



Welcome to


Essential Employee Conversations (Part 1: Effective Feedback)

THE TRAINING WILL BEGIN SHORTLY! WHILE YOU'RE WAITING...

Icebreaker Question
(answer in the chat)
What is the best leadership advice you have received?

Survey & Certificate of Completion
Available following the training.

Connect With Us!   

VISIT CALTRIN.ORG & SCAN TO LEARN MORE 



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Before We Begin...

DURING		AFTER
 Access your participant guide now! The link can be found in the chat.	 Review interactive features for today's session. Locate the controls on the toolbar at the bottom of your screen.	 Complete the survey at the end of this webinar to receive your Certificate of Attendance.
 This presentation is being recorded for admin purposes only.	 External AI assistants are not allowed in CalTrin trainings due to California privacy laws.	 A follow-up email will be sent to all participants within two days.

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Hi, We're CalTrin!

Who we are

- The California Training Institute
- Funded by the State of California, Dept. of Social Services, Office of Child Abuse Prevention (OCAP) to support child abuse prevention through professional development and extended learning opportunities.
- Designed for staff of family strengthening and child abuse prevention organizations in California, including Family Resource Centers, Child Abuse Prevention Councils, community-based organizations, and other child and family serving systems.

What we offer

- Live webinars & small group training
- Virtual, self-paced courses
- Job aids & other resources



This training was made possible with funding from the California Department of Social Services, Office of Child Abuse Prevention. Any opinions, findings, conclusions, and/or recommendations expressed are those of the CALTRIN and do not necessarily reflect the views of the California Department of Social Services.

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UPCOMING TRAININGS

mark your calendars!

Visit caltrin.org to view and register for upcoming webinars or workshops:

- November 4:** Essential Employee Conversations Part 2: Difficult Conversations
- November 5:** Opportunities for Expanding Parent Leadership
- November 14:** Paternal Perinatal Mental Health
- November 18:** Protective Factor of the Month: Social & Emotional Competence of Children
- November 19:** Recognizing & Regulating Workplace Distress Through the Window of Capacity
- November 20:** Trauma-Informed Leadership in Turbulent Times

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Essential Employee Conversations (Part 1: Effective Feedback)

Presented by CalTrin

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Speaker SPOTLIGHT



Jessica Mattly, MBA
CalTrin Training Coordinator & Facilitator

- Worked for First 5 San Diego in 2009
- Training & Leadership Development for Global Corporation
- Training Certifications
 - Bringing the Protective Factors Framework to Life in Your Work (CTF Alliance)
 - Standards of Quality for Family Strengthening and Support (NFSN)




CalTrin is not responsible for the content of content and any views expressed in its materials and presentations.

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LET'S LEARN ABOUT YOU!

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AGENDA

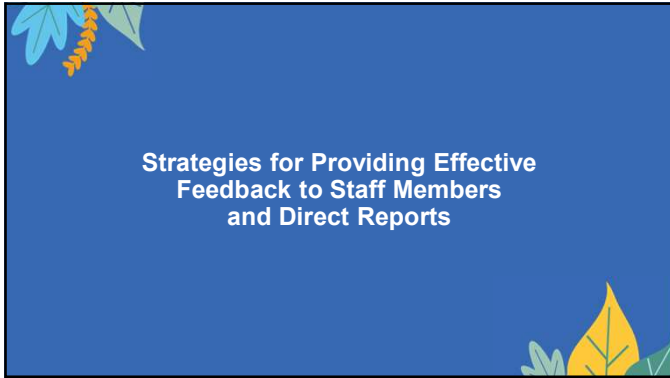
- Strategies for providing effective feedback to staff members and direct reports
- Techniques for receiving and clarifying feedback from staff members and direct reports
- Techniques for building trust during a feedback conversation
- Practice giving effective feedback and receiving feedback from other participants

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ESSENTIAL EMPLOYEE CONVERSATIONS

Situation	Pattern
<ul style="list-style-type: none"> • Single or isolated incident • Provides clear, factual feedback to raise awareness for prompt change • SBI Framework 	<ul style="list-style-type: none"> • Ongoing or repeated behavior • Builds mutual purpose to discuss a recurring concern • Crucial Conversation

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SMALL GROUP BREAKOUT (5 MINS)


Introduce yourself!

What do you already know?


- List one best practice

What would you like to know?

