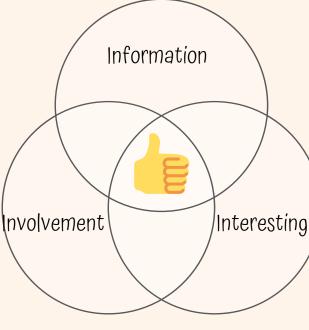
HOW TO INCREASE PARTICIPATION **IN FEEDBACK CONVERSATIONS**

How frustrated do you get as a leader when the person to whom you're delivering feedback doesn't respond much, if at all? Here are some tips:

"Tell me & I hear; show me and I understand; involve me & I will engage". You can triple their chances of listening, believing, trusting, & sustainably implementing the feedback if you apply <u>the tactical use of purposeful questions.</u> Usually questions are to get answers but here, the main point is to involve & engage them. You'll also get answers but that's not the main point.



When they join the team, explain what feedback is and its purpose (improve performance). It's for everyone & will happen all the time. No one's in trouble. Use a consistent structure: expectation -<u>> behaviour -> gap -> plan</u>. When you deliver the feedback, make it objective not subjective and describe actual behaviour / results vs expections.

Frame this specific feedback in a way that's practical and relevant to them. What's their WIIFM (What's In It For Me?) Generally, ensure they get positive feedback, even if it's for effort not results, so the corrective feedback is less stressful.

The Questioning Diamond: (Drive participation; Retain control)

Then, go wide with open questions about the performance

gap Talk me through...", "What's the story...", "Help me understand...?"

Then go deep with probing questions

Repeat a key phrase they've used. "Tell me more about that...?"

Start by stating: the specific expectation vs the specific behaviour + the gap + the purpose of feedback

Actively listen

Guide them to self-discovery with filtering questions

Even if you've got the solution, don't tell them, as that creates dependence. Ask "What are some options...?", "What else might...?", "What might happen if...?" Use "might" rather than "shcold". (If they struggle, you can slip in your own ideas here)

Close by narrowing down with 'forced choice' closed questions

Using their ideas, offer a short list of choices for. them to do better next time.

Finish by asking <u>them</u> to summarise agreed actions. Confirm with a quick email & followup in a week

Actively listen

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