

SALLY FOLEY-LEWIS

SUCCESSFUL FEEDBACK

HOW LEADERS CAN
INCREASE PERFORMANCE,
MOTIVATE AND ENGAGE
THEIR TEAM



Prior to having EECC in my toolkit, I found it difficult to know where to begin when having challenging conversations with colleagues. More often than not, these conversations were not effective because I would discuss things that weren't relevant or useful in working towards a solution. The EECC formula was effective for me as it provided me with simple, repeatable and realistic framework that I have found easy to apply in my work setting.

Carly Hislop, Team Leader, Townsville Hospital & Health Service

I loved reading Sally's book 'Successful Feedback' as it was short, informative and straight to the point. Sally's EECC feedback formula is an amazing guideline on how you can give positive and corrective feedback, while also encouraging the person on the other end to contribute in the discussion on how they can perform better. After reading the book, I tried using EECC when I had to address my colleague of a problem that started reoccurring often. My colleague took the whole thing well and even commented on how he will take more care when doing that certain task. I found it so effective that I still use it today whenever I can.

TraMi Huvnh, Scientific Officer, Austech Medical Laboratories

I have found using the feedback formula makes difficult conversations much easier. When people are aware of the effect of their actions it is easier for them to change and commit to the change. I have used the feedback formula both in positive and negative situations with very good results.

G. White, Manager

I have started reading your book and it has already given me cause to stop and think about how I give feedback. So far the bit that hit me was the planning bit, sometimes I give feedback on the run; now I feel that comes across as telling not being interested in what the other person might have to say.

B. Kelly, business owner

Buy this for your boss!

Sally Foley Lewis is an expert in the field of management - high performance management. She has delivered a simple and powerful approach to giving feedback that empowers both the giver and the receiver. It's simple and easy to implement - and works. Just check out her Linkedin recommendations from delighted clients for proof. Buy 'Successful Feedback' for your team's sake. They will love you for it.

Robin Dickinson, Consultant

SUCCESSFUL FEEDBACK

How leaders can increase performance, motivate and engage their team.

Sally Foley-Lewis

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Have you ever been on the rough end of feedback?
Have you ever avoided **that** awkward conversation?
Have you started a feedback conversation on a positive note and then suddenly from what seems out of nowhere there are tears, blame, anger and frustration?

You are not alone!
Feedback needs structure.
Let this book be your guide!

For you...



ABOUT SALLY FOLEY-LEWIS

Sally Foley-Lewis has spent the past 20 years coaching and mentoring people to become more productive. She develops leaders' efficiency by building their people and team skills, improving their task management and nurturing their self-leadership. She works with middle managers and team leaders in large corporates and associations in Australia and overseas, as well as employers in small to medium-sized businesses.

Essentially, she is a productivity and leadership expert.

Obsessed with execution, Sally enables people to not only get on with their work, but with their peers, senior leaders and teams. The flow-on effect of this is profound: leaders witness an even greater level of engagement and productivity from their team members.

What makes Sally different to other coaches is that she, too, has been a manager and CEO. She knows first-hand the pressure of balancing your own workload, leading a team and delivering the required outcomes. Sally has experienced the struggle of life in the trenches, so she truly gets it!

Sally has also trained and developed managers and leaders across a diverse range of industries in Australia and overseas. Her unique skillset and depth of experience means she knows how to make real, lasting improvements to productivity. It's more than a mere concept of time or people management. It's a journey.

As a leader, working with different people means managing, influencing and manoeuvring different personalities. You may be avoiding certain conversations that deep down you know should have, but you're not sure how to start or you're afraid of the ramifications. If you look at the performance of your team members and you feel overwhelmed and stuck with how to handle performance conversations, let alone get through the annual review paperwork, it can impact the way you lead your team. It can even be a challenge to work out how to praise team members in a way that feels authentic, genuine and not tokenistic. Being in this situation can impact how effective you are at achieving what's required. Your home life can be affected, too.

Sally understands this. She can help you begin the conversations you need to have so you can move forward. She can help you work through your fears, take control of your leadership and be excited about your work.

Sally speaks, mentors, trains and coaches feedback, productivity and leadership. She does this through workshops, presentations and mentoring for leaders who want to build their skills and confidence so they can lead their teams more effectively – by delegating appropriately, leading difficult conversations with confidence, and giving feedback in ways that effect positive change.

Sally can help you understand the different team roles and behaviours at play and why conflicts arise. More importantly, she teaches you how to resolve them quickly.

To find out more about Sally and her programs, go to
www.sallyfoleylewis.com

An inability to tolerate feedback is an inability to allow yourself personal growth
- Unknown

I think it's very important to have a feedback loop, where you're constantly thinking about what you've done and how you could be doing it better.

