

Praise for *The Feedback Imperative*

Anna Carroll has taken on a perennial organizational problem—the dearth of regular, constructive, empowering feedback that unleashes potential and enables organizations to achieve sustainable, quality results. Her approach to feedback is pragmatic, insightful, and energizing. As an experienced consultant, she knows the power of simple heuristics and tools to entice leaders into shifting their mind-sets and trying out new practices until “everyday feedback” becomes the norm. Carroll brings a “lightness” to this frustrating topic, infusing her optimism and joy about the prospect of ordinary leaders becoming extraordinary by paying attention to and being accountable for this one focused area of their leadership. She powerfully describes feedback as an imperative and makes a compelling case for all of us to take seriously this essential human interaction. Our learning and capacity to adapt as individuals and organizations depends on it!

—Renee Rogers, PhD, VP, Leadership and Organization Development, Zimmer

The Feedback Imperative makes a compelling case that in the competitive information economy, leaders can no longer ignore their employees’ need for frequent, honest feedback to help them focus & improve their performance. She clearly explains the pervasive reasons for feedback avoidance so that managers can recognize the assumptions, fears, and skill gaps that hold them back. She includes easy-to-use self-assessments and tools for making a feedback turnaround. Our leaders have benefited greatly from Anna Carroll’s sound advice.

—Bob Martin, VP, Covenant Management Systems

Many of us carry baggage about feedback based on early experiences with teachers, parents, and ineffective bosses. *The Feedback Imperative* offers tools that can help reframe feedback so that it’s no longer something we associate with our fears about being judged, but rather a process that creates a space for rich, productive conversations with colleagues. The art of giving and receiving feedback is something every leader must practice.

—Lisa Kimball, Executive Producer, Plexus Institute and Founder, Group Jazz

The Feedback Imperative is a must-read for every manager and supervisor, regardless of level. This book deals in a straightforward way with one of the most pervasive and harmful aspects of corporate culture and gives infinitely practical approaches to addressing the issue of lack of feedback.

—Linda Haines, Executive Coach

The insights, concepts and suggestions in this book provide solid direction for giving feedback. The valuable reminder, “everyone wants feedback,” has sparked me to be more disciplined about communicating with my colleagues. Whether it is a simple email response or comments on a major project, sharing honest reactions can help build a team. *The Feedback Imperative* is an effective road map to achieve that goal.

—Maureen Howard, Associate Vice President,
New Mexico State University

Everyday feedback provides a competitive advantage for executives and organizations who lead in fast-paced, complex, global marketplaces. If my clients implemented the frequent, transparent, and accurate feedback as Carroll suggests, their workplaces would see radical transformation.

—Sheila Buechler, MBA, Executive Coach, LaunchBox Coaching

As the director of a small not-for-profit organization, this amazing little book provided me with valuable insight into many ways I could keep my team motivated and involved. Knowing how to incorporate simple feedback loops into the daily operation of programs and services makes everyone’s job easier because they don’t have to guess how they are performing and can freely discuss ideas to increase productivity. I implemented the COIN Feedback method as a regular item at our staff meetings to much success. Thank you!

—Celia Hughes, Executive Director, VSA Texas

The healthcare industry is changing and it’s not just the delivery of care that needs reform. Healthcare leaders must remodel their leadership styles to meet the definitions of success in our evolving business. *The Feedback Imperative* demonstrates that we can no longer debate the expectations we have for our teams; expectations must be defined and feedback must be immediate. The Feedback Imperative helps us understand how to get where we need to be, quickly.

—Carlton Inmiss, Administrator of Hospitalist Services, Austin Regional Clinic

This is a book that should be a must-read at all levels of an organization; it is an important tool in front-line supervisory training programs. It is also an excellent reference for people at the executive level. While many books have stressed the need to give feedback, *The Feedback Imperative* addresses the roadblocks that prevent meaningful feedback and ways to overcome fears.

—Elliot Kaplan, Director, Quality Assurance,
Superior Completion Services

Carroll's extensive consulting experience with assessing, coaching, and developing leaders informs the clear, focused approach presented in this book. She offers practical, detailed concepts that can be put into action easily to ensure that coaching by leaders includes the critical component of feedback. The tools and thought-provoking questions at the end of each chapter are particularly helpful for moving from key concepts to real-world application of Carroll's feedback principles. This book is an easy read with lots of examples that can help anyone who wants to improve their feedback skills at work, at home, or in social relationships.

—*Dr. Stephen Schoonover, President, Schoonover Associates, author of the upcoming book, Adaptive Leadership Perspectives*

If you are a manager who wants to implement an effective feedback program for your team, this book's detailed, pragmatic approach will help you. The sample scripts, worksheets, guided exercises, and employee examples in this book will guide you to use your brain in new ways so that you can easily implement the best feedback strategy for your team.

—*Katie Raver, Director of NLP Austin*

"The Feedback Imperative spells out exactly what employees want and need in today's workplace! We see real productivity and engagement benefits from faster feedback loops as our leaders apply these techniques to develop team members."

—*Aimie Aronica, Head of Technology Engagement, PayPal*

The Feedback Imperative is an important book for managers at all levels to read. The book's focus on separating feedback from performance review is spot on in its premise that daily feedback is not only critical to the success of any employee but also to a sound relationship between manager and employee; everyday feedback will nearly eliminate the stress that both parties typically feel around annual performance review time. By following the guidance in the book, managers become coaches instead of judges, and everyone wins, including the organization.