- Identify one area of feedback challenge where you would like to have some more information or strategy



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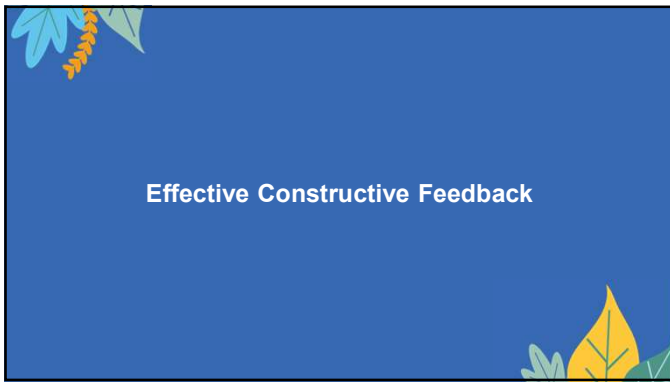
FEEDBACK CHARACTERISTICS

- Review of past behavior, future-focused
- Evaluation/observation of performance
- Corrective = used to modify behaviors or habits to impact performance or productivity or achieve a desired result
- Positive = affirming comments to encourage and strengthen behaviors or habits

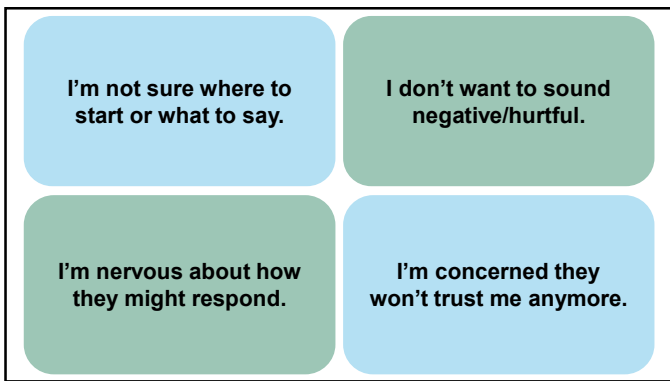
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CONSTRUCTIVE

- Focuses on Performance
- Two-way
- Looks for Solutions
- Future-Focused
- Specific
- Factual

CRITICAL

- Focuses on the Person
- One-way
- Looks for Scapegoat
- Past-Focused
- Interpretive
- Emotional

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CONSTRUCTIVE OR CRITICAL?

You don't know what you're doing, and it's beginning to hurt the team.

I expect that you will set an out-of-office message in the future when you are on vacation, so families know who to call while you're gone.

I'm concerned that this is the third time you have arrived late to a case review with a family, and we need to talk through a solution for the future.

We've already reviewed this twice, and you can't seem to get it right.

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SBI FRAMEWORK BY CCL

S

SITUATION
Describe the situation. Be specific about when and where it occurred.

B

BEHAVIOR
Describe the observable behavior - what you saw or heard. Don't assume you know what the other person was thinking.

I

IMPACT
Describe what you thought or felt in reaction to the behavior. Do not judge the other person's intentions.

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SBI FRAMEWORK BY CCL

Amy was disruptive during today's staff meeting. She was making comments under her breath and rolling her eyes as you were reviewing upcoming policy changes. In general, her personality is expressive, but today, her comments were distracting to you and her fellow coworkers. You are unaware of what her comments were exactly, but the impact she had on the team was that people were seemingly distracted as they tried to listen to your message.

- S** Describe the situation. Be specific about when and where it occurred.
 - A) Amy, I'd like to discuss what happened at today's staff meeting...
 - B) Hey Amy, why were you so rude this morning? What's your problem?



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SBI FRAMEWORK BY CCL

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- B** Describe the observable behavior – what you saw and heard. Don't assume you know what the other person was thinking.
 - A) You obviously don't agree with the new policy changes – it was written all over your face.
 - B) This morning, as I was giving a policy update presentation, I noticed that you were making some comments, and you also appeared to express some frustration with your expressions and body language.



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- I** Describe what you thought or felt in reaction to the behavior. Don't judge the other person's intentions.
 - A) Do you want to tell me what your problem is because your attitude problem is creating an issue.
 - B) As a result, many of the other staff members were distracted and may not have heard the full policy update. Quite honestly, it was difficult for me to concentrate because I was also concerned about you. You really seemed upset – can you share a little bit more with me, I'd like to understand and maybe assist.



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SBI FRAMEWORK BY CCL

Brandi joined your team in June. She has been great to work with and is passionate about the team's mission, but she sometimes struggles with dominating her peers during team discussions. In a recent meeting, she cut off a few staff members as they were providing their ideas to insert her own thoughts or opinions. You noticed that some of the more soft-spoken staff members quickly gave up providing their ideas during the meeting. You know that she means well, but as a result of her communication style, she is negatively impacting the collaborative team environment you've worked so hard to foster.



