

**Mark Murphy**, Chairman & CEO

**GIVING TOUGH FEEDBACK  
WITHOUT MAKING PEOPLE ANGRY**

# DOWNLOADABLE RESOURCES

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## Slides:

### LEADERSHIP IQ

#### JOIN WEBINAR

Join us on Tuesday, Sep 18, 2012 12:00 PM - 1:00 PM EDT

Dear Kim,

Thank you for registering for:

**Speak the Truth Without Making People Angry**  
Tuesday, Sep 18, 2012 12:00 PM - 1:00 PM EDT

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YOU'LL WANT TO READ THIS:

You will receive the slides that accompany this webinar on September 17, 2012 in a reminder email.

- Please direct any questions to Sarah at [sarah@leadershipiq.com](mailto:sarah@leadershipiq.com) or call 1-800-814-7859

#### System Requirements

PC-based attendees

Required: Windows® 7, Vista, XP or 2003 Server

Macintosh®-based attendees

Required: Mac OS® X 10.5 or newer

## Talking Points:



**Why we care:** Keeping tough conversations free from emotional distraction allows people to listen, take accountability and respond with the desired behavioral changes. Take the four-question Speak the Truth quiz (found in the webinar slides) to determine how successful you are at Speaking the Truth without Making People Angry.

#### Avoid:

- Conversations that are attacking, pleading, disintegrating, shirking, soft pedaling, or that include “compliment sandwiches” (a criticism sandwiched between two compliments).
- “Trigger words” that instantly make people defensive (“you” language that attacks, adverbs and absolutes that exaggerate the facts, and negations and negative emotions).
- Interpretations (“Sally ignores everything I say”), emotional Reactions (“I’m really irritated at Sally”), and desired Ends (“Everything Sally writes has to be edited”). The F.I.R.E. model eliminates the IRE and keeps conversations focused on the Facts.

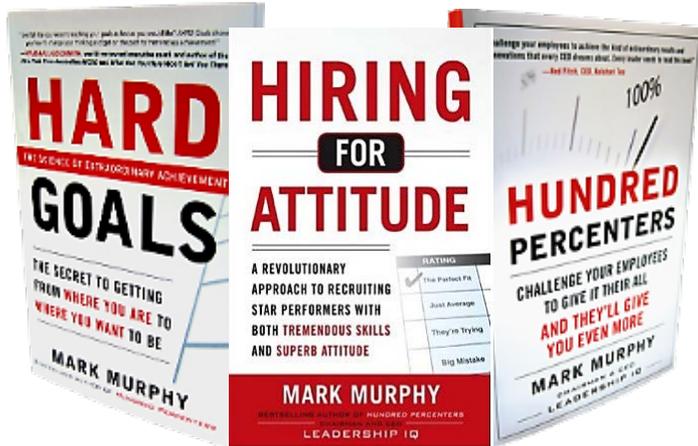
**Instead:** stick to fact-based communications that are candid, objective, specific, timely and unemotional (“Yesterday there were two typos in Sally’s memo”) by using one of three scripts:

**I.D.E.A.I.S.:** the foundation script used in most tough conversations with employees who have moderate self awareness, this conversation (which takes seconds to have) focuses on the facts, establishes accountability, and quickly moves on to finding solutions:

<b>Step 1:</b> Invite them to partner: “Would you be willing to have a conversation with me about (insert the facts)?”
<b>Step 2:</b> Disarm yourself: “I’d like to review the situation to make sure I’m on the same page as you.”
<b>Step 3:</b> Eliminate blame: “And if we have different perspectives, we can discuss those and develop a plan for moving forward.”
<b>Step 4:</b> Affirm their choices: “Does that sound OK? I can talk now, or if necessary, I have time later today.”
<b>Step 5:</b> List corrective feedback: list the facts and then listen to determine whether or not they’ve made a corrective leap.
<b>Step 6:</b> Synchronize your understanding: “Tell me how you think we can work together to build on this and make things even more effective next time.”

# EVERYTHING BASED ON RESEARCH

3



Contributor

## Mark Murphy

I solve the "people pain points" that keep leaders awake at night. [Full Bio »](#)

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# RESEARCH

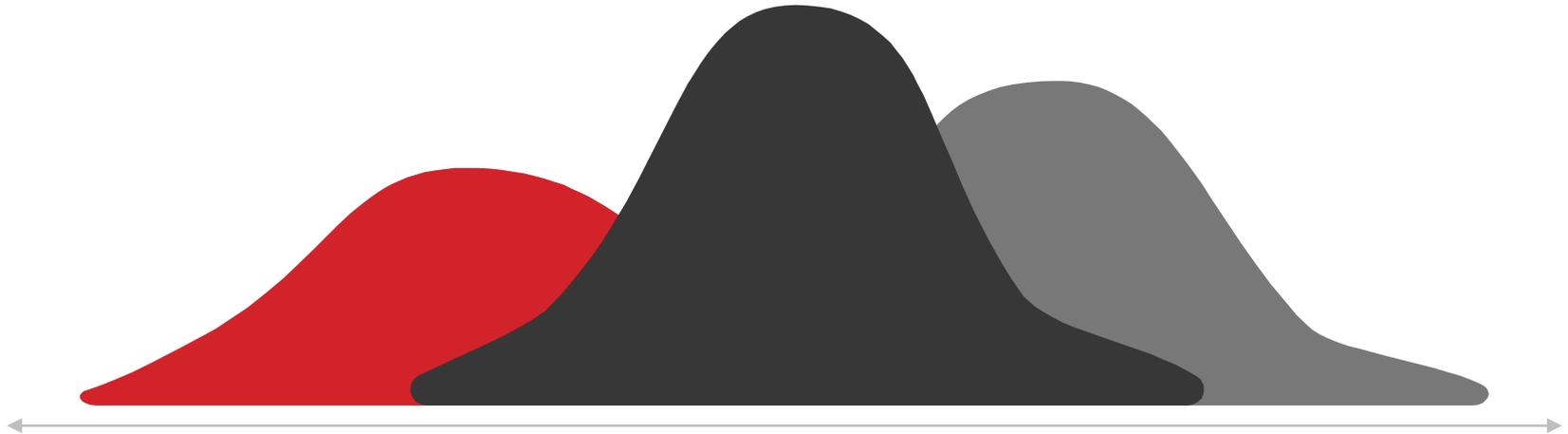
**81%**

of managers say they've avoided giving employees tough feedback because they were afraid of a bad reaction.

