

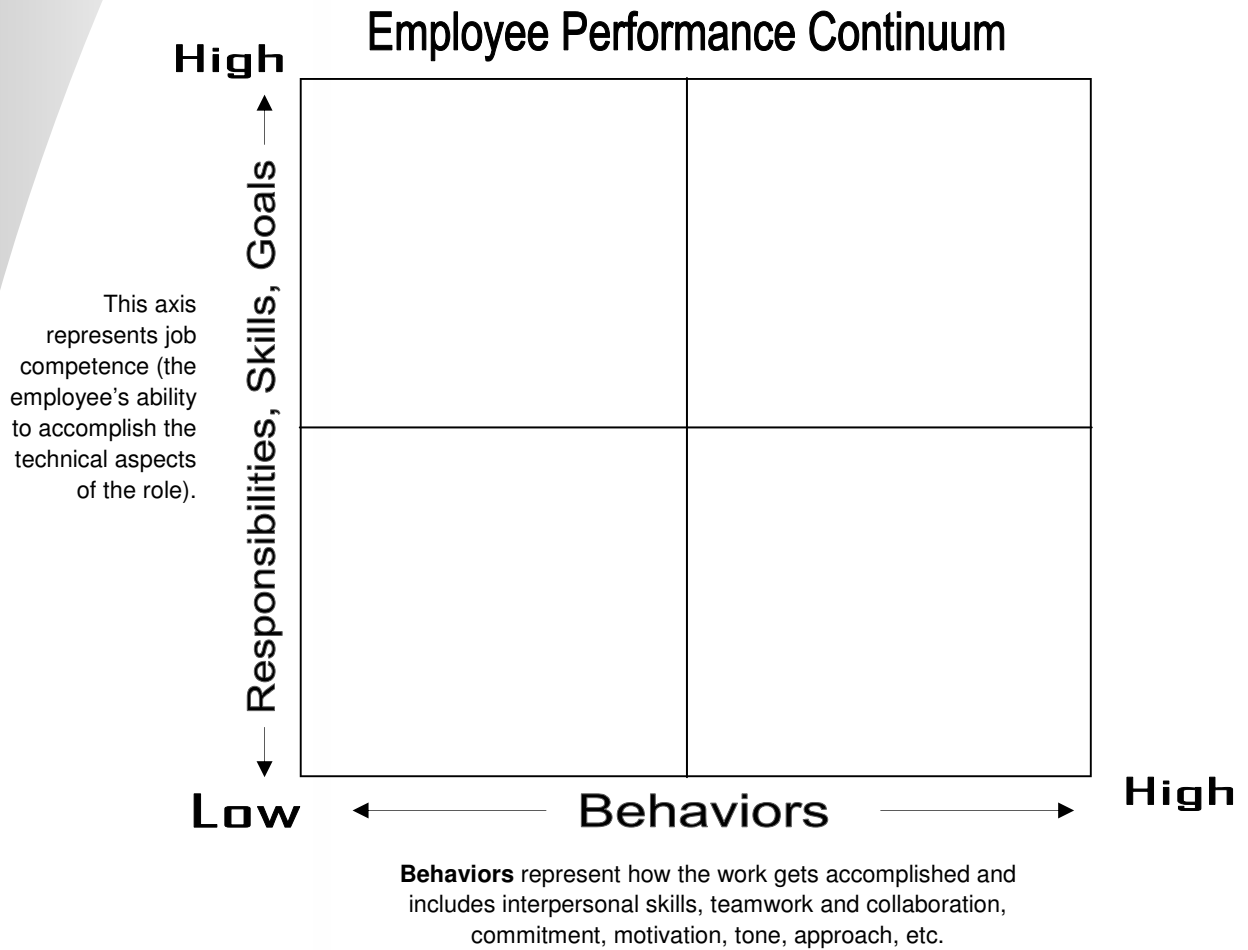
Reducing Defensive Reactions to Feedback