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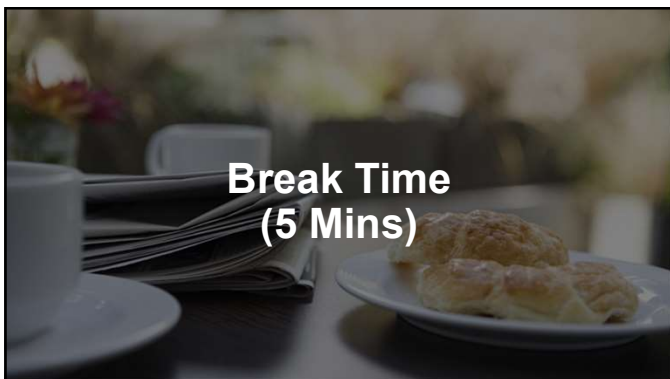
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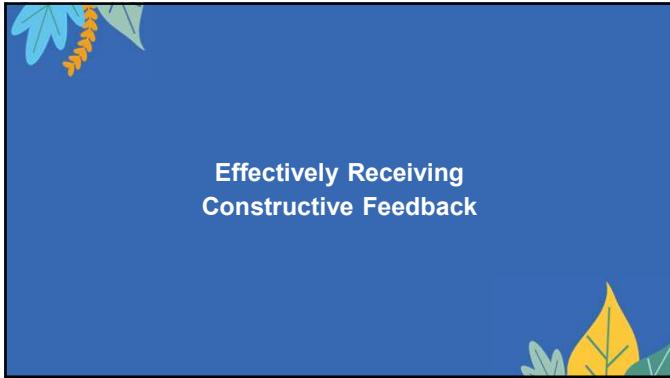
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Center for Creative Leadership

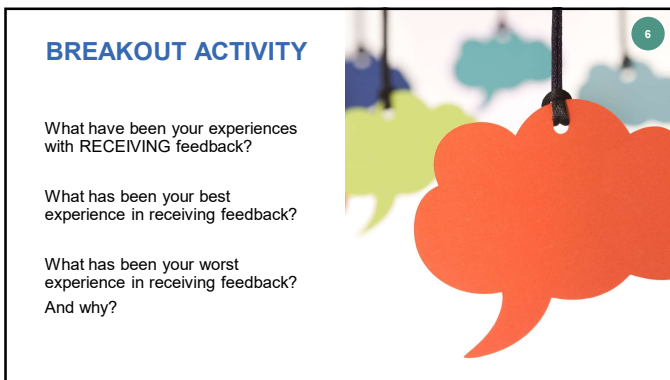
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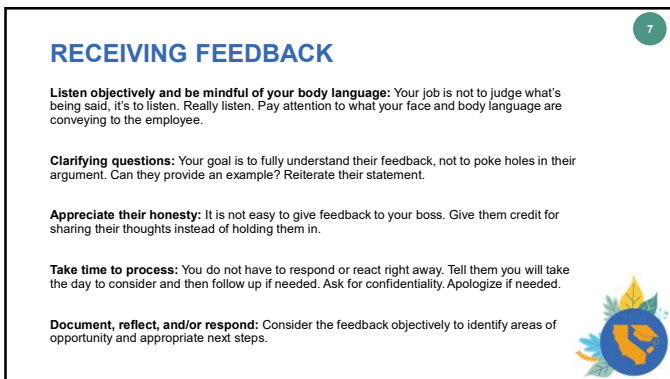
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SBI FRAMEWORK BY CCL


Your employee Riley has been giving you the cold shoulder since you rescheduled their last one-on-one, and it's starting to become obvious that they are frustrated with you. After a few days, you pull Riley into your office and check in utilizing the SBI Framework, and this is what they say when you ask them what's wrong:

"I don't feel valued for my hard work. We've been short for months, and I've been picking up the extra work. I'm slammed right now, but I still made time to prepare for our one-on-one last week, which you canceled last minute anyway...as usual. I just feel like an afterthought, and I'm starting to wonder why I even try so hard."

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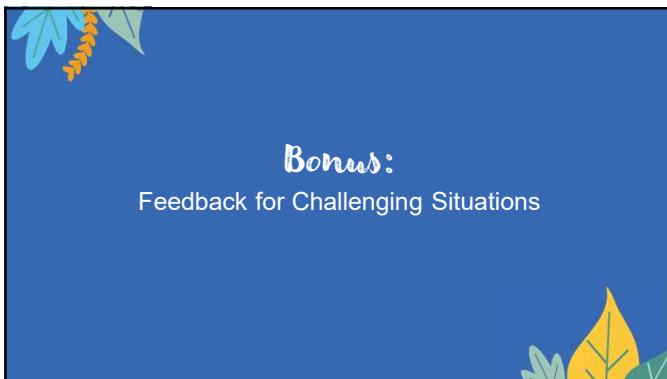
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- Listen objectively and be mindful of your body language
- Clarifying questions
- Appreciate their honesty
- Take time to process
- Document, reflect, and/or respond