– Elon Musk

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It's a big step from criticising what you think is wrong to working out and implementing what you think is right.

- Julia Gillard

*Former Australian Prime Minister
Australian's First Female Prime Minister*

Introduction

Being on the receiving end of no feedback, silence ... tumble weeds ... when new to an organisation and wanting to do well is unnerving, to say the least.

Being on the receiving end of vague, flippant praise mixed with backhanded compliments is dirty play and puts you on your guard for what other surprises may be coming your way.

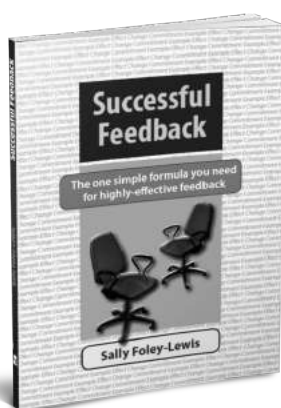
Being on the receiving end of clear, straightforward insights, and challenges to assumptions that don't rescue but rather set clear expectations supported with trust and measured support, shows respect and care.

These are just three of the many feedback sessions I have experienced as an employee over the years. While some feedback conversations stung, others were challenging as I thought I needed more support and reassurance so I left the conversation wanting more. I also struggled when every effort I employed went unnoticed with zero feedback offered.

When I stepped into my first leadership role and was all of a sudden on the giving, and not just receiving, end of feedback, these past lessons came in handy. Did I instantly become an expert feedback giver? No! But having experienced the good, the bad and the ugly of feedback ensured that when I stepped in to give feedback I knew my intentions included helping, focusing on behaviour, and not being personal; and most of all, I knew my team wanted and needed quality feedback.

Since my first leadership role I have spent significant time dissecting feedback, exploring what it's really about and what the real outcomes of feedback should be versus what it often tends to be.

Successful Feedback is the how-to for ensuring you have the skills, confidence and structure to quickly plan and deliver feedback in authentic, respectful, open conversational manner. This structure can apply to the informal moments you leverage during the day-to-day and in the more formal performance review meetings.



This is not the first *Successful Feedback*. I wrote an edition in 2012. But this *Successful Feedback* is not a second edition. The topic – the whole skill of feedback – deserved a fresh start. The gems from the quick read 2012 *Successful Feedback* version are included in this *Successful Feedback* and are accompanied with more insight, support and guidance for you to be an even more confident giver and receiver of feedback.

Feedback is an essential skill for any leader to be successful. When it comes to interpersonal communication skills, so many managers often quip, “it’s not rocket science”! That’s true, being able to communicate with others in an effective and positive way is not rocket science however that doesn’t mean it’s easy. It’s complicated and it can be tricky.

Today, I work with dedicated professionals who know that leadership is a behaviour. And like all behaviours they can be learned and improved. The journey of a successful leader includes constantly looking for ways to improve.

I have the great privilege of working with thousands of managers across multiple industries, internationally and in Australia. I'm passionate about helping them to be successful leaders. No matter the geography or the culture, common leadership challenges face us all, feedback being high on that list of challenges.

I'm excited to share this book with you. It matters not what role you're in or what your job title is. *You are a leader.* A leader is not a job title – it's a behaviour. If you have a burning desire to have easier, more effective, influential performance conversations that truly lead to positive results, this book is for you.

When leaders are prepared to step into conversations that may at first seem challenging, but yet they persist, stay calm, focused and results-oriented, they will be better leaders. Your team will thank you for it, even if they never actually say it.

This book is for you if you know you've avoided tough conversations.

This book is for you if you feel giving praise is awkward.

This book is for you if you have given feedback in the past and it's backfired.

This book is for you if you'd like to receive feedback in a more helpful and developmental way.

Enjoy.

Examine what is said and not who speaks.
– African proverb

Chapter 1

Feedback – what is it really?

1.1 What good feedback can do for you, the team and the bottom line.

1.2 The 3 A's of Feedback

*Is it failure or is it feedback? You have a choice.
- Sally Foley-Lewis*

Feedback – what is it really?

Feedback is information for change. Most feedback managers give (or are expected to give) is intended to bring about change: improved performance, productivity, amended processes or opportunities to value-add. Giving feedback without a change or action component is just giving information.

Feedback is about a response to performances exhibited and performance expectations.

Corrective feedback –performance that needs improving
Praise – performance that needs acknowledgement

According to research by US professional services firm Zenger Folkman in 2014, 57% of respondents preferred feedback that was designed to correct behaviour versus 43% who preferred praise. Additionally, 72% stated they would prefer to receive feedback that provided corrective guidance.

