

TRANSFORM YOUR BUSINESS WITH THIS SIMPLE FEEDBACK MODEL



GREAT LEADERS CREATE AND NURTURE A FEEDBACK-RICH CULTURE

Feedback is an essential ingredient in productive, high-performing and engaged teams.

While positive feedback has been shown to improve productivity and employee engagement, that's not the whole story.

Gallup research shows regular constructive feedback (positive or negative) creates a more open workplace with better morale and serves to normalise feedback as an essential part of organisational culture.



**Make feedback normal,
not a performance review.**

Executive coach and writer for Harvard Business Review Ed Batista believes feedback should not be reserved for formal conversations and performance review meetings.





**FEEDBACK
IS FUEL FOR SUCCESS**

**“We all need people who
will give us feedback.
That’s how we improve.”**

Bill Gates

When employees feel comfortable giving and receiving feedback on a regular basis, great things can happen.

Heart Talent is deeply committed to supporting you to tackle the most critical challenge facing all leaders: Attracting and engaging the right talent.

We believe you can transform your organisation with the people you hire. But we know that's just the beginning.

Feedback is a critical part of employee engagement and productivity.

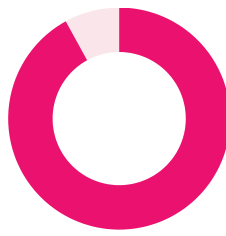
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“Collectively reflecting on objectives and performance can improve learning, creativity, innovation and engagement.”

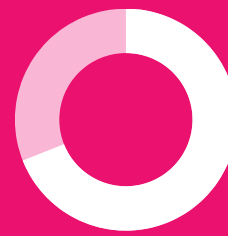
- Cynthia Harris, Heart Talent



What employees and leaders say about feedback



92% of employees agree negative feedback is effective at improving performance when delivered appropriately.



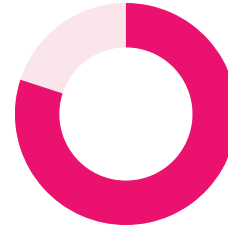
69% of employees would work harder if they felt their efforts were better recognised.



Nearly 60% of people would like feedback on a daily or weekly basis..



72% of employees under age 30 would like to receive daily or weekly feedback



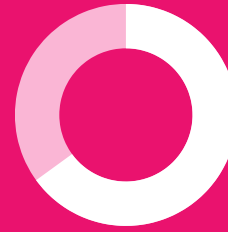
80% of Gen Y employees prefer on-the-spot recognition over formal reviews.



77% of HR execs believe performance reviews aren't an accurate representation of employee performance.



40% of employees get little or no feedback at work.



65% of employees want more feedback on their work



58% of managers feel they don't give enough feedback.

BARRIERS TO EFFECTIVE FEEDBACK

Feedback is fuel for success. However, to be effective, it must be delivered in the right way.

When designing feedback systems for your organisation, consider the following potential barriers.

LACK OF PSYCHOLOGICAL SAFETY

It's critical to create a culture where feedback is genuinely welcomed and openly received.

If people are fearful of providing or receiving feedback, it will be ineffective and potentially damaging. Making feedback a normal part of your everyday working environment is the key.



INAPPROPRIATE DELIVERY

Research by Gallup reports only 26% of employees strongly agree that the feedback they receive helps them do better work.

Unfortunately, it's not uncommon for managers in traditional leadership structures to give unsolicited feedback in open settings (for example, team meetings), not taking into account people's feelings. This could lead to defensiveness or worse yet, shaming.



OLD-FASHIONED THINKING



Gallup research shows employees often feel feedback happens to them. Traditionally, feedback was pushed in one direction (manager to employee), episodic (often given only in formal reviews) and focused on past mistakes that couldn't be fixed.

Forget hierarchical, top-down, command-and-control structures.

The modern workplace is very different – agile, decentralised and matrixed in structure. This means employees have more autonomy, control and are required to be more creative.

It follows that the old way of giving feedback isn't appropriate or effective. Leaders must create a two-way dialogue, ask questions and really listen to their people.

Effective feedback is 360 degrees, gathered from each employee's managers, peers, wider team members and the employee themselves.

INCORRECT ASSUMPTIONS



It's a commonly held belief that feedback will lead to improved performance. Yet research tells us this simply isn't true.

While post-feedback performance can improve modestly, according to Gallup, more than one third of the time, feedback leads to worse performance.

Wharton Business School research reports that when employees receive positive feedback, they often feel there is no need for them to change anything about their performance.

When they receive negative feedback, people often respond with skepticism or anger, report feeling discouraged and that the feedback is unfair. This highlights the limitations of traditional feedback systems.

Rather than one-way instruction and criticism, Gallup suggests we should aim to create an open, two-way, middle-of-the-action dialogue that strengthens relationships.

WHAT EFFECTIVE FEEDBACK LOOKS LIKE

GOOD FEEDBACK IS:

- an ongoing conversation
- informal and in the moment
- focused on behaviours, not the person
- specific and meaningful
- genuine and sensitive
- constructive and productive
- used to reinforce positive behaviours

Possibly the most important feature of effective feedback is frequency. Research shows employees want quick, regular feedback whenever they can get it.

While Gallup refers to this as 'early and often,' we like to call it feedback microdosing.