**51%**

of employees say they get too little constructive insight from their boss.

# TOPICS FOR TODAY



## **CALM Script**

- › Oppositional employee
- › Moderate-low self awareness
- › Serious issues

## **IDEALS Script**

- › Typical employee
- › Moderate critical self awareness
- › Issue requiring tough feedback

## **CD Script**

- › High performing employee
- › High self awareness
- › Issues not as serious

# SPEAK THE TRUTH' QUIZ

1 When people receive tough feedback they offer excuses (like “I couldn’t get it done because…”).

---

1	2	3	4	5
---	---	---	---	---

2 When people receive tough feedback they shift the blame to others (like “it’s not my issue because Bob’s the one who’s responsible for that report”).

---

1	2	3	4	5
---	---	---	---	---

3 When people receive tough feedback they become aggressive (like “I don’t know who you think you’re criticizing, but I’m the best person in this dept.”).

---

1	2	3	4	5
---	---	---	---	---

4 When people receive tough feedback they shut down and sit there silent and disengaged.

1	2	3	4	5
---	---	---	---	---

# YOUR SCORE

7

## 20-28

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Poor Feedback,  
setting-off people  
with loaded  
language (trigger  
words), high  
levels of  
defensiveness

## 9-19

---

So-So Feedback

## 4-8

---

Great Feedback,  
Real Constructive  
Dialogue

# 6 CONVERSATIONS TO AVOID

**01**

**Attacking**

**04**

**Shirking**

**02**

**Pleading**

**05**

**Soft-Pedaling**

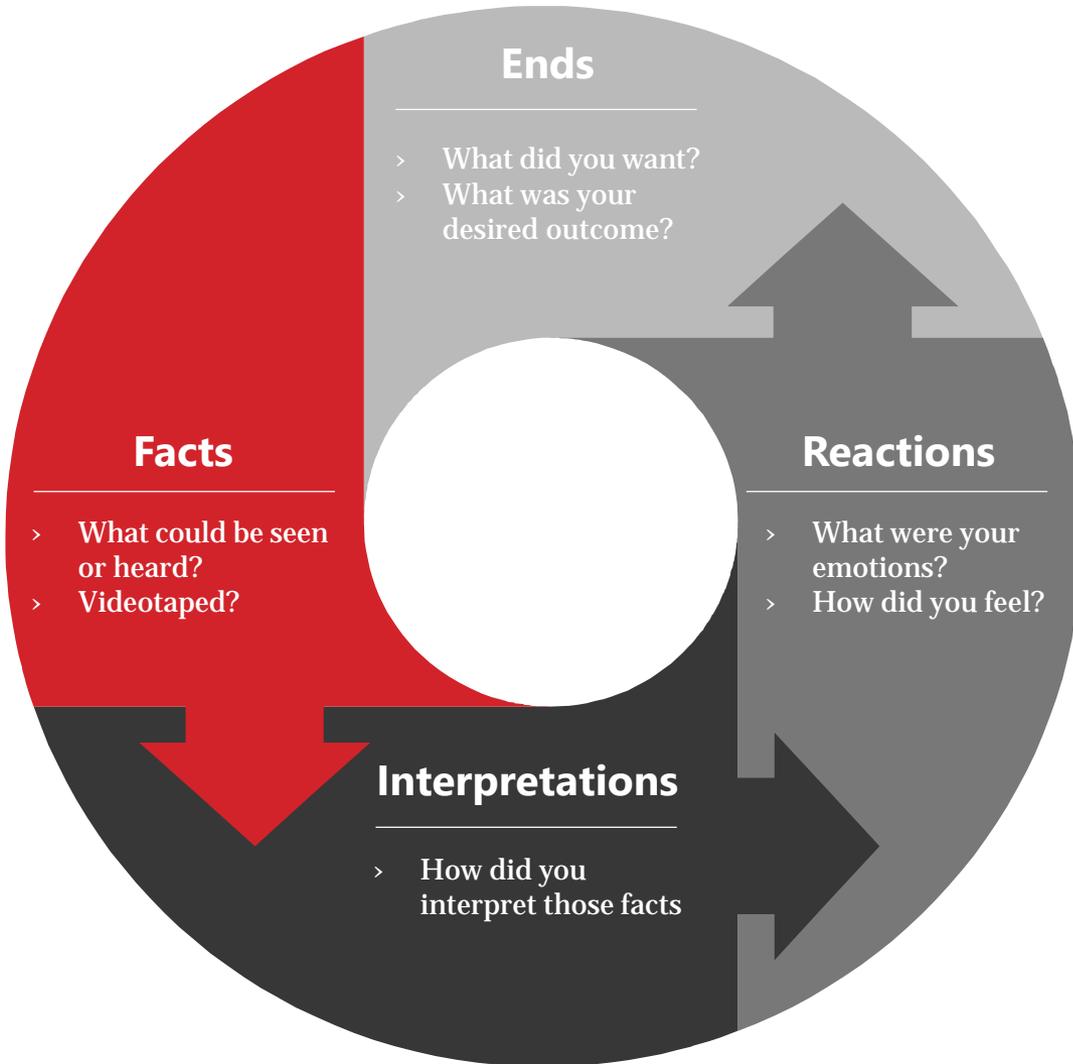
**03**

**Disintegrating**

**06**

**Compliment Sandwiches**

# UNTANGLE YOUR MESSAGE



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**F.I.R.E.**

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# FACTS ARE...

