE THE SITUATION

- Reflect back to when the behavior occurred.
- Provide a brief description of the setting where the behavior occurred.
- For example:
 - *"Yesterday in our staff meeting, when you were responding to Jason's comment about certification testing."*

DETAIL THE BEHAVIOR

- Identify characteristics of the behavior.
- Describe observable actions.
- Include verbal and nonverbal behaviors.
- For Example:
 - *"You openly criticized Jason's idea before he explained it and revealed your dislike of it through your body language."*

RELAY THE IMPACT

- Focus on and communicate your reaction to a behavior.
- Share your personal perspective on how the behavior affected you.
- Practice putting your feedback in the form of "When you did (behavior), I felt (impact)."

QUESTION

- What acronym can be used to describe the three steps in preparing feedback?

- Situation
- Behavior
- Impact

▪ SBI © is a feedback technique developed by the Center for Creative Leadership, Greensboro, NC

EFFECTIVE FEEDBACK

- The SBI approach works because it's:
 - Simple
 - Direct
 - Respectful
 - Effective

DELIVERING FEEDBACK

- Ease anxiety and create more openness by asking permission, "*May I share an observation with you?*"
- Acknowledge the receiver's uneasiness or discomfort, if apparent.
- Focus on communicating your reaction to a behavior, not how it affects the organization or others.

PRACTICE, PRACTICE, PRACTICE

- Practice the SBI® technique with trusted co-worker.
- Use an instance that really happened.
- Try a simple situation with a simple impact.
- State the facts, then give your response.
- Reflect on your feedback efforts and ask for feedback for your "practice" partner.
- Adjust and try again.

*"I saw the angel in the marble
and carved until I set him free."*

Michelangelo

QUESTIONS?

EFFECTIVE COACHING



WHAT IS COACHING?

- An opportunity to come together to establish and achieve clear goals.
- Usually focused on an individual and his/her role in an organization.
- Stems from a well organized development plan.
- Incorporates elements of good feedback.
- Drives toward visible and measureable improvement and effectiveness.

ELEMENTS OF EFFECTIVE COACHING

- Meet face-to-face in an appropriate setting.
- Be clear about goals for the coaching session.
- Build rapport and establish realistic expectations.
- Use active listening.
- End with a summary, action plan, timeline and commitment to achieve the desired outcomes.



SETTING COACHING GOALS

- Be specific and detailed.
- Create attainable goals and outcomes.
- Establish measurable targets to track progress.
- Determine if it is possible to achieve the desired goals and outcomes.
- Be realistic about what can be achieved.
- Build in specific deadlines.

PROVIDE COACHING SUPPORT

- Insist on complete honesty about what he/she wants to accomplish.
- Seek detailed information about the kind of support they find most helpful.
- Support the "coachee" as they carry out their plan.
- Help them to create a developmental support network.



EFFECTIVENESS TIPS

- *Listen and reflect* on what you've heard.
- *Hold them accountable* for performing.
- *Encourage* and keep them focused.
- *Create options* when necessary.
- Help put things in *perspective*.
- *Celebrate* breakthroughs and achievements.
- *Ask*, who else can give support?
- *Identify* personal milestone rewards.

QUESTIONS?

PUTTING IT ALL TOGETHER



EFFECTIVE FEEDBACK AND COACHING

- Be clear and specific.
- Schedule priority time for providing feedback and coaching.
- Be committed and present for each session.
- Give feedback in a timely manner.
- Pay attention to body language.
- Focus on a single message or goal.
- Be sensitive to emotional impacts.

OUTCOMES

- The goal is to incorporate the elements of effective feedback to address a specific problem or issue and blend it into a developmental opportunity through a positive coaching and support experience.
- The desired outcome is for a rich opportunity for learning, reflection, change and growth.

▪ FINAL QUESTIONS?

**▪ THANK YOU...
FOR PARTICIPATING**

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POLLING QUESTIONS

1. What are three characteristics of effective feedback?
2. Identify what the acronym SBI represents.
3. The a successful coaching session incorporates the elements of effective _____.
4. The objective of a successful coaching session is _____.