—*Jeanette Cacciola, Senior Director, HR, Houghton Mifflin Harcourt*

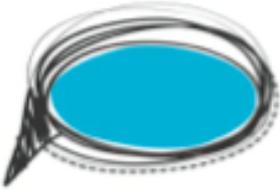
"Our biggest recruiting and retention challenge is with 'Info Babies' and I was immediately drawn to the chapter, 'Working with Younger, Ambitious, and Feedback-Hungry Workers.' We know that younger workers expect instant gratification and are very ambitious, but Carroll's explanation of how their expectations drive their need for continuous and rapid feedback helped me clarify not only how to adjust our recruiting tactics, but our fundamental assumptions about how to manage their performance so we can keep them engaged and employed. Any organization that wants to take advantage of the strengths of this new generation of workers would be smart to take Carroll's research and recommendations to heart. I know our future depends on it!"

—*Mike McKeown, Director of Human Resources, Horseshoe Bay Resort*

“The synergy of cloud technology and Agile software development is forcing technology companies to make shifts in development cycles, which are measured in weeks and months instead of years. Carroll’s *The Feedback Imperative* provides essential insights, skills, and techniques for making that transition a success.”

—Marco Schneider, PhD, AT&T Labs

Selected
TOOLS

THE 

FEEDBACK

IMPERATIVE

HOW TO GIVE
EVERYDAY FEEDBACK

TO  **SPEED UP**

YOUR TEAM'S SUCCESS

ANNA CARROLL, MSSW

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First Edition

EVERYDAY-FEEDBACK TOOL:

Vision of highest good

	Notes
<p>For whole team: Describe a scenario of wildly positive success 9-12 months in the future.</p>	<hr/>
<p>For individual employees: Describe each team member doing wonderful work 9-12 months in the future.</p>	<p>1. <hr/><hr/></p> <p>2. <hr/><hr/></p> <p>3. <hr/><hr/></p> <p>4. <hr/><hr/></p> <p>5. <hr/><hr/></p> <p>6. <hr/><hr/></p> <p>7. <hr/><hr/></p> <p>8. <hr/><hr/></p>

EVERYDAY-FEEDBACK TOOL:

High-priority feedback chunks

Individual	Feedback Notes
Name	1. _____ _____ _____ 2. _____ _____ _____
Name	1. _____ _____ _____ 2. _____ _____ _____
Name	1. _____ _____ _____ 2. _____ _____ _____

EVERYDAY-FEEDBACK TOOL:
COIN planning worksheet for each employee

Instructions: Record a script for how to give feedback to this person.

Name: _____

<p>Connection to the person's goals and interests</p> <hr/>	<p>Observations that are specific</p> <hr/>
<p>Impact on work results</p> <hr/>	<p>Next Steps: suggest, discuss, and agree upon</p> <hr/>

7. Feel free to be a feedback cheerleader throughout your company!

EVERYDAY-FEEDBACK TOOL:

Your feedback challenge zones

Instructions:

1. The four zones are listed below. For each category, rate each challenge (0–5) based on how applicable it is to you—the higher the number, the more applicable.
2. Enter the total for each category. Identify the category with the highest and second highest score. In some cases you will have a tie for either highest or second highest total.
3. Reread all of the sections in this chapter that apply to you.



Analyzer

	I get a very uneasy feeling when thinking about giving corrective feedback to people on my team.
	I have some people who may be volatile, so I'm concerned about the effects of feedback on them.
	Regular written communication should be able to cover feedback issues, and I am extremely uncomfortable with frequent verbal conversations for the purpose of feedback.
	I'm very concerned about appearing inconsistent with the way I've handled feedback in the past.
	In general, I am uncomfortable communicating to people who may act emotional about their feedback.
Total:	

**Charger**

	I'm ready to fire, demote, or change the duties of some of my people, and I don't want the feedback to give them a false sense of encouragement.
	My employees are choosing not to perform in areas they're accountable for, and I refuse to let that make us fail to achieve our goals.
	I'm uncomfortable having personal conversations with the people on my team.
	Feedback is an extreme waste of time. I tell everyone what's expected at the beginning of the year. I don't feel that I should spend more time giving feedback.
	Feedback is like parenting. I feel like my people are responsible adults who should not need coddling.
Total:	

**Empathizer**

	Some of my people are overly sensitive, and I don't want to upset them.
	I want to acknowledge people who are trying hard, even if they don't quite meet their goals.
	Feedback could get in the way of my close relationships with my team members.
	I've never been comfortable giving feedback to friends, family members, or coworkers.
	I am concerned that people will become demotivated if I give corrective feedback.
Total:	

**Motivator**

	Things are changing fast in the company right now, and I don't want to demoralize people with negative feedback.
	I think the team dynamic is strong and team members can give each other feedback better than I can.
	I'm concerned about appearing unfair because I would give some people more corrective feedback and others more praise.
	We have great morale on our team right now and feedback conversations would decrease morale.
	I have occasion to work more closely with some more than others on my team, so it's hard to give feedback consistently to everyone.
Total:	

About the Author



Anna Carroll, MSSW, is an organization development consultant, facilitator, coach, and speaker. Through her practice, Interaction Design, Inc., she has designed and led training and group planning experiences and has created learning tools and assessments to speed up group success with clients such as Applied Materials, Austin Regional Clinic, eBay, GE, Horseshoe

Bay Resort, Houghton Mifflin Harcourt, Starwood Hotels, University of Texas, and Zimmer.

Most recently Carroll has focused on the power of feedback loops and how leaders and team members can overcome their barriers to exchanging valuable feedback in the workplace. Her website is www.EverydayFeedback.com. She lives in Austin, Texas, with her husband Michael Wilkes.