## Candid

- > The truth is the truth
- 

## Objective

- > Objective means: Verifiable & Observable
- 

## Specific

- > Have details & avoid the use of absolutes (Never, Always, etc.)
- 

## Timely

- > Don't let build into monster issues that are tougher to handle
- 

## Unemotional

- > Eliminate feeling words wherever possible

# EXAMPLE

## Boss offering feedback on a memo written by employee

“Sally, I asked you to work on the tone of this yesterday, did I not? And look at this, I caught two typos. Look, I count on you to get these things right. I don’t have time to worry about them myself. And it’s like everything I said yesterday was just ignored, which makes me wonder what else you’re missing. Not to mention I’m getting pretty irritated by all this. For the next 2 months, even for small things, I want to proofread everything before you send it out.”

# SET YOUR GOALS

## Are these goals really going to help?

---

- ⇒ Convince them I'm right
  - ⇒ Convince them they're wrong
  - ⇒ Get them to capitulate
  - ⇒ Get them to fix the problem
  - ⇒ Punish them
  - ⇒ Split the difference
  - ⇒ Avoid a difficult interaction
  - ⇒ Avoid admitting fault
-

# 30 DAYS LATER

---

Imagine you're describing this situation / conversation  
to someone else exactly 1 month from this moment

---

## Your Outcomes

- › *What did you want?*
- › *What did you get?*
- › *How do you feel?*
- › *Is this consistent with your identity?*



## Their Outcomes

- › *What did they want?*
- › *What did they get?*
- › *How do they feel?*
- › *Is this consistent with their identity?*

# Measuring relationships (BRAIDS)

## **Breadth**

- How many spheres of my life does this person impact?

## **Results**

- Has this person's impact been a positive or a negative in my life?

## **Approachability**

- How easy is it to interact with this person and how willing am I to tackle tough issues with them?

## **Influence**

- How much does what this person says or does impact my life and the choices I make?

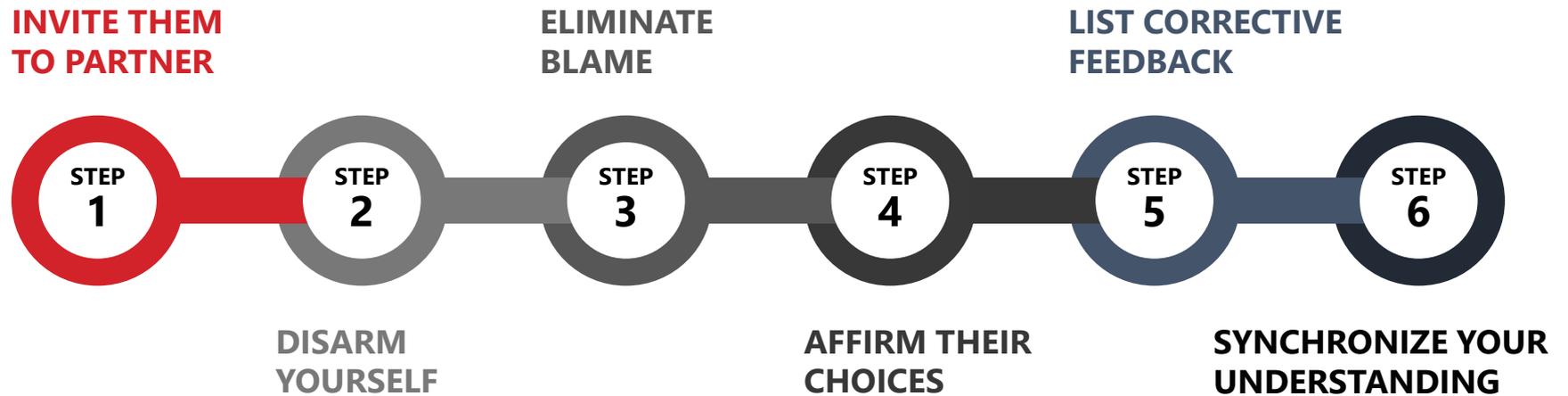
## **Depth**

- How intensely and frequently do we interact?

## **Sacrifice**

- How willing am I to accommodate and sacrifice for this person? And do things that may cost me?

# I.D.E.A.L.S. SCRIPT



# INVITE THEM TO PARTNER

---

**Would you be willing to have a conversation with me about \_\_**

---



Keep third-person



Avoid the word “you”



Avoid any attacks or judgments



Would you be willing to have a conversation with me about why you’re such an idiot?

---



# DISARM YOURSELF

**I'd like to just review the situation to make sure I'm on the same page as you.**

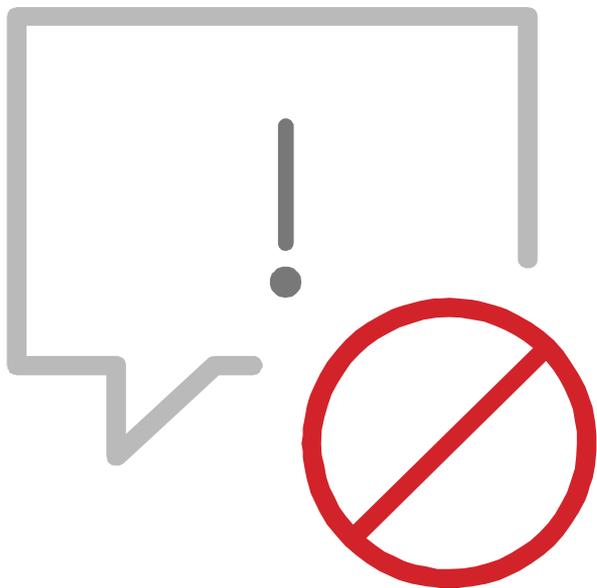


You're taking responsibility for getting on the same page as them and truly understanding their perspective



You're not blaming them for not being on the same page as you

# ELIMINATE BLAME



---

**And if we have different perspectives, we can discuss those and develop a plan for moving forward.**

---

- You're not presuming there's a fight coming
- You're not presuming that they're going to be wrong
- You're telling them that you're not going to attack them for being wrong
- It's a blame-free way of saying "we see things differently"

