Forget the Past (FeedBack)
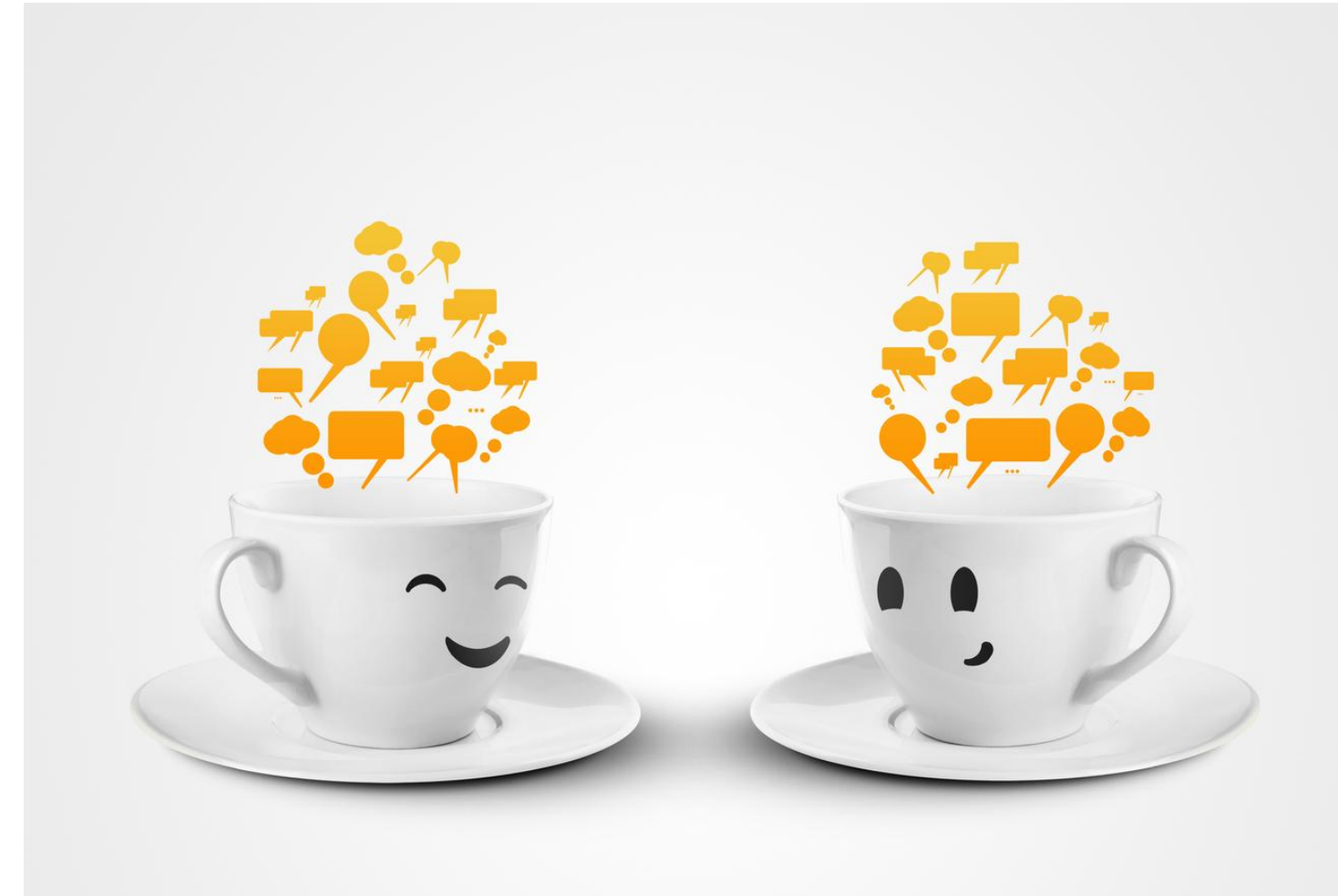## Let's Focus on the Future (FeedForward)

4 powerful ways to strengthen a conversation and achieve positive behavioural change
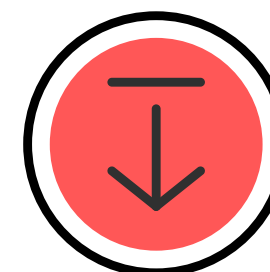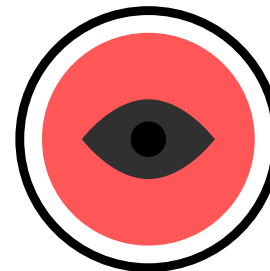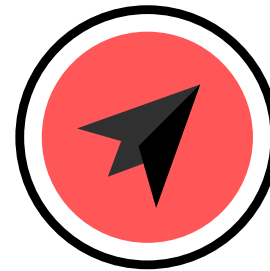
WHY ADOPT FEEDFORWARD APPROACH?

FEEDBACK

FEEDFORWARD

Emphasis on past

Emphasis on the future

Focus on measurement, not on a plan for change

Focus on creating step by step plan for change

Comes from top-down

Can come from anywhere who knows the task

Points out problems

Expand possibilities

Source: Marshall Goldsmith

4 powerful ways to strengthen a conversation and achieving positive behavioural change

1. Focus on Goals, not Standards

2. Talk about Career Growth & Development

3. Learn your A-BCDs

4. Seek input to problem solving

1. FOCUS ON GOALS, NOT STANDARDS

Start conversation by asking a few questions:

- Are the goals on track or not?
- What can the individual do to improve?
- What can others do to support?

