

Start with the Right Mindset:

- **Clear Purpose.** The focus is on modifying specific actions or behaviors that will optimize performance.
- **Positive Intent.** Have a genuine care & concern for their success.
- **Be Curious.** Be open to shift how you see the issue & listen to learn.
- **They Own the Plan.** Let them design the plan for change so they are committed to take action.

FeedFORWARD Model: GROW

1. **GOAL:** Establish a clear purpose for the conversation.
2. **REALITY:** Ask for their perspective on what's been happening & the Roadblocks in their way.
3. **OPTIONS:** Brainstorm OPTIONS. What can be done to improve the performance?
4. **WHAT:** Create an action plan to practice changes.

1. GOAL

Establish a clear purpose for the conversation. The goal is to create safety so you can discuss their actions & behaviors constructively.

	DO	DONT
Keep it Short.	A quick intro focused on the future.	Go on & on describing the situation, its impact, etc.
Give a specific example.	Give an example to ensure clarity. Try the <u>SBI approach</u> : Briefly describe the Situation, their Behavior & the Impact on performance.	Give them a laundry list of examples – that can create defensiveness.
Feed-FORWARD to Next Time.	Create a supportive, future looking attitude. Let them see it's a growth opportunity & win-win.	Labor on about what happened in the past.
Turn the conversation over to them.	Ask questions. Be curious about their point of view, why they think it is happening.	Go straight into telling mode. Let them give their explanation. Self-discovery leads to better results.
Don't make it personal.	Focus on the actual behavior without assuming intent	Label their behavior as lazy, unprofessional, etc. Labels hurt – people take them to heart.
Test Your Approach.	Run it by a peer for feedback on your approach if you feel unsure.	Make assumptions about their intent. Be open & listen. You may change your approach as you get more information.

Here's what your opening template might look like. Fill in the italics with your situation & your opening is ready to go!

"Joe, I'd like to talk about *what's happening with our customer Ms. Jones*. There are concerns that *we may lose the account*, so I'd like to figure out what we can do to *improve our relationship with the customer*, what do you think is happening?"

2. REALITY

Encourage them to self-reflect & self-critique. You are coach - be curious, listen & ask questions.

Examples:

- What's going well? What do you need to do more of?
- What's not going well? What do you need to change or stop doing?
- What does success look like to you?
- How do you think these changes will help you?

In addition to asking questions, you'll be listening for what might be misinformation, blind spots or even a belief that it 'can't be changed'. You can offer your perspective on these things.

Examples:

- **Perceived Barriers/Roadblocks.** What's been getting in the way?
- **Assumptions.** What conclusions have they drawn that may not be true?
- **Blind Spots.** What other perspectives could be considered?
- **Misinformation.** Share additional insights and information.
- **Stuckness.** Offer additional options & perspectives.
- **Contradictions.** Help them see where they might be contradicting themselves - this often occurs between the stated intention & actions.

3. OPTIONS

Work towards solutions. You want to approach this as a coach & let them go first.

- Ask them what they think is the best OPTION or solution to try next. In a self-critique, you are trying to help them think more deeply about the issue than they have before, based on the REALITY dialogue.
- A common error in making suggestions is not spending enough time exploring what's been already tried in the REALITY step. The result is when you offer a suggestion, they say "I already tried that one".
- If they draw a blank on what to do next, offer them a suggestion. But don't offer them a full implementable plan. Offer them a direction & then let them work to make it their own.

4. WHAT & COMMITMENT

Work with them to create a plan so they have a strong path to move forward.

Examples:

Which of these solutions feels like the best next steps?

- What support/resources do you need?
- What obstacles might you meet along the way? How could you mitigate them?
- How can you hold yourself accountable?
- How will you get feedback on your progress? How will you know it's working?
- On a scale of 1-4 (1 being low), how committed do you feel to the plan?
- What insights did you get today?
- How can I help?

Sources:

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