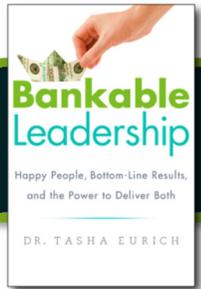


Bankable Leadership Tip Sheet #9



No-Fear Feedback

A recent study by DDI revealed that employees fear performance feedback more than paying their taxes, a bad hangover, or even a speeding ticket. Why? Most leaders are terrible at it! In fact, researchers in one study found that, in 30% of cases, annual performance evaluation conversations made employee performance worse! And often, managers fear feedback just as much as employees.

The best feedback is “No Fear.” No fear for the employee in receiving it, and no fear for you giving it. You can accomplish this by using the 2D Feedback Model. There are two kinds of feedback you should give employees:

- **Duplicate:** What behaviors do you want your employee to continue in the future?
- **Deviate:** What behaviors need to look different in the future?

Tips to Deliver “Duplicate” Feedback

- **Begin with thanks:** “Rachel, I want to thank you for all your great work on this project. I’ve really noticed how your approach to working with our team members helped them coexist peacefully.”
- **Describe what they did:** “When things were getting tense in our last project update meeting, you spoke up and said that even though frustrations were high, everyone on the team was doing their job.”
- **Explain its impact:** “This immediately diffused the tension in the room and helped everyone gain some valuable perspective.”
- **Ask for more:** “The next time you feel the team’s discussion getting heated, please take a similar approach.”
- **Reinforce the behavior when you see it again:** “Rachel, you did it again! Thank you for being the beacon of reason in our team. It is such a great help to your colleagues and me.”

Tips to Deliver “Deviate” Feedback

- **Be direct but supportive:** “Because I want you to be successful, I want to discuss how you might approach client updates differently in the future.”
- **Report the weather:** Describe the *behavior* that needs to be different and why in an even, calm tone. “In our one-on-one today, when I asked you for an update on our newest client, you physically closed yourself off and your tone of voice became short and tense. You said ‘I have it under control!’ For all clients, I need to know how things are going in case an issue gets escalated to me—then I can back you up because I know about it.”
- **Agree on the behavior they’ll try instead:** Ask for your employee’s perspective. “Can you tell me more about what was going on here and how I can support this communication?” Then, ask for their ideas with the goal of agreeing on the best approach for the future. “In the future, especially if something isn’t going well, I want to ask you to share that information as soon as you have it.” State the benefit of changing the behavior.
- **Determine next steps:** “Why don’t we take stock of how things are going next month to make sure we’re both feeling positively about things?”
- **Offer your support, and end on a positive note:** “Thanks for talking to me about this. You’re a valuable member of our team, and I know this will make a big difference in our ability to serve the client.” When you see improvements, give “Duplicate” feedback.

More resources available at www.BankableLeadership.com

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