THE FEEDBACK LOOP HANDOUT

INSTRUCTOR'S COPY

The Purpose of this exercise is to provide your group with a tangible, hands-on tool members can use immediately to help them in their business, as well as a way for them to connect with each other deeply within a relatively short period of time.

Goal: For your group to think about how to more effectively train and fire employees as well as have courageous conversations. The highest cost of any company is payroll. If your members can conquer their hesitation, and, in many cases, fear of confronting someone who needs correction, you will have helped them tackle the most challenging issue most business owners have. This exercise helps them to consistently highlight the super stars and identify activities that need to be corrected in real time. It also provides a paper trail if it is clear an employee needs to be let go as well as documentation for their super star employees that should be rewarded for their hard work. Best of all, it keeps the conversations data driven to avoid speaking from heated emotions.

How to Present: Hold up the handout and explain that this exercise is designed to challenge them to think. It's not to be completed during the group work but, rather, to serve as a launching board for them to build upon. Ask them to take 5 minutes to read the FEEDBACK LOOP worksheet. Explain to them that it can only be used on people who report to them directly or on an equal level and, if they choose to implement this tool, it is done in real time: when they personally see the activity that should be rewarded or corrected. In both cases, they must stick to the script and have the conversation in private. They are expected to practice the script at least 2 times with each other; recognizing the positive behavior and behavior that needs correction. This tool is so powerful; our data has shown that after implementing this tool 3 times on the same person if a negative activity has not improved, the majority of employees leave voluntarily. It also has been the single best retention tool for Cross Talks Consulting clients. The primary reason most top performing employees leave a company is not because of not enough money or the work. It is because of a lack of appreciation. This tool, when used consistently, keeps your best employees feeling appreciated and moves the non-performers out or in a different position quickly and efficiently.

Example you can give: Do the feedback loop on a member of your team and give brief background "This employee has a problem with coming to work on time." Then, give another example to show how it is also used to recognize super stars. "On the other hand, this employee always comes early to work." Both conversations can only happen if you personally saw the person coming in early or late. It can not be done if you heard about it secondhand. They both are discussed in private. The latter, however, can also be communicated during a company-wide gathering to highlight that superstar; reinforcing your company values. This tool can only be used if you are the person in power or on the same level (strategic partners/ spouses in a healthy relationship.) It can not be used by an employee on his/her boss.

Groups

After 5 minutes reviewing the worksheet, put them in subgroups of 2 to 4 people. Ask each subgroup to share 1 example of a negative activity they have observed in their company and practice the feedback loop with the person who gave that example. Then have someone else give a positive activity they have observed in their company and practice the feedback loop with the person who gave that example.

What should be accomplished During the Subgroup Breakouts: Allow 20 minutes for this exercise. Then have each subgroup choose a leader. Give each subgroup leader 1 to 2 minutes to share what they learned and to share *1 clear action* a member of their group or the entire group will take as a result of this exercise. The answers are not that important. What matters is that this powerful tool will help your members to connect deeper and give them clarity on how to have specific, data-driven courageous conversations with their employees, partners and even their spouses.

How to Measure Success: The best measure of success is when you see them interacting and engaged in their conversation. There may be some questions in the beginning. Perhaps concern, especially among the "Germans." Expect it and let them figure it out. Once you see the groups talking comfortably, join them. Sit silently and listen to how they approach the different issues and questions.

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