The Supervisor's Guide to Giving On-target Directions, Helpful Feedback and Constructive Criticism
OBJECTIVES:

1. What is feedback
2. Different styles of feedback
3. How to word praise and criticism
4. Listening inhibitors
5. Becoming a persuasive leader
6. Increase employee motivation
7. Clarify expectations
Information we receive from others defining their perception of us in terms of looks, actions or things we have said
Feedback is seldom just verbal:

- It's emotions
- It's timing
- It's location
- It's body language
- It's all of that put together
CONSIDER THE INTENT OF FEEDBACK

If you do not have positive intent, a positive outcome is just not possible.

Feedback tells us what is working and to what is not working.

It’s an opportunity to expand your understanding of the perception of others.
9 PERSONALITY TYPES AND HOW TO HANDLE THEM
Feedback Fanatics

They constantly seek approval and they demand a lot of time and attention.

Balance between being supportive and encouraging employees to take initiative.
Persecution Complex

Tend to argue about things that have nothing to do with the topic at hand

Bring the conversation back to the original point
Intimidators

They try to get the upper hand in a conversation by using intimidation tactics.

Remain neutral and calm, speak softly and slowly.
Always ready with an excuse, never accepting any of the blame

Stay focused on the problem
5 Hostile Employee

Common response when employees are hurt or disappointed

Make sure you are not criticizing employees personally
6 Insubordinate Employee

Refuse to accept your authority in any feedback you give.

Find out the employee’s position. Why are they rejecting your feedback?
Thin-skinned Employee

Employees with shaky self-confidence who are sensitive to criticism

Concentrate on the facts
Overly Cautious Employee

Diligent, but slower pace means slower production and bottlenecks for others

Find out why they're so cautious and then tailor the feedback accordingly
They need the most feedback in order to get up to speed.

Discuss job requirements, then set out short-term goals. Give extra feedback.
**DOS AND DON’TS**

**DO’s**
- Do focus on specific events
- Do make change the goal of your feedback
- Do solicit input
- Do postpone criticizing

**DON’TS**
- Don't sugarcoat negative feedback
- Don't dilute the impact
- Don't put employees on the defensive
- Don't use “always” and “never”
Some nurses who decided to extend working after retirement at 65 years old, in contrast to the participants who had retired at 65 years old. Regarding the shift work more than five times per month, it meant that only 11.6% of the nurses who still perform shift work have more days of work until they are 65 or older. On the other hand, participants who had decided to retire at 65 years old and accounted for more than five times per month, it meant that only 11.6% of the nurses who still perform shift work have more than five times per month.
Different Types of Feedback

Valid Feedback

Unjustified Feedback

Vague Feedback
Silence is one of the most common forms of feedback.
The manager's criticism can create distrust and hostility, which will make it even more difficult to discuss the actual problem.
Be specific when giving feedback
#1 reason employees left their previous job was because they did not feel praised or valued.
Effective employee recognition is an art. It is not a science.
DON'T WAIT
BE SURPRISING
STRIKE A BALANCE
Create a recognition culture

Every employee responds differently to recognition
Rewarded behavior is repeated
CONSTRUCTIVE CRITICISM
Focus on their strengths
Focus on the situation not the person

- The behavior
- The action
- The situation
- The issue at hand
Be specific

- Focus on objective points
- State specific things you don't like
- Break feedback down into key points
- Give your feedback point by point
Comment on things that are actionable
Give Recommendations

Gives a clear idea of what you have in mind

Provides a strong call to action
Lack of Enthusiasm
BARRIERS

Lack of Focus
Lack of Eye Contact
Becoming a more powerful, persuasive, influential leader
Be Curious
Listen Effectively
Be Honest
Be Confident
Tell a Story
Address Concerns
Show Empathy
What is the passion that fuels you to start your day?
Drive
by
Daniel Pink

- Purpose
- Mastery
- Autonomy
Get to know you people
1. Be a trustworthy leader
2. Significance
3. Encourage risk
4. Upward mobility
“A great leader is a leader that takes us where we don't even know we need to go.”
5. Impact
Clarifying Expectations?
Do people know what is expected of them?

People need to be told and reminded of the importance of their work.
Do employees know what they can expect from you?
Do employees know what is expected of each other?
If we treat everyone the same, we might be micromanaging some and setting others up for failure.
What are your questions?

How are you going to get started and what do you need from me?
Understand how to give direction that has the same impact as your intent

- Be very clear and concise
- Always give time frames
- Give examples
- Big picture