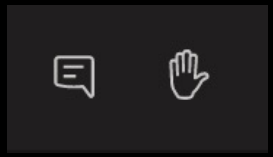
Giving performance feedback

ELM Module : Vital conversations

Ready for the session..

Find the Chatbox and Hands Up controls



Mute any background notifications and phones

Learning outcomes

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Providing constructive, performance-enhancing feedback	Managing poor performance

Session roadmap

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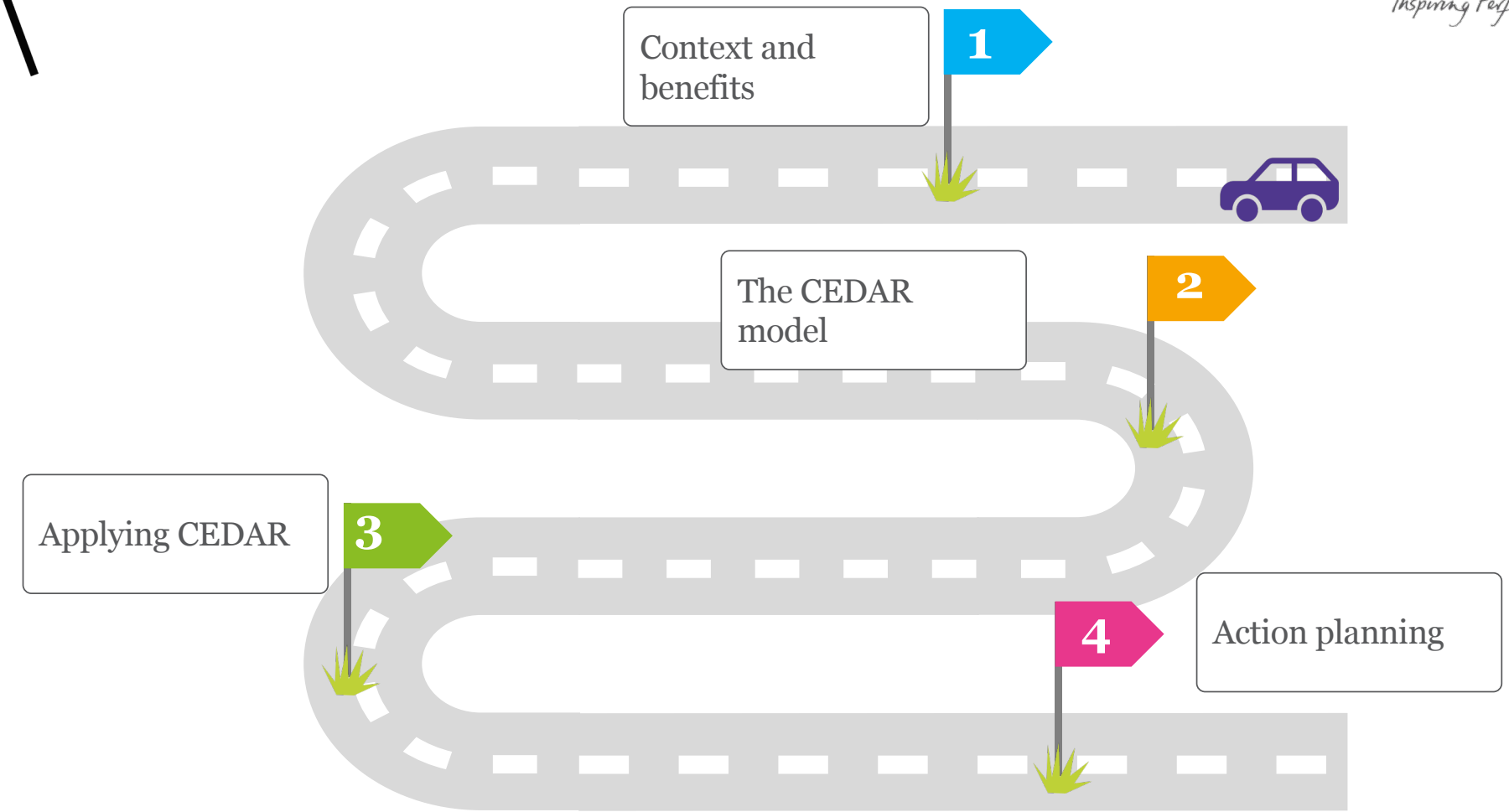