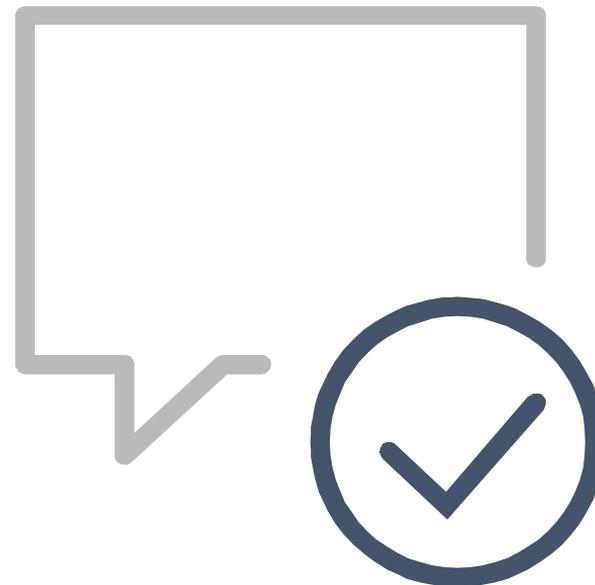
# AFFIRM THEIR CHOICES

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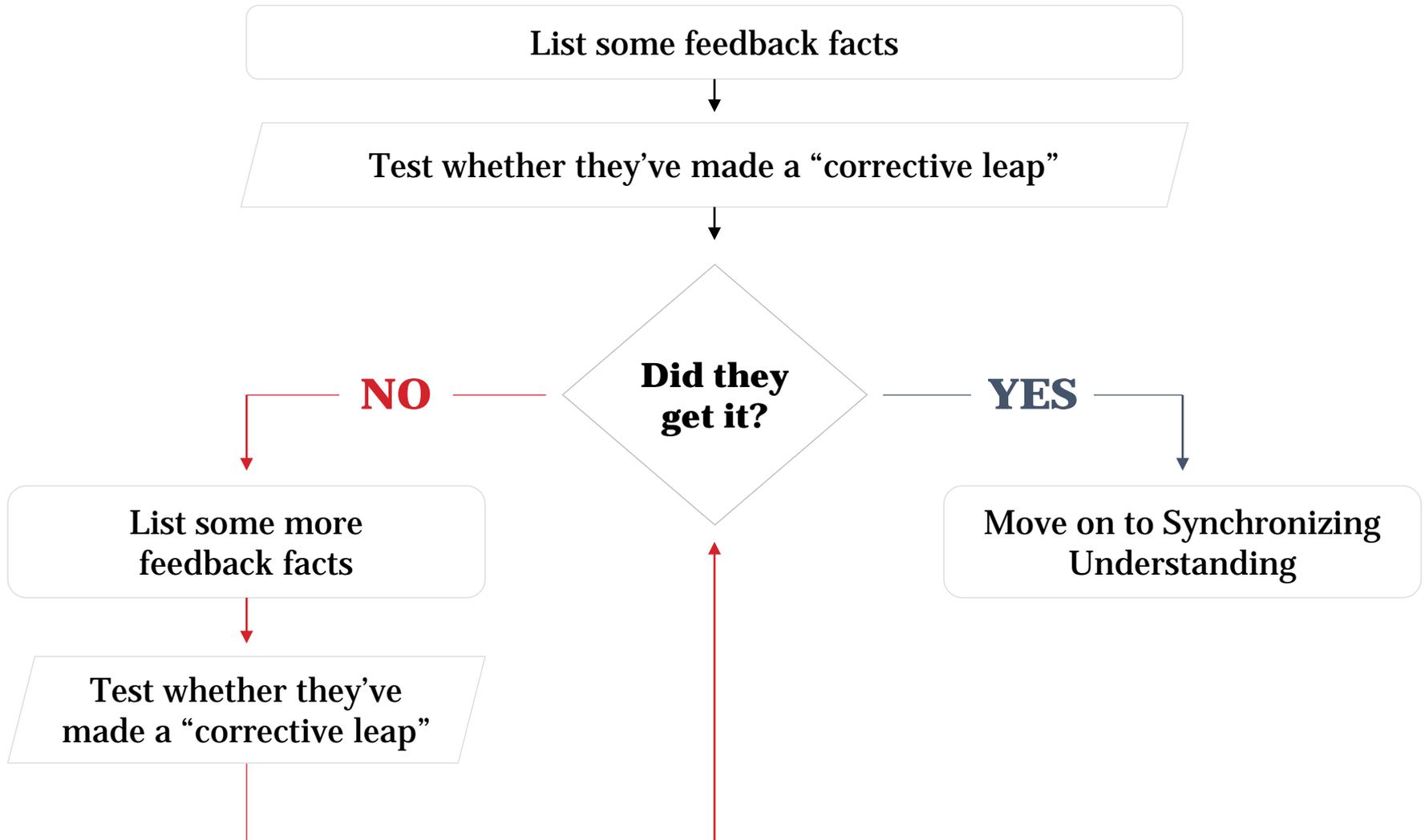
**Does that sound ok?  
I can talk now or if necessary  
I have time later today?**

---

- You're testing to make sure they're feeling ok and that their walls are still down
- You're giving them some control and thus easing their anxiety
- You're offering a choice about when to talk
- But you're still gently insisting on having this conversation because this is a forced choice



# LIST CORRECTIVE FEEDBACK



# LIST CORRECTIVE FEEDBACK



In last week's client meeting, there were 3 times the client didn't react well. Each time followed a comment you made.

- > Facts are Candid, Objective, Specific, Timely, Unemotional
- 



Do you know what comments I'm talking about? <nodding, yes> What do you think happened there?

- > Test whether they've made a "corrective leap"
- 



Not sure? OK. Let me share what I saw. Two of those times the client reacted anxiously and one time he reacted angrily. Specifically, the comments were you made that preceded those reactions were "XXXXX".