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Bonus:
Feedback for Challenging Situations




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FEEDBACK FOR CHALLENGING STAFF

- **Internalizer:** Are afraid that you no longer have confidence in them
 - State your intent, review the facts objectively with the SBI Framework
 - Separate their character from their action
 - "I am bringing this feedback to you because I know and see how much you value the quality of your work."
- **Expressive:** Will become upset and animated
 - Remain calm and factual; use the SBI Framework
 - Level-set when needed, "I want to continue this conversation because it's important to me that we find a solution together, but you will need to lower your voice, or we can reschedule."
- **Defender:** Will become defensive
 - Remember your why and state your purpose clearly; stay focused on the goal
 - Utilize the SBI Framework and do not feel the need to engage in an argument




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FEEDBACK TO YOUR BOSS

- **Request a separate meeting to raise your issue**
 - Do not discuss on impulse; give your boss the opportunity to select a time that works for their schedule
- **Be factual, be specific**
 - Provide details about who/what/when/where, and how you felt
 - I've noticed; I'd like to discuss X incident; this is how it made me feel, etc.
 - Avoid assumptions and speculation of motives
- **Give feedback by asking questions**
 - Help me understand...
 - Have you considered...
 - What are your thoughts about...



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LAG TIME

"The determining factor between success and failure is the amount of time that passes between when the problem emerges and when those involved find a way to honestly and respectfully resolve it."


The only reliable path to resolving problems is to find the shortest path to effective conversation.

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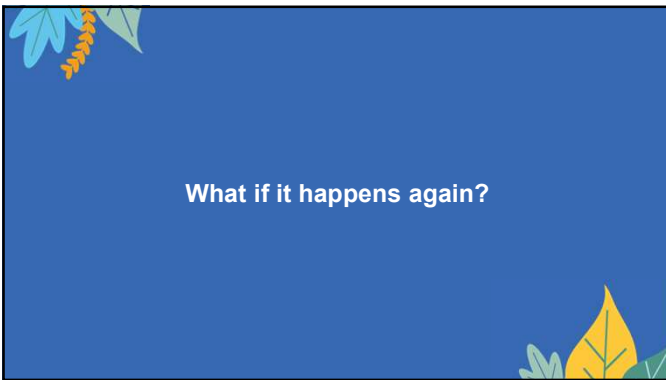
BREAKOUT ACTIVITY

What would increase your feedback confidence by +1?



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What if it happens again?



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CRUCIAL CONVERSATIONS

- Opinions vary
- Stakes are high
- Emotions run strong



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HOW DO WE HANDLE CRUCIAL CONVERSATIONS?

- We can avoid them
 - Talk it out vs. Act it out
- We can face them and handle them poorly
 - React with emotion
 - Taken off guard
 - No strategy
- We can face them and handle them well



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Your Next Steps

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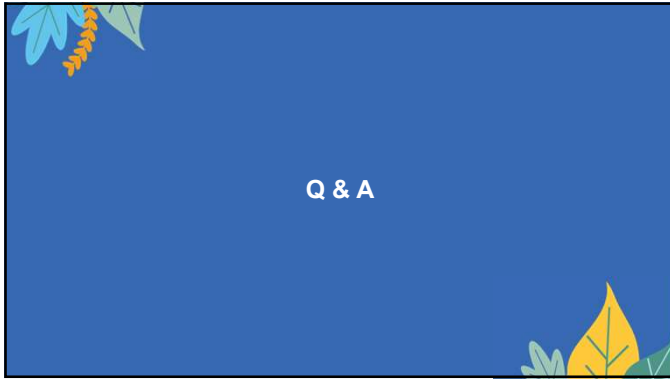
IDEAS INTO ACTION

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- 1. Self-Reflection on Past Feedback:** Think back to a time when you received or gave feedback. Write a short reflection (1-2 paragraphs) on what made that feedback effective or ineffective. Consider how you might handle a similar situation now, using the insights you gained in Part 1.
- 2. Feedback Script Creation:** Prepare a draft outline or script for delivering feedback on a real or hypothetical issue that you encounter at work. Include details on your word choices, tone, and the feedback's intended outcome. Focus on utilizing the SBI format.



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Thanks for joining us!

WHAT'S NEXT?

- Join us for Part 2 on November 4
- Follow-up email with resources within two days
- Watch your inbox for the next issue of *CalTrin Connect*



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