The Feedback Frame
How To Make Raising The Bar Fun

Leaders need the Feedback Frame because:

Many of us have learned that conflict is "bad" and that we should appear optimistic and positive at all times. Yet while this leads to superficial harmony, it denies the truth, and undermines genuine trust, communication and teamwork, resulting in:

Recurring poor communication, mis-matched expectations, misunderstandings

Infrequent or incomplete feedback, people not knowing if they are on or off track

No consequences for dropped accountability, so the pattern repeats

Leaders can use the Feedback Frame by following these 5 steps:

1. Build Rapport.
If your employee does not feel safe and supported, then giving feedback is meaningless.

2. Acknowledge What Is Working Well First.
If you focus on what is working well first, then employees will feel seen, included, and valued.

3. Be Specific.
For example: "What I noticed worked well, was you immediately called the client today to express your project concerns, and to offer a technical solution."

4. Keep It Short.
Limit your feedback to a couple of items. People can optimally process about three chunks of information at one time.

5. Keep It Equal.
If you list one thing that's working, list one thing you'd like to see more of. Use the Feedback Frame up, down, across the org chart. No exceptions.

*Use these phrases to deliver frequent feedback:

"What worked/What's working is _____"

What I'd like to see more of is _____"

Improper Use Of The Feedback Frame

"You often forget to follow up with clients after a project is completed. You should really do something about that. A project isn't really completed until you have that conversation with the client.

If you don't take the effort to find out what areas we can improve our service, we might lose our clients to our competitors. And as it stands, we can't afford to do that, can we?"

[Note the above didn't mention what was working, and then was a blame-fest on what wasn't!]

Proper Use Of The Feedback Frame

"What's working is your delegation – you manage 6 projects at one time, and see them to completion – awesome! In weekly team meetings you help everyone get clear on what they need to do, why, and when they need to do it.

What I'd like to see more of is contacting the client after a project is done, and eliciting feedback on their experience with us. You could even ask a standard set of questions so we can assess our client care with set metrics."

Use the Feedback Frame:

1:1 and in teams

After a project or mid-project to course-correct

In person or over webcam. Send a recap via email/voicemail.

*When we acknowledge what's working we light up the frontal lobes and make the person more receptive to what's coming next!

Some specific ROI from using The Feedback Frame includes:

Six times more likely to agree that the feedback is meaningful.

Six times more likely to agree that they are motivated to do outstanding work.

Three times more likely to be engaged at work.

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