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Context and benefits

Behavioural feedback : Your experiences

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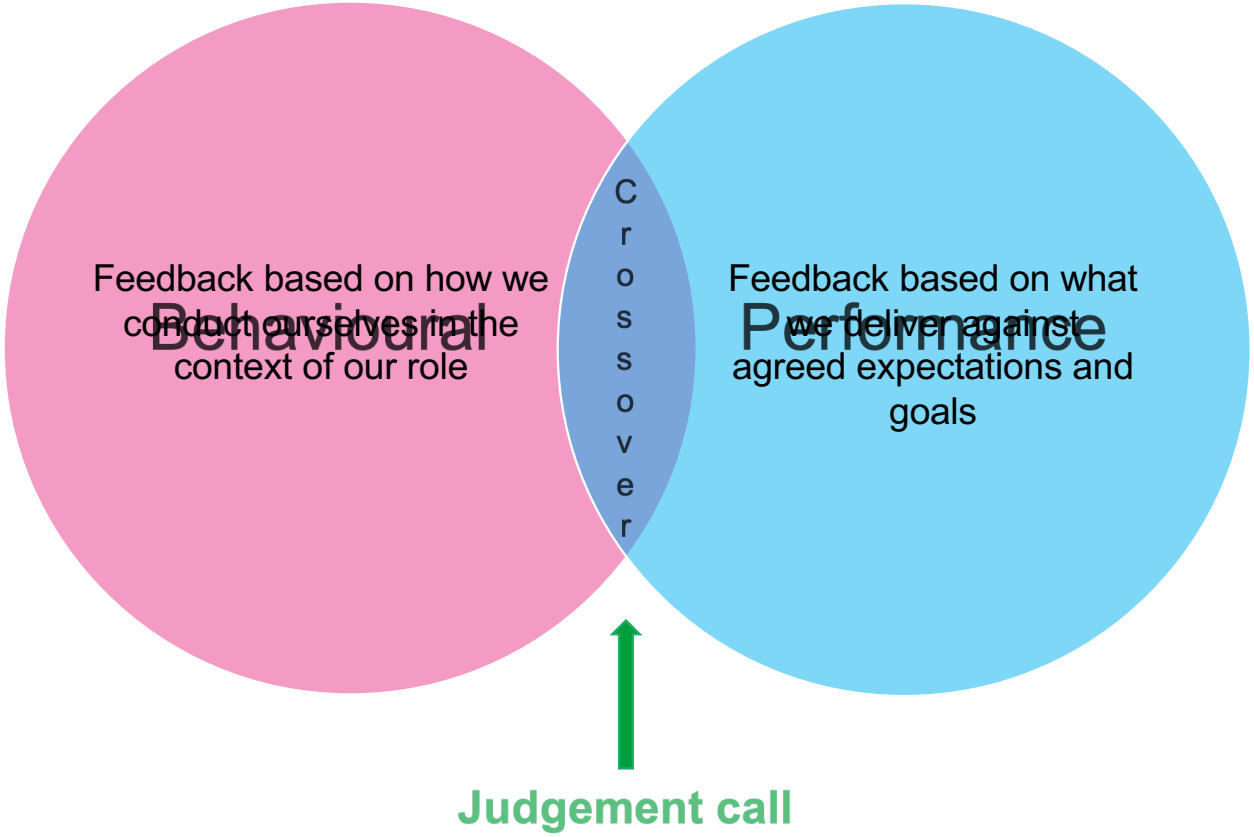
What type of performance issues do you see?

Feedback : Behavioural vs. Performance



Feedback : The challenges and benefits

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What are the benefits of giving performance feedback?

- Create a shared understanding of expectations
- Get things back on track quickly
- Focus attention and energy

Why is it difficult?

- Concern about reaction
- It may de-motivate receiver
- I don’t know how – do I give a sandwich

The CEDAR model

Feedback : The CEDAR model

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C — Clarify
What I expected to see was.....
What I am actually seeing is.....

E — Explain
I have a concern about your performance, which I would like to explain and then invite you to give your view

D — Discuss
Tell me how you see the situation

A — Agree
Reset expectations, actions to correct the problem, set a timescale, agree what success looks like

R — Review
Monitor, time and place to review, positive feedback

Practice : Applying the CEDAR model

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You are about to go into a breakout room

Spend 5 minutes planning how you would manage the early stages of the conversation

C Clarity

E Explain

D Discuss

A Agree

R Review

CEDAR : Case study 1

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Team member ‘A’ used to be a high performer, but their performance has slipped over the last 3 months, they are falling behind on their objectives and have just missed two important deadlines.

Use the CEDAR method and template (next slide) to plan your approach to manage the C/E/D stages of the conversation, what would you want to cover and get across?

C Clarity

E Explain

D Discuss

A Agree

R Review

Feedback : The CEDAR model

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Feedback : The CEDAR model

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C Clarify

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CEDAR : Case study 1a

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C Clarity

E Explain

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R Review

Team member ‘A’ used to be a high performer, but their performance has slipped over the last 3 months, they are falling behind on their objectives and have just missed two important deadlines.

Would you manage the rest of the situation differently if:

A) The person had too much work and there was a vacancy in the team
B) Partner is seriously ill/going through a difficult time
C) Just returned from a period of leave (e.g. sick leave or maternity)

Yes / No? What would you do? Back into your groups for a discussion

Applying CEDAR

CEDAR : Breakout preparation

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Spend a few minutes preparing the following:

- Think of a situation in your team
  (missed deadline, accuracy, quality of work etc)
- Write a piece of feedback using the model
- Take a moment to put yourself in receiver's shoes - what reaction do you expect?
- Work in pairs to test it out, coach each other to refine your approach

C Clarity

E Explain

D Discuss

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Feedback : The CEDAR model

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Feedback : The CEDAR model

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Learning outcomes

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Providing constructive, performance-enhancing feedback	Managing poor performance

Performance feedback : Key points

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- Remember the benefits of good quality feedback
- Use CEDAR to clarify what you expect and guide future performance
- Performance feedback will lift everyone's game

Performance feedback : Action planning

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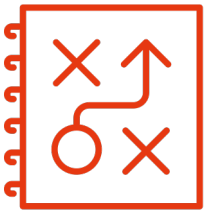
Think: what do I expect from my team that I haven’t made explicit?

Identify performance feedback that I need to give?



Make a plan to deliver using CEDAR

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Wrap Up