Here's why I think he reacted that way...

- > Interpretations are useable but only when focused on somebody else, not the recipient of the feedback

# SYNCHRONIZE YOUR UNDERSTANDING



Tell me how you think we can work together  
to build on this and make things even  
more effective next time

# I.D.E.A.L.S.

Would you be willing to have a conversation with me about \_\_\_\_\_

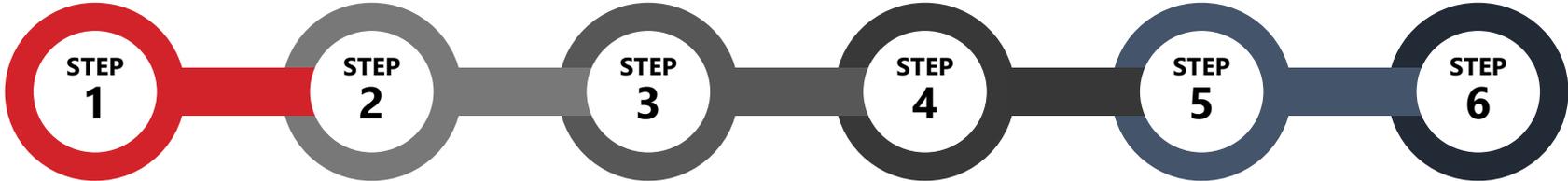
▲  
**INVITE THEM TO PARTNER**

And if we have different perspectives, we can discuss those and develop a plan for moving forward

▲  
**ELIMINATE BLAME**

In last week's client meeting, there were 3 times the client didn't react well, each following a comment you made. Do you know what comments I mean?

▲  
**LIST CORRECTIVE FEEDBACK**



**DISARM YOURSELF**

▼  
I'd like to just review things & make sure I'm on the same page as you.

**AFFIRM THEIR CHOICES**

▼  
Does that sound ok? I can talk now or if necessary I have time later?

**SYNCHRONIZE YOUR UNDERSTANDING**

▼  
Tell me how you think we can work together to build on this and make things even more effective next time

# CONSTRUCTIVE DIALOGUE SCRIPT

Get their buy-in to discuss (“Is now a good time to review...?”)



Ask “What were your proudest parts of...?”



Ask: “If you could go back and do it all again, what are the parts you would do differently?”



Ask: “Tell me how we can work together to build on this and make things even better next time...”

# C.A.L.M. SCRIPT



**C**OOPLY STATE  
THE FACTS



**A**VOID  
BLAME



**L**OOK FOR  
ROADBLOCKS



**M**ANAGE  
EXPECTATIONS

# C.A.L.M. SCRIPT



## **C**OOLLY STATE THE FACTS

Bob, I've gotten reports of 3 comments made last week about 5 employees. The comments were negative, including *"sample quote."*



## **A**VOID BLAME

The history is unimportant. Going forward, there won't be any more comments like these.



## **L**OOK FOR ROADBLOCKS

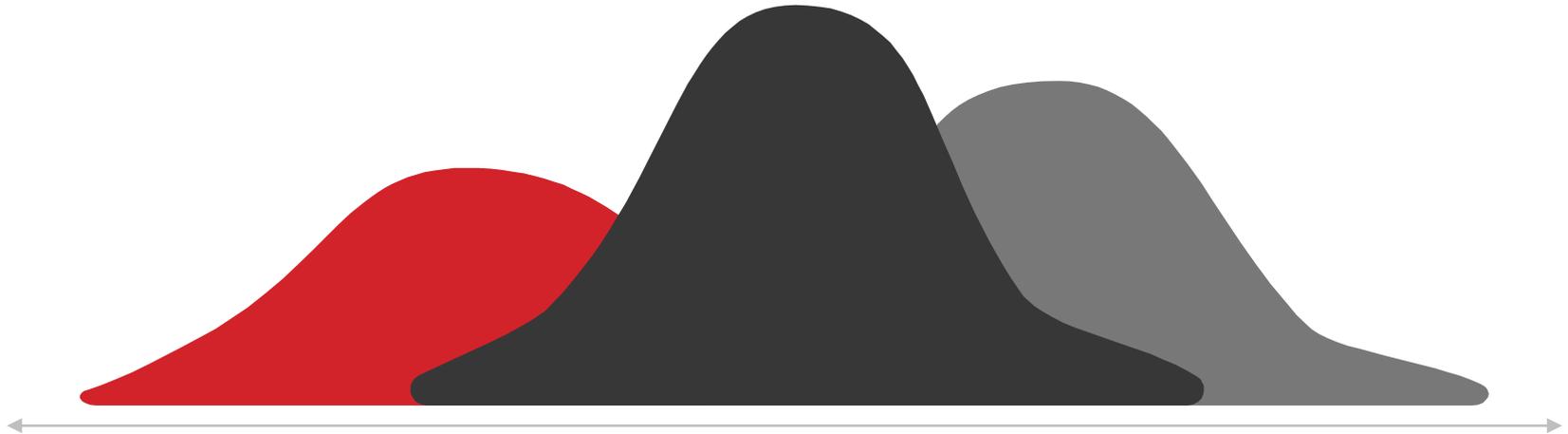
Is there anything that might prevent you and I from moving forward productively?



## **M**ANAGE EXPECTATIONS

I appreciate you taking time to talk and your assistance with this issue.

