



Program Overview
Essential Supervisory Skills





- Coaching as the Key to Being a Successful Supervisor
- Setting Goals for Performance and Development
- Providing Effective Feedback to Guide Performance
- Conducting Performance Evaluations



Providing Effective Feedback
to Guide Performance
Essential Supervisory Skills



County of San Diego Essential Supervisory Skills Program Exercise: Value of Feedback

- Introductions
- What do you like most about being a Supervisor?
- Why is feedback important?
- What are the challenges in giving feedback?
- How do you like feedback provided to you?



County of San Diego Essential Supervisory Skills Program Training Topics: Giving Effective Feedback to Guide Performance

Why is feedback important and how does it help you be a better supervisor?

What makes feedback Value-Added?

What are the steps for giving Value-Added Feedback?

What are the challenges to delivering feedback?

How can you make it a habit to deliver feedback consistently?

County of San Diego Essential Supervisory Skills Program How Feedback Helps You Be a Better Supervisor

- People have "blind spots" regarding the impact their actions have on others
- Without feedback, people are left with indirect information (consequences without explanation)
- Little or no feedback can result in being overly self-critical or too self-confident



 Essential Supervisory Skills Program | **How Feedback Helps You Be a Better Supervisor (Continued)**

Feedback

- Is essential to learning
- Helps to increase self-awareness
- Helps to boost motivation
- Improves performance



 Essential Supervisory Skills Program | **Importance of Feedback to Employee Engagement**

- 2009 Gallup Study revealed that when managers give little or no feedback to employees the results are:
 - 40% were actively disengaged
 - Only 2% were engaged
- To work productively, employees need to feel wanted
- They need to feel that their work has purpose
- When employees are ignored, they get the strong message that they are unimportant to the organization



 Essential Supervisory Skills Program | **What is Value-Added Feedback?**

Is information-specific, issue-focused, and based on timely observations of work-related behaviors and performance

Adds meaning to the employee's understanding of what is going well and how to improve

Doesn't focus on correcting the past - because the past can't be altered

Encourages learning and successful future performance





Praise and Criticism
vs.
Value Added Feedback



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How Praise and Criticism Differ
From Value-Added Feedback

Praise and Criticism


- Tend to be general and subjective
- Don't make clear what you want to reinforce or change
- May feel insincere
- May have unintended consequences
 - Praise may result in disappointment or apathy
 - Criticism may result in defensiveness or resentment



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Examples of Praise

- "Good job on that report!"
- "That was excellent."
- "Nice work with that client."
- "Keep up the good work."

 Essential Supervisory Skills Program | **Examples of Criticism**

- "How could you make that mistake? What were you thinking?"
- "The report is long and boring."
- "PowerPoint looks terrible, try something else."

 Essential Supervisory Skills Program | **Why Value-Added Feedback?**

Least expensive, most powerful, and most underused supervisory tool

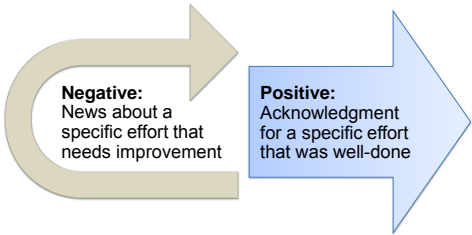
Strengthens communication and builds trust

Raises self-awareness of employees' behaviors and resulting impacts

Increases employee engagement



 Essential Supervisory Skills Program | **Types of Value-Added Feedback**



County of San Diego Essential Supervisory Skills Program Levels of Supervisory Feedback

Level 1 – Value-Added Feedback

Level 2 – Specific Direction

Level 3 – Counseling

Level 4 - Discipline

Horizontal lines for notes corresponding to Level 1-4.

County of San Diego Essential Supervisory Skills Program Steps for Giving Feedback

- 1. Be clear what your intention is
a. Do you want to reinforce desired behavior (positive) or correct/adjust behavior (negative)?
2. Prepare
a. Review the Value-Added Feedback model
b. Script the steps for "State the Behavior" and "State the Impact", especially for negative feedback
3. Deliver the feedback
a. Be authentic
b. Pay attention to the response
c. For level 1 feedback, it's OK to stop if it isn't received as intended
4. Follow-up
a. Determine whether to document feedback
b. You can send an email and/or save notes in My Team




Horizontal lines for notes corresponding to the steps for giving feedback.