2. TALK ABOUT CAREER DEVELOPMENT, NOT RATINGS

Employees may struggle with identifying career goals and right career path.

- Managers may help in identifying skills and experiences individual needs to acquire to fulfil career goals.
- Managers may assign developmental opportunities and allow for short-term job-rotations

3. LEARN YOUR A–BCDS

- Avoid torpedoing conversations by "learning to Avoid- Blame, Contempt, Defensiveness, and Stonewalling

- Discuss the four behaviors with your team and agree that you'll hold each other accountable for avoiding them

- Examine the other's perspective with openness and curiosity

Source: John Gottman, HBR, 2017

4. SEEK INPUT TO PROBLEM SOLVING

- Instead of digging into what has happened in the past, tell the people what you hope to learn or achieve and ask for their suggestions

- Focus on specifics not generics-pick battlegrounds strategically & selectively

- Show respect & sympathy while listening to the reviewee

- To make feedback an impact, put things in terms of what people can operationalize

Source: Joe Hirsch, The Feedback Fix

Karma Notes: Performance Enhancement Tool Using FeedForward

Swipe left to say "Going Well" and swipe right to say "Needs to Improve." Add a feed forward (Do Less, Do More) suggestion on the next page and in less than 60 seconds you've helped your colleague to develop.
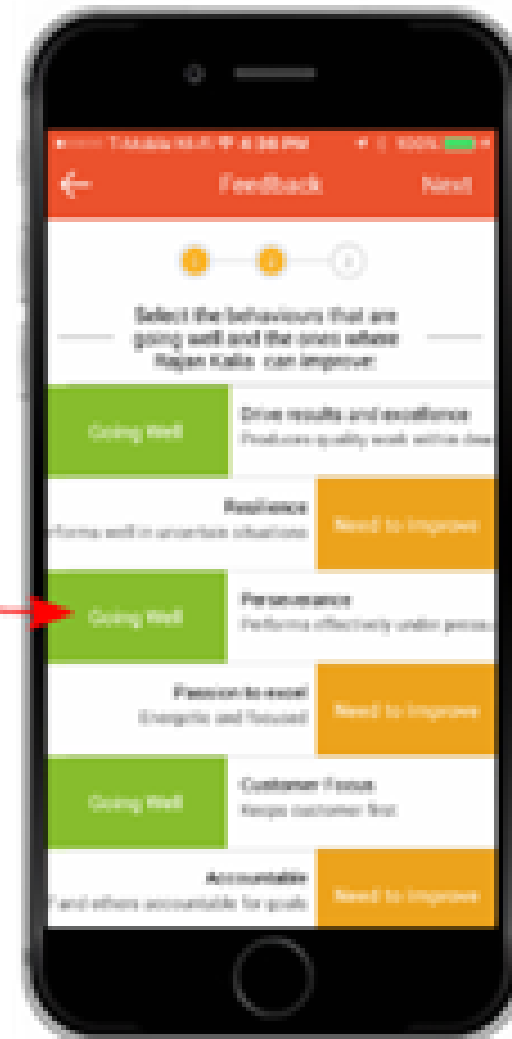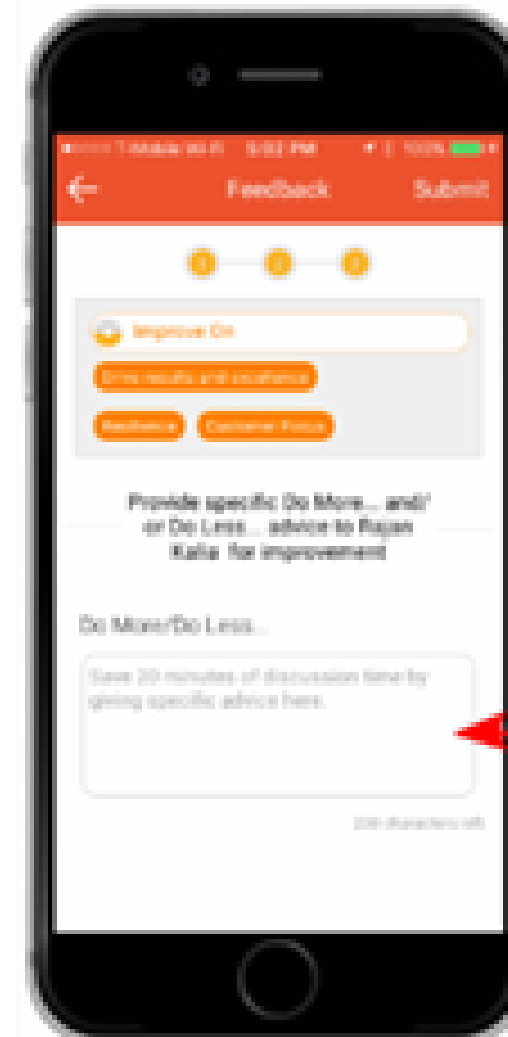
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