# TOPICS FOR TODAY



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- › Moderate-low self awareness
- › Serious issues

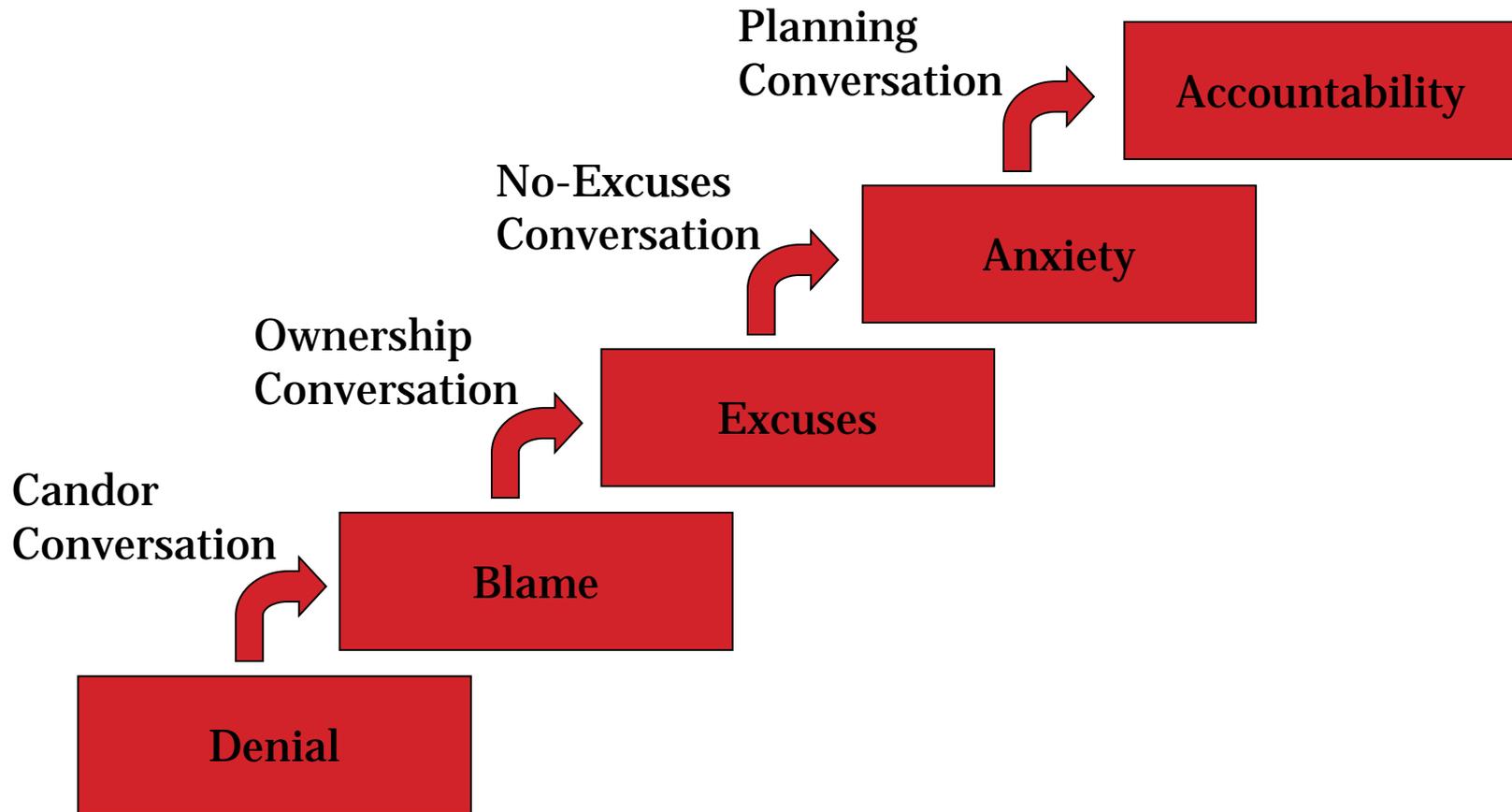
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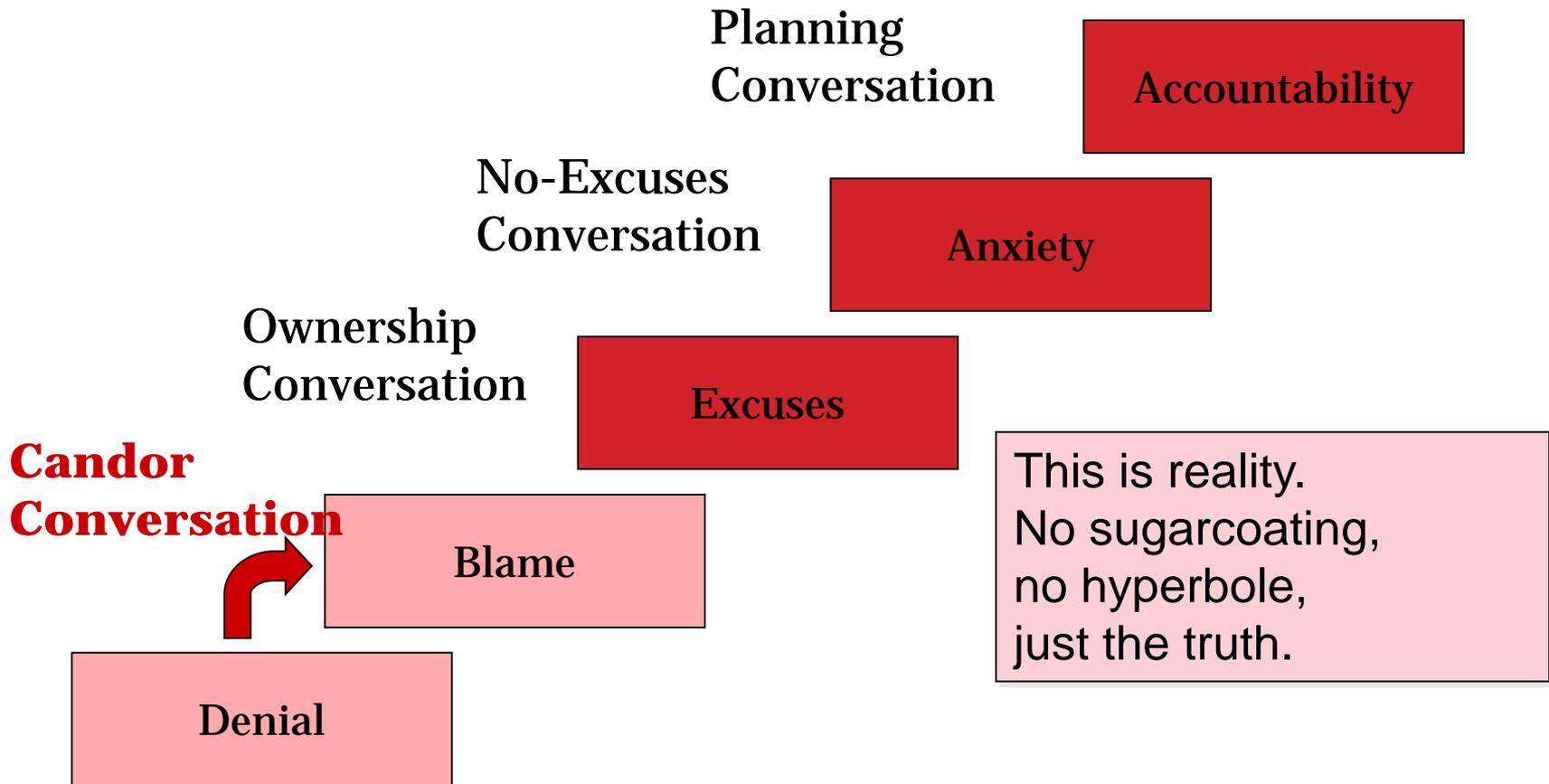
## **CD Script**

