5.12 solutions

consulting group

Align your Team

Lead by Example

- Model the right behaviors
- Get clear about personal values
- Develop self-awareness
- Seek self-improvement

Align your Team

- Create and communicate a vision
- Establish and align team goals
- Coach team members in creating individual goals
- Provide feedback
- Clarify roles and responsibilities

People

Engage and Cultivate

- Recognize and reward people
- Create a motivating environment
- Seek team member contributions
- Delegate effectively
- Orient new team members
- Encourage learning and development

Build Cohesion

- Create a climate of open communication, trust and respect
- Understand/value behavioral styles
- Create and model team norms

Communication Tips for Providing Feedback

Focus on behavior, rather than attitude. Describe the behavior you see and its impact on you and/or the team. Don't try to evaluate or imagine their reason for the behavior (you cannot read minds).

Behavior: *"Your report was late and it delayed our ability to get the master report out on time."*

Attitude: *"You deliberatively turned in the report late because you do not care about this project."*

Use "I" versus "You." "You" language raises defensiveness and comes across as accusatory.

I: "*I would like to discuss the way you talk to sponsors on the phone."*

You: *"You have a problem talking to sponsors on the phone and we need to talk."*

Stop doing the following:*

❑ Saying , "You know", "maybe", "kinda", "sorta", "I guess." Restate in a more clear, direct, and confident manner without wishy-washy qualifiers.

❑ Asking, "can you," "could you," "would you," "why don't you," "would you mind," "Do you think." The only true way to ask for commitment and action is, "Will you please…."

Own you feedback.*

Instead of saying "we" think, believe, or feel…state:

❑ Your opinions by *"I believe…"*
❑ Your feelings with *"I feel…(mad, glad, sad)"*
❑ Your thoughts with *"I think…"*

*modified from Developing Positive Assertiveness, Sam R. Lloyd

4 Steps to the Feedback Conversation

SITUATION – IMPACT/EXPECTATIONS – INPUT – FOLLOW-UP

SITUATION: Begin by describing the behavior you saw as specifically as possible.

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IMPACT and Expectations: Next, describe the impact of the behavior — on you, on other team members, your customers, etc. Describing the impact helps team members understand the consequences of their behavior. Clarify what you expect from your team member.

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INPUT: Ask the team member for input on what they can do to improve. Actively participating in coming up with solutions means they will be much more committed to the solution.

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FOLLOW-UP: Schedule time for follow-up to reinforce behavioral change and increase the likelihood of improving performance.

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