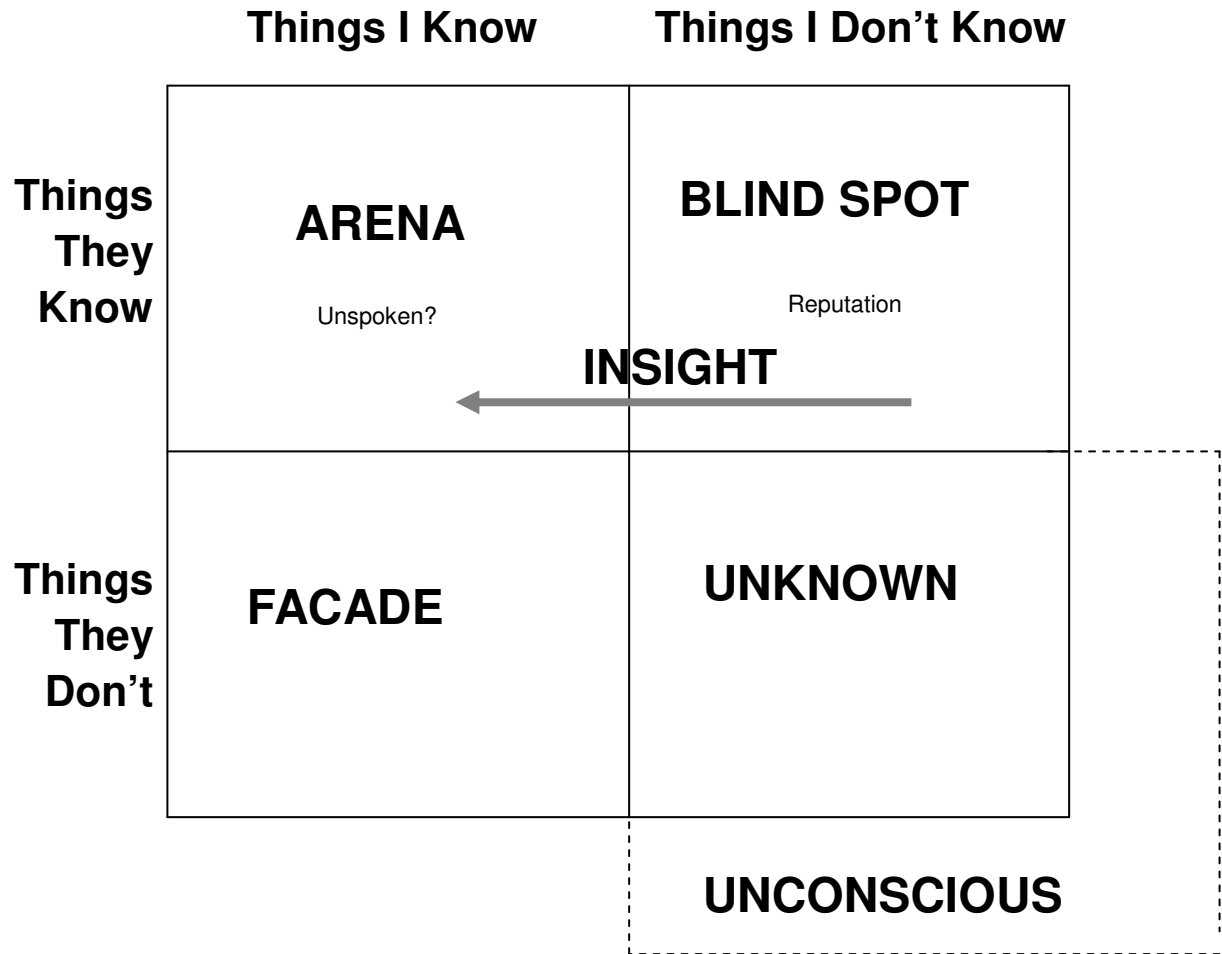
The Performance Continuum Feedback Method®

A TOOL TO:

- **Assess Team and Individual Effectiveness**
- **Diagnose Improvement and Development Opportunities**
- **Craft Verbal and Written Messages**
- **Manage Conversations**