Often, employees can experience feedback as criticism, delivered far too long after the fact. Research shows feedback is helpful when it's immediate and constructive".

- Cynthia Harris, Heart Talent

Transform your business with this simple, effective feedback model.

Here's our favourite model for feedback microdosing.

It's simple and works for both established teams and new recruits.

Your team members can use these easy in-the-moment questions to glean small, regular doses of feedback.

The MORE BETTER DIFFERENT feedback model

This model works because it uses a pull feedback mechanism. This means it is employee-led, and it empowers your team to proactively seek feedback from their leaders and peers.

What do we mean by employee-led? Your employees are in charge of activating it. Did someone say proactive employees who want to improve their own performance? Yes, please!

THIS MODEL CENTRES ON THREE SIMPLE YET POWERFUL QUESTIONS:

- 1 What do I need to be doing MORE of?
- 2 What can I focus on doing BETTER?
- 3 Is there anything I should be doing DIFFERENTLY?

These questions can be asked at any time, in normal everyday situations in the workplace. No need to wait for weekly 1:1 meetings or performance reviews.

MORE

Question 1 pulls feedback about what is going well, which will empower and motivate people.

It helps them identify and understand their positive behaviours, so they can focus on delivering more of the good stuff.



BETTER

The second question helps people to understand what's not going so well and identify areas for improvement.

Using this model, the employee pulls the feedback from their manager, leader or peer.

It's a courageous and empowering process that enables them to digest the feedback and use it constructively.



DIFFERENT

The final question in this model allows the employee to pull feedback about things they are doing which need to change or evolve.

Gathering this feedback via a pull mechanism will mean the employee can more easily own the feedback and is more likely to use it constructively.



Benefits of the
MORE BETTER DIFFERENT
feedback model

PULLING POWER

While traditional feedback systems push feedback from manager to employee, More Better Different uses a pull mechanism, which is proactive and empowering.

SPECIFIC & MEANINGFUL

Using direct but open-ended questions to request feedback will elicit specific, meaningful responses that can be easily actioned.

SHIFT IN POWER

By inviting feedback rather than waiting for it, the employee is in the drivers' seat. They'll have a sense of empowerment and ownership of their own growth and progression.

FEEDBACK CULTURE

Introducing this model will normalise feedback in your organisation and create a culture that encourages, embraces and benefits from feedback conversations.

PRACTICE = PERFECT

Introducing this simple model to your team will give people more practice asking for and delivering feedback, in turn honing their communication and feedback delivery skills. Win-win!

IMPROVE TRUST

By normalising feedback and empowering your team to pull feedback regularly, you're building trust between colleagues and creating an environment where people will feel safe giving and receiving feedback.

REBRAND FEEDBACK

In traditional workplaces with one-directional, push feedback models; often employees dread feedback and leaders dread giving it. This model will help you all shift from feeling awkward about it to embracing it.

More about pull feedback and microdosing.



MORE BETTER DIFFERENT is an example of a pull feedback model where employees actively seek feedback and take the lead in feedback conversations. Feedback systems based on a pull mechanism are endorsed by Wharton Business School.

Traditional push feedback from manager to employee is often seen as correction, met with skepticism and can leave people feeling discouraged. Using a pull model can be empowering and encourage proactivity, self-reflection and a growth mindset.

EY ENCOURAGES EMPLOYEES TO PULL FEEDBACK

Leading global consulting firm EY not only uses a pull feedback model, they incentivise people who use it. Feedback, coaching and people development are among the core pillars of performance that all EY staff are measured by. Alongside formal role requirements, EY staff are rewarded for regularly seeking feedback from and across all levels of the organisation. Employees are incentivised to actively seek feedback from their peers and leaders. This pull model of performance evaluation is a key aspect of the firm's culture.

MICRODOSING IN THE US ARMY AND DELOITTE

Both the US Army and global consulting firm Deloitte have realised the benefits of feedback microdosing and introduced systems for this effective method with their teams.

Deloitte's performance review process explicitly acknowledges recent feedback is more relevant than historical performance. Through various processes, including self-assessment and multi-point feedback, employees are able to record and review their performance in the moment throughout each year, providing meaningful feedback and regular opportunities for reflection.

A key aspect of the US Army's employee performance measurement system is After Action Reviews (AARs) which critique each individual's contribution to every mission and provide detailed feedback on required improvements and problems to be fixed before the next mission.

While a large driver of this system is risk mitigation, it's a great example of the value of frequent, specific feedback to lift performance.

FEEDBACK IS FUEL FOR SUCCESS. IT IS A CRITICAL INGREDIENT IN EMPLOYEE ENGAGEMENT AND PRODUCTIVITY.

When employees feel comfortable giving and receiving feedback on a regular basis, great things can happen. We know you can transform your organisation through the people you hire.

Creating a feedback-rich culture will ensure your team is engaged and performing well.

As part of our commitment to helping leaders to hire the best talent, Heart Talent is constantly evolving and improving our knowledge and processes. We hope you find this guide to effective feedback useful and look forward to hearing your comments and feedback.

Please get in touch with Cynthia Harris at cynthia@hearttalent.com.au or 0432 044 527.





Ready for a modern, marketing-led approach to talent?

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