County of San Diego Essential Supervisory Skills Program Value-Added Feedback Model

- 1. Ask if the time is right
- "Can I share something with you?"
2. State the behavior
- "When you..."
3. State the impact
- "Here's what happens..."
4. Pause
5. Ask for Change
- "How can you do that differently...?"
6. Offer Support



Horizontal lines for notes corresponding to the Value-Added Feedback Model steps.

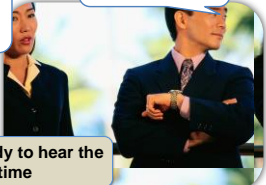
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Feedback Model: Step 1

1. Ask if the time is right


“Can I share something with you?”

“Can I give you some feedback?”



If the person is not ready to hear the feedback, find another time

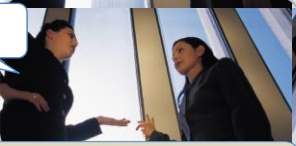
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Feedback Model: Step 2

2. State the behavior


“When you...”



Describe what you saw or heard

- Words that were said and how they were said
- Facial expression and body language
- Quality, completeness and timeliness of work product

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Feedback Model: Step 3

3. State the impact

Here's what happens . . .


“It causes this...”

“It makes me think ...”

“This was really helpful because . . .”

“I have to...”

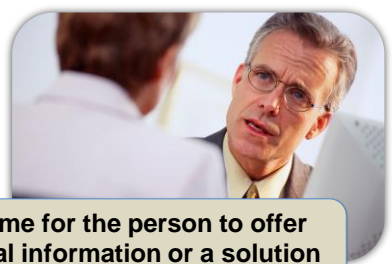
“The benefit is...”



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County of San Diego Essential Supervisory Skills Program Feedback Model: Step 4

4. Pause



Allow time for the person to offer additional information or a solution (typically when feedback is negative)

Horizontal lines for notes.

County of San Diego Essential Supervisory Skills Program Feedback Model: Step 5

5. Ask for change or acknowledge the positive

Diagram showing feedback questions and responses: "How can you do that differently?", "What would be a better way to handle that situation?", "What went well for you? What did you learn?", "Thanks", "Please keep doing what you're doing?". Includes the word "or" between the first two questions.


Horizontal lines for notes.

County of San Diego Essential Supervisory Skills Program Feedback Model: Step 6

6. Offer support

Image of a man and a woman looking at documents. A speech bubble says "What can I do to help?"



Horizontal lines for notes.

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Tips for Value-Added Feedback Model

Keep it...

- **Short: 6 to 10 seconds**
- **Casual and informal**
- **Non-confrontational**
- **Specific and timely**
- **Where you can find it**
(Notes for significant feedback will be useful when it comes time to write the performance evaluation)




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Health & Wellness Stretch Break

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Positive Feedback


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Positive Feedback Example

"Bob, can I share something with you?"

"You did a very complete job of following the work order instructions that Sue gave us last week. She told me that she would recommend us without hesitation."




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Tips for Positive Feedback

- Describe the results or behavior you are recognizing as specifically and immediately as possible
- Focus positive feedback on process, not ability
- Don't use positive feedback as a prelude to negative feedback
- Be generous with positive feedback, but only when it's sincere
- Be careful it doesn't come across as turning up the pressure to perform
- Pay attention to how positive feedback is received
- Be willing to change your approach if you don't get the desired result or reaction



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Illustration: Positive Feedback Video



Value-Added Feedback Workshop

 Essential Supervisory Skills Program **Group Exercise**

- What are some scenarios or situations when positive added value feedback would be appropriate?
- Practice Demonstrations



 Essential Supervisory Skills Program **Written Exercise:**

- Using the Value Added Feedback model, think of someone on your team you would like to give positive feedback to.
 - This could be for something they've accomplished or a strength you would like to acknowledge.
- Write out your script.



 Essential Supervisory Skills Program **Exercise: Positive Feedback**

- Form groups of three
- Take turns role playing
 - Giving positive feedback
 - Receiving positive feedback
 - Observing
- Debrief





Negative Feedback



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Negative Feedback Example

“Bob, do you have a few minutes?”

“When you were late to our unit meeting this morning, it set us behind as we needed to catch you up.”