- › High performing employee
- › High self awareness
- › Issues not as serious

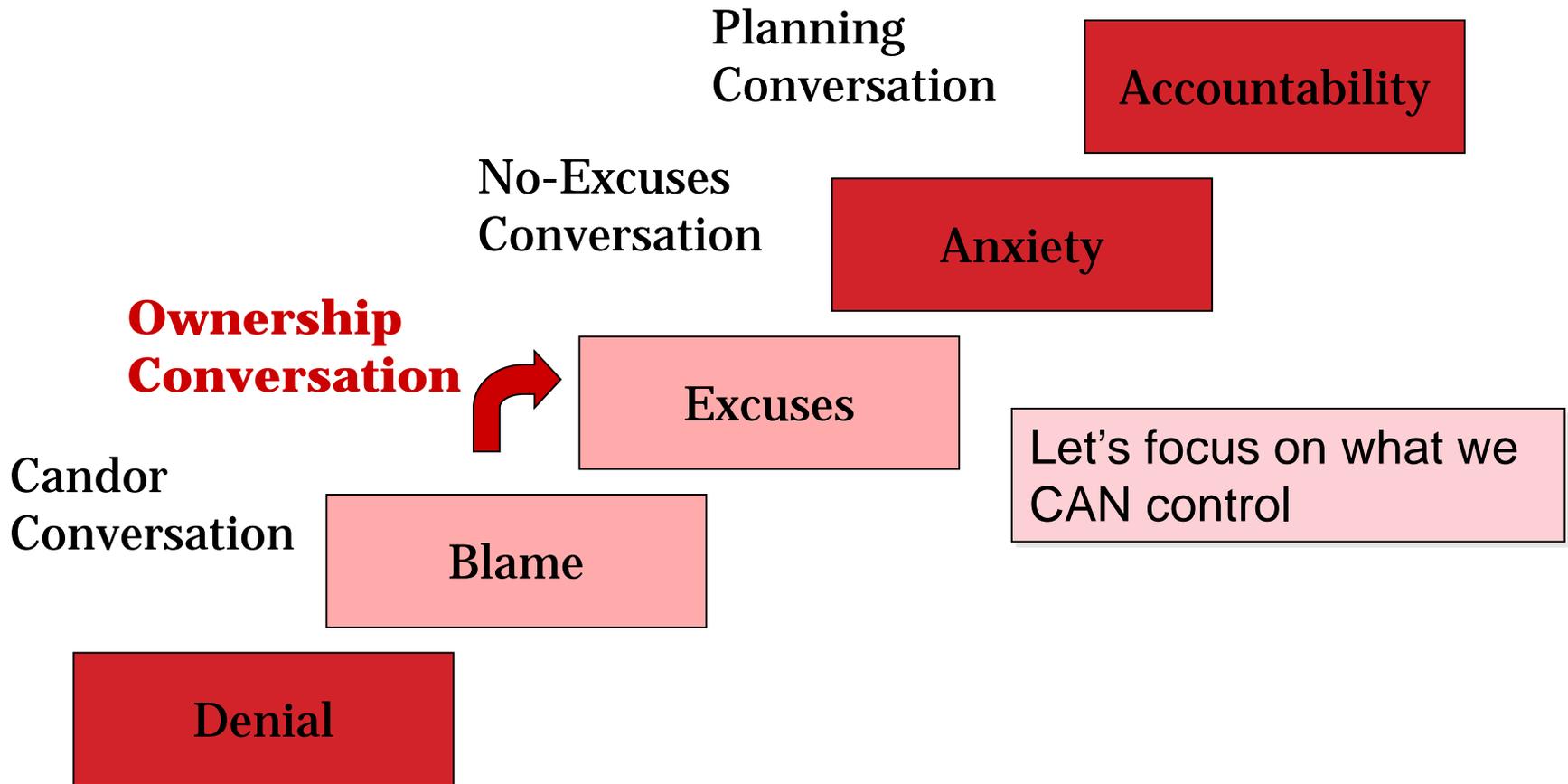
# Reactions To Constructive Feedback



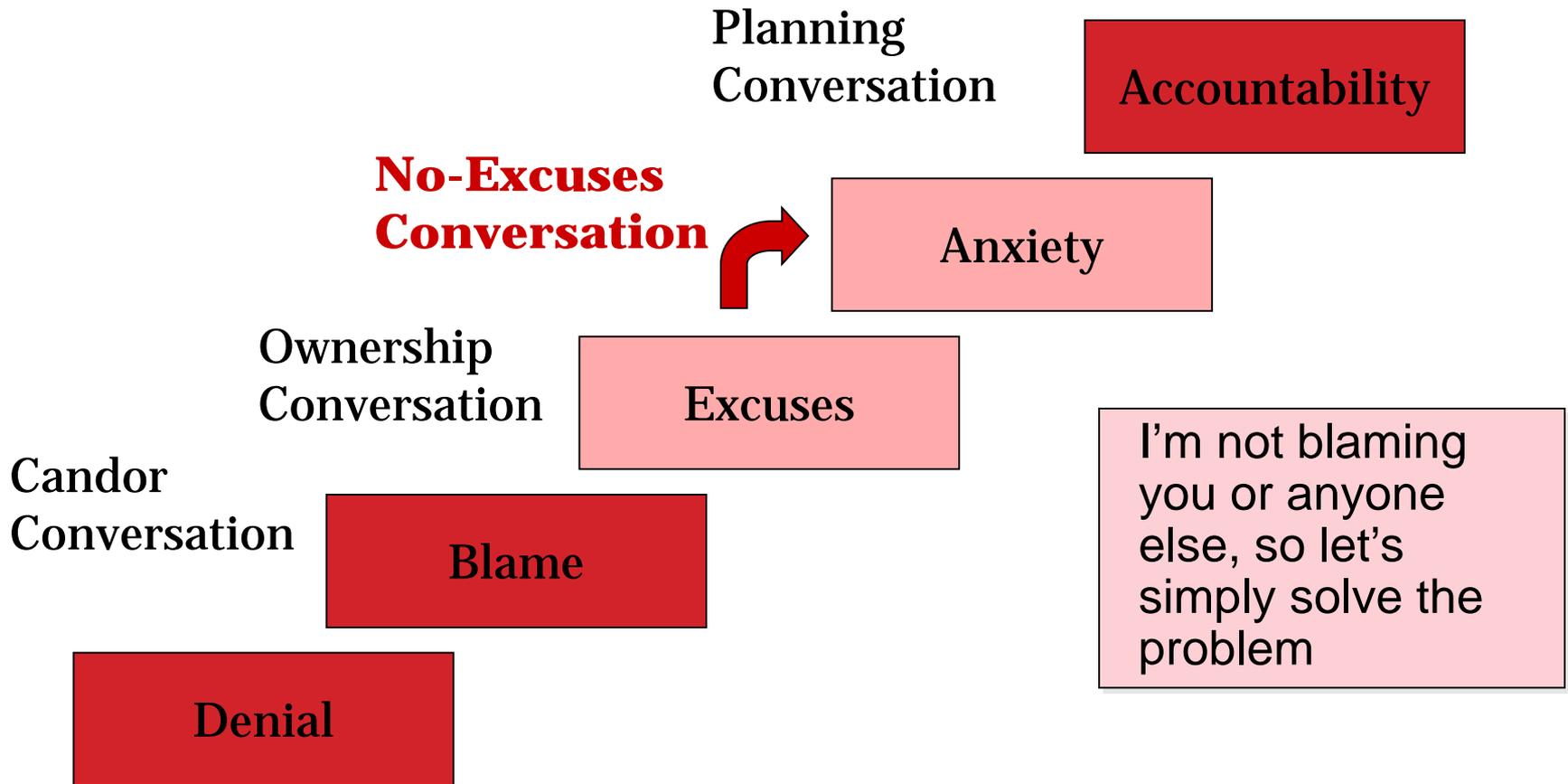
# Candor Conversation



# Ownership Conversation



# No-Excuses Conversation



# Planning Conversation

If this is too much or too hard, let's break this project into bite-sized pieces

