



**A leader's guide to  
enhancing performance**

# **Participant Journal**



©Leadscape Learning Inc., MMXIII. Written and developed by Cheryl Smith, MA, MCC and Brent Stewart, MA.

*This training system is for use only by permission. All rights reserved under universal copyright conventions. No part of this book may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording, or by any information storage and retrieval system, in whole or in part, without permission in writing. Write to [info@leadscapellearning.com](mailto:info@leadscapellearning.com)*

*Feedback Conversations is a product of Leadscape Learning Inc., Delta, BC, Canada.  
[www.leadscapellearning.com](http://www.leadscapellearning.com)*

PREVIEW

## CONTENTS

<b>Introduction .....</b>	<b>3</b>
<b>Learning Outcomes .....</b>	<b>4</b>
<b>Section 1 - Foundations of Feedback.....</b>	<b>5</b>
Types of Feedback.....	7
Feedback Self-Assessment.....	9
<b>Section 2 - Providing Positive Feedback.....</b>	<b>11</b>
Guiding Principles .....	13
Tips for Powerful Acknowledgments.....	14
Positive Feedback Exercise.....	15
<b>Section 3 - Providing Corrective and Developmental Feedback .....</b>	<b>17</b>
Corrective Feedback.....	18
First Step: Intention.....	20
Feedback Model.....	22
Corrective Feedback Exercise.....	23
Developmental Feedback.....	24
Developmental Feedback Exercise.....	25
Integrating Corrective or Development Feedback.....	26
Integration Model.....	27
<b>Section 4 - Handling Defensive Reactions.....</b>	<b>29</b>
Mutual Respect and Common Purpose.....	31
Expressing Empathy.....	32
Contrasting.....	34
How to Receive Difficult Feedback.....	37

<b>Section 5 - Capstone.....</b>	<b>39</b>
Capstone Exercise.....	40
Observer Notes.....	41
Summary of the Day.....	43
<b>Section 6 - Conversation Planners.....</b>	<b>45</b>
Positive Feedback Planner.....	47
Corrective Feedback Planner.....	48
Developmental Feedback Planner.....	50
<b>Section 7 - Appendices.....</b>	<b>53</b>
Video Scripts:	
Integrating Corrective Feedback .....	54
Handling Defensive Reactions.....	58
About the Authors .....	62
Related Programs .....	63
Course Evaluation .....	65

## Introduction to Feedback Conversations

**Feedback:** *A process by which the effects of an action or actions are reflected back for the purpose of improving or confirming choices for future actions.*

**Feedback is one of life's most essential processes**, allowing us to become more effective in dealing with our environment. Without feedback in its many forms, we would be unable to navigate effectively through life. In the realm of leadership, feedback is a critical fuel for learning and growth. Ken Blanchard has called it “the breakfast of champions.” Whether feedback is received as a nourishing meal or a bitter pill depends to a great extent on the skill and grace with which it is delivered. **This program aims to assist leaders to become more skillful and, through practice, more graceful, in this art.**

### **Why sharing feedback is important**

Most of us find it challenging to see ourselves clearly and objectively. We all have “blind spots”. This can be true for both our strengths and our weaknesses. By developing a more accurate self-portrait we can make the most of our strengths and find ways to address our weaknesses.

Feedback from others can play a critical role in this process. Aspects of ourselves that may be completely invisible to us are often glaringly obvious to those around us. Gaining access to that outside perspective can be extremely valuable. Therefore providing accurate feedback can be a powerful form of support. Effective leaders are able and willing to provide this form of support and are open to receiving it themselves.

**Mastering the art of both giving and receiving feedback is an important undertaking for any organizational leader.** The rewards can be measured in higher performance, stronger relationships, and more effective leadership.

**Welcome to the journey.**

## Learning Outcomes

Upon completion of this course participants will be able to:

- 1) Enter into feedback conversations with a higher degree of skill and confidence.
- 2) Provide positive feedback that reinforces and encourages desirable behavior.
- 3) Provide corrective feedback that addresses performance issues and explores opportunities for coaching.
- 4) Provide developmental feedback that supports the exploration of future potential.
- 5) Understand and reduce personal resistance to engaging in feedback conversations.
- 6) Handle defensive reactions.
- 7) Follow a proven model for providing feedback.
- 8) Integrate feedback into a coaching conversation.



**Section 1**  
**Foundations of Feedback**

## Benefits of Feedback

Feedback can:

- Ease doubt
- Teach important lessons
- Reinforce strength
- Prevent problems
- Build confidence
- Ensure safety
- Clarify misunderstanding
- Correct mistakes
- Increase motivation
- Improve performance
- Strengthen relationship
- Inspire creativity
- Erase blind spots
- Cultivate wisdom
- Save time, money and energy
- Feel good

*For the want of feedback, residue accumulated. Because residue built up, trust was lost. For the want of trust, working together became difficult. Because working together became tedious, decisions were avoided. For the want of making decisions, the business failed. And all for the want of feedback.*

**- Thomas G. Crane**