Feedback, be it corrective or praise, needs to build confidence in the individual and the team.

One common complaint employees have is that they do not get any feedback that tells them how well they are doing or where and how they can improve. This lack of feedback quality and quantity leads to employees being disengaged in the workplace. And that means employees are not bringing their A-game to work. Their productivity suffers because they have no direction. While you can improve the way you give feedback to your people, also consider how you can improve the way you receive feedback from your employees, peers and senior leaders.

1.1 What good feedback can do for you, the team and the bottom line.

When you give quality feedback you are creating a culture of support, respect and clear expectations. This leads to your team understanding:

- Why their role exists
- What they are meant to be achieving
- What they are doing well and what needs improving
- What impact their performance has on others in the workplace and on the bottom line
- What goals are being achieved and which ones are not or need changing

By having the information to all these points you and your team co-create a plan of action that is focused, results-driven and engaging.



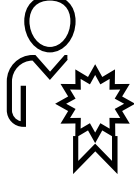
Poorly delivered feedback has a negative affect on motivation which then impacts focus and goal attainment. Conversely when time and effort is spent on providing quality feedback – be it corrective or praise – the potential value includes:

- Employee's self-image is enhanced and therefore feels valued and a part of something worthwhile.
- As the leader, your own role can be respected and valued more.

- Productivity increases and improves through clarity in goals and expectations and therefore employees use their time more effectively.
- Interpersonal communication improves.
- Trust deepens.
- Resilience as a team improves as individuals can cope with corrective feedback in a more constructive way.

1.2 The 3 A's of Feedback

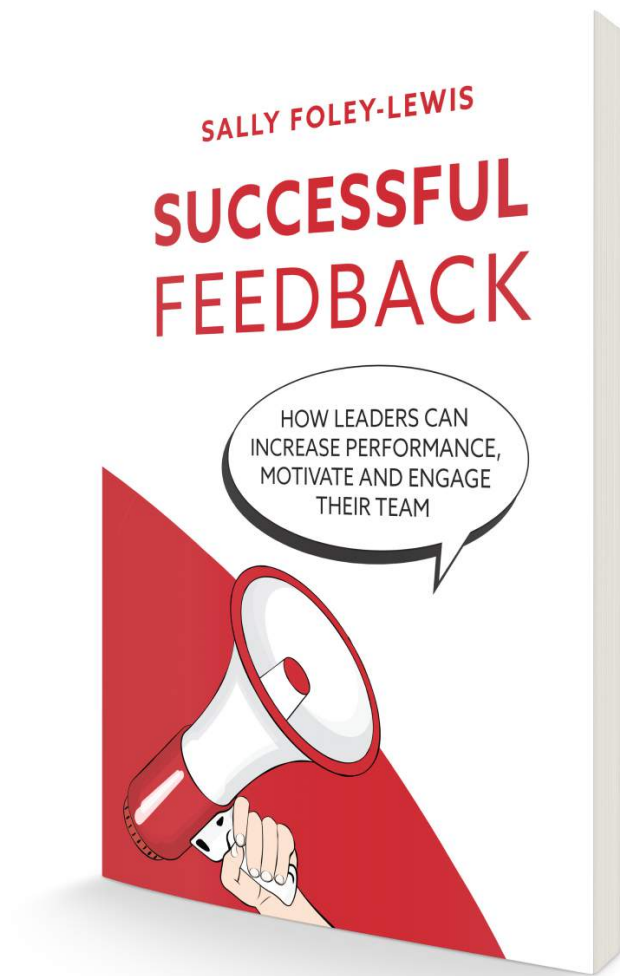
What every quality successful feedback conversation is striving for is the three A's:

		
1. AWARENESS	2. ACTION PLAN	3. ACHIEVEMENT
<p>By stating or showing the person what the feedback is (e.g. evidence) and discussing the effect their current performance has on work output, quality, the team, resources, profits, etc., you create insight for the employee. When the employee has greater awareness of the impact of their performance this, in turn, helps the employee feel a greater responsibility to act.</p>	<p>Having a greater sense of responsibility to make change – e.g. improvements, amendments, value-adding – means the employee will have an increased willingness to step in and create an action plan. With an action plan the employee increases their potential for improved focus and increased motivation. Their performance is more likely to change for the better.</p>	<p>As the employee works their action plan, and is supported by you through the process of feedback and accountability, the employee's chances of sustained achievement and success are significantly increased. The organisation therefore achieves greater results.</p>

Want to read more?

To order your personally signed copy of Successful Feedback, click here:

<http://www.sallyfoylelewis.com/products/book-successful-feedback/>



If you would like your feedback and performance management conversation training for your management team, get in touch today:

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