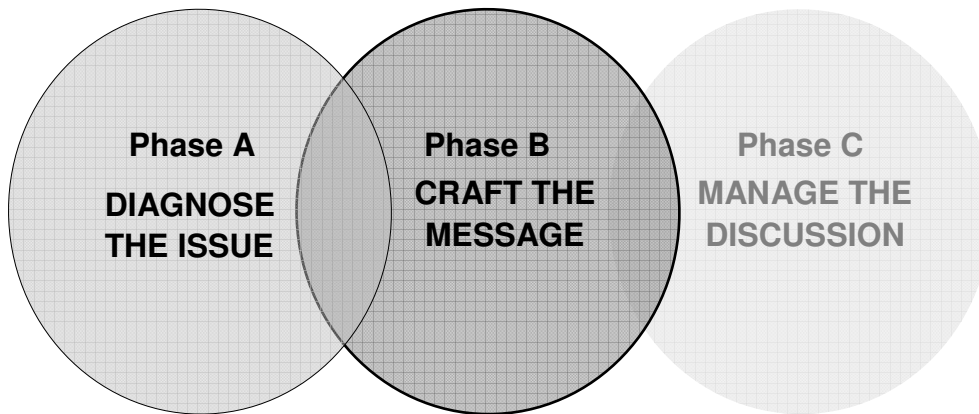


JOHARI WINDOW



Source: [Joseph Luft](#) and [Harry Ingham](#), 1955 United States

Phase A Diagnose the Issue and Phase B Craft the Message



Phase A represents the work that is done to diagnose the area for performance coaching and development. Phase B represents the words that will be used to introduce the feedback to the employee.

PHASE A STEPS	
Diagnose the Performance Issue to Identify the Performance Coaching Area.	
1 The Performance Continuum	Identify where the employee is on the 4-Square Employee Performance Continuum.
2 Uncensored Perceptions	What comes to mind when you think about the employee's most prominent performance <i>problem(s)</i> ?
3 Supporting Examples	Identify specific examples which support the Uncensored Perception identified in Step 2. This will help you clarify your Uncensored Perception. Sometimes the examples support that the Uncensored Perception was accurate and other times will help fine-tune the Perception.
4 Business Impact	Identify the problematic business outcomes that are a direct result of the Performance Coaching Area.
PHASE B STEPS	
Craft the Message	
5 Turn Around the Uncensored Perception (<u>the problem</u>)	Create a statement describing what you <i>want</i> the employee to develop by describing the <i>opposite</i> of the Uncensored Perception. This step consists of 3 parts: a.) The business rationale for introducing the feedback, b.) turning around the <i>problem</i> to describe expected performance and c.) describing the specifics of what the new performance should look like.
6 Describe the Importance	Turn around the Negative Business Impact to describe the new results.

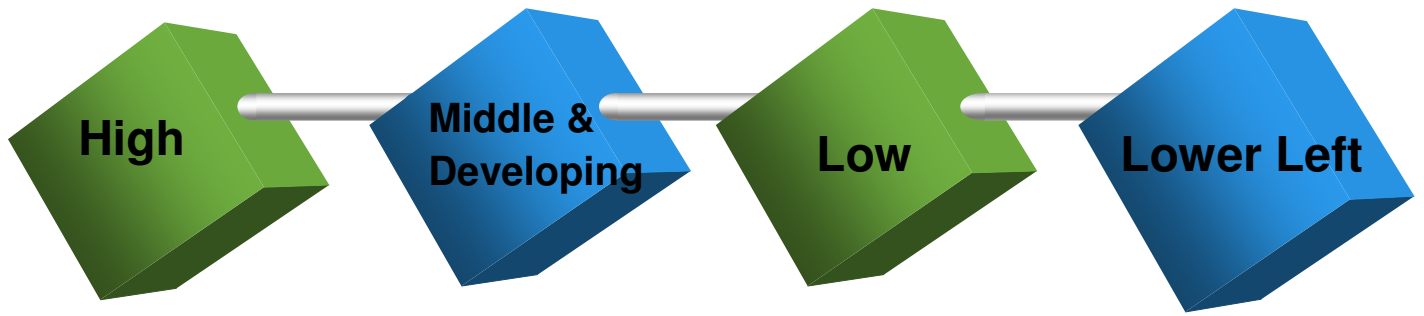
Examples of Uncensored Perceptions Converted into Future Focuses “Develop the Ability to” Messages