**Planning  
Conversation** 

Accountability

No-Excuses  
Conversation

Anxiety

Ownership  
Conversation

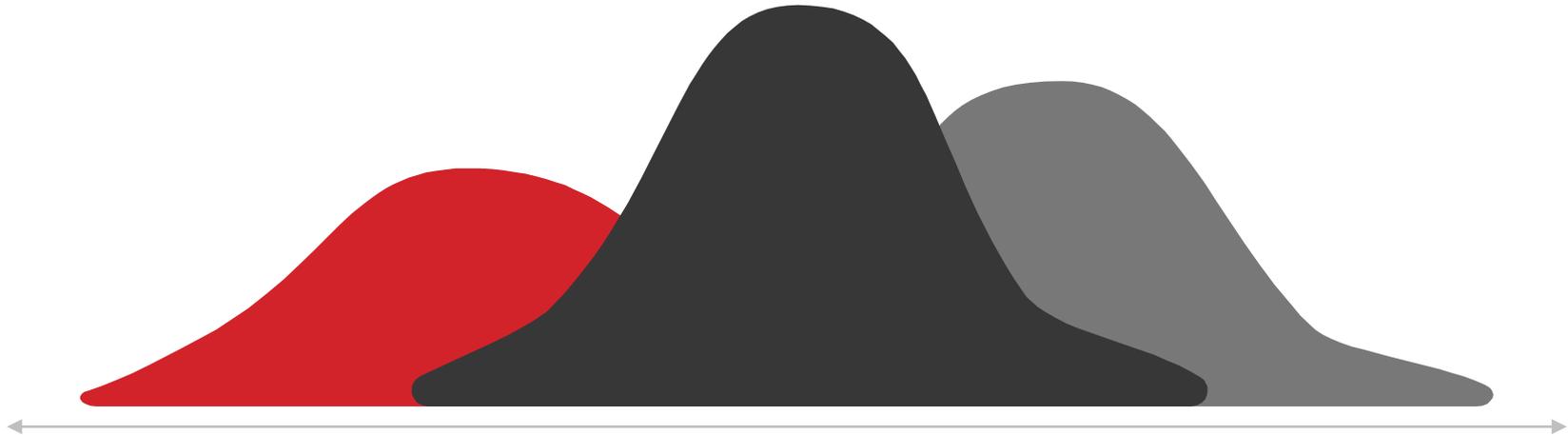
Excuses

Candor  
Conversation

Blame

Denial

# TOPICS FOR TODAY



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**THANKS  
FOR  
WATCHING**



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