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Tips for Negative Feedback


- Be clear about your intentions - know what you want to be changed or be different
- Don't give negative feedback when you're angry
- Be factual and descriptive, not judgmental
- Don't exaggerate - avoid "always", "never"
- Consider the source, don't rely on hearsay



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Tips for Negative Feedback (Continued)

- Think like a teacher or coach
- Be discreet, respect privacy
- Protect self-respect and dignity
- Always prepare
 - Script
 - Practice
- Check that your feedback was received as it was intended



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Illustration: Negative Feedback Video




Value-Added Feedback Workshop

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Group Exercise

- What are some scenarios or situations when negative value added feedback would be appropriate?
- Demonstrations



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City of San Diego Essential Supervisory Skills Program | Tips for Preparing Scripts

- Preparing a script helps you
 - Think through how to deliver the intended message effectively
 - Be clear about what you want to say before you say it
 - Anticipate and be ready for possible reactions
- Focus on the opening statement "When you...here's what happens"
- Use the script as a guide, but not something to read during your discussion with the employee
- Listen remain open to the receiver's views



City of San Diego Essential Supervisory Skills Program | Exercise: Negative Feedback Practice Your Script

- Think of someone on your team who needs feedback to improve their performance.
- Write out your script using the value added feedback model



City of San Diego Essential Supervisory Skills Program | Feedback Exercise – Case Study 1

- Form groups of three
- Take turns role playing
 - Giving feedback
 - Receiving feedback
 - Observing
- Debrief



 Essential Supervisory Skills Program | **Feedback Exercise – Case Study 2**

- Form groups of three
- Take turns role playing
 - Giving feedback
 - Receiving feedback
 - Observing
- Debrief



 Essential Supervisory Skills Program | **Feedback Exercise – Case Study 3**

- Form groups of three
- Take turns role playing
 - Giving feedback
 - Receiving feedback
 - Observing
- Debrief



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Health & Wellness Stretch Break




Feedback Pitfalls



 Essential Supervisory Skills Program | **Common Feedback Pitfalls**


- Delivering feedback when upset
- Not picking the right time or setting
- Waiting too long between the behavior and the feedback
- Trying to address a laundry list of issues
- Over explaining – Not being clear and direct
- Not pausing to give time for the employee's input or solution
- Other?



 Essential Supervisory Skills Program | **Tips for Finding Opportunities to Give Feedback**


- Think through your daily interactions with the employee and, if necessary, schedule periodic opportunities to observe the employee in action
 - Participation in team meetings
 - Interactions with clients
 - Presentations
 - Reports
 - Other?
- Create an intention to notice and comment on his/her performance
- Schedule and protect regular one-on-one meetings
- Conduct interim reviews




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Tips for Building Your Confidence Giving Feedback

- Remember that the Value-Added Feedback model isn't meant to address significant performance issues
- Personalize the model so that it works for you
- Practice, practice, practice (and start out with an emphasis on positive feedback)
- Be patient with yourself; you don't have to be perfect
- Remember you are only responsible for delivering the message, not how the employee responds
 - Whether or not the employee likes/agrees with the message, he/she is still responsible for his/her own performance




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Tips for Building Trust and Improving Receptivity

- Explain to the employee upfront that you are committed to providing him/her with more feedback and why
- Ask the employee about his/her preferences
 - How does he/she like to receive feedback?
- Start with an emphasis on positive feedback for the first month
- Use a problem solving approach
 - Focus on the future
 - Look for mutual understanding rather than automatically assuming you're right
- Avoid the common feedback pitfalls




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Exercise: Feedback Challenges

- Work in pairs
- What are some of the challenges you have faced when delivering feedback to a direct report?
- How have you addressed these challenges?
- How can the value-added feedback model and the concepts discussed today help you address some of your challenges?



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Value Added Feedback Check List





Wrap-up

- Complete your Learning/Action Log
- Pick a few key things you want to focus on to improve or increase the feedback you give to your direct reports
- Develop a work plan and share it with your supervisor

 Essential Supervisory Skills Program | **Other Training Resources for ESS Graduates**

1. **Effective 1:1 Meetings –**
2. **Communicating Expectations –**
3. **Difficult Conversations –**
4. **Supervisor’s Guide to Progressive Discipline**
5. **Employee Documentation –**

And much, much more at www.smcgov.org/LMS

 Essential Supervisory Skills Program | **Feedback**

- What did you find most useful about today’s workshop?
- What didn’t work for you?
- What support would help you become more confident and effective giving feedback?
- Other comments?