UNCENSORED PERCEPTIONS- HERE'S WHAT I DON'T WANT ...	TURN AROUND STATEMENTS: HERE'S WHAT I'D LIKE TO HAVE HAPPEN INSTEAD... <i>Remember- there are multiple ways to rephrase the Uncensored Perceptions</i>
Shovels work off onto others	Develop the ability to follow through on and take full accountability for the work assigned to you
Makes a judgment and doesn't change it	Develop the flexibility to make a judgment and understand when and if to change/adjust it. Develop the ability to sort through new information and developments and adjust your previous conclusions as needed.
Can't make decisions on their own	Develop the ability to make <i>routine</i> decisions on your own (such as- provide examples) and then come to me if you are still unclear on how to proceed.
Incompetent	Develop competence in... (name the area for increased competence)
Indiscreet	Develop the ability to be discreet with (name the area/type of information). Develop the ability to differentiate between information that can be shared and information that is confidential.
Liar	Develop the ability to rely on and communicate facts and data.
Unreasonable	Develop the ability to adjust your expectations and request reasonable... (identify what the employee needs to be reasonable about).
Distracted	Develop the ability to focus on (be specific and name the area for focus)
Resistant to Feedback	Develop the ability to accept/be open to feedback.
My way or the highway	Develop the ability to compromise. Develop the ability to consider other's ideas and approaches for handling X. Develop the ability to consider multiple approaches to the same issue. Develop the ability to acknowledge and consider various ways of solving the same problem.

Examples of Uncensored Perceptions Converted into Future Focuses “Develop the Ability to” Messages

Rolls eyes and is visibly annoyed	<p>Develop the ability to censure your non-verbal mannerisms/body language</p> <p>Develop the ability to mask your emotions.</p> <p>Develop awareness of your body language and intentionally make adjustments for a neutral/open appearance.</p> <p><i>*Note- in all likelihood the employee may not be aware of how their body language comes across to others and may require examples to help develop awareness of how they are perceived (ie: when you hear an idea that you don't agree with sometimes you'll click your tongue and roll your eyes)</i></p>
Verbose	<p>Develop the ability to be concise.</p> <p>Develop the ability to just the communicate the most essential information.</p> <p>Develop the ability to hold back on the details the audience doesn't need to be aware of and communicate just the essential information- the big picture.</p> <p>Develop the ability to read your audience and think from their perspective, “what is the essential information they require” and “what information can they do without”.</p>
Never satisfied with what they have	<p>Develop the ability to be content by realizing what you have (name the “what”... resources, support, new software, flextime, etc.) and asking for additional resources only when it's essential.</p>
Stuck in their ways	<p>Develop the ability to be open to new ideas and change.</p>
Always have to follow the rules	<p>Develop greater flexibility</p> <p>Develop the ability to realize the rules have to be bent</p> <p>Develop the ability to realize when the rules need to be adjusted to fit the situation</p>
Abrasive tone	<p>Develop the ability to use a professional respectful tone</p>
Town Crier- everything is a crisis...	<p>Develop the ability to evaluate and raise just the most important issues</p> <p>Develop the ability to evaluate the situation and determine if it's critical enough to escalate the situation and then connect with the appropriate person.</p>
Interrupts	<p>Develop the ability to hear others out</p> <p>Develop the ability to listen to others</p> <p>Develop the ability to hear others, process the information and then provide your input</p>
Uncooperative	<p>Develop the ability to fully cooperate when it comes to (providing Tim with the statistics on defects - describe the areas where cooperation is needed)</p> <p>Develop the ability to go along with (the new production processes)</p>

Conversation Types: Based on Performance Effectiveness Levels



Support
+ Feedback

Support
+ Feedback

I need you to
Develop the
ability to ...

URGENT
HR Support

Interests: Development

Professional
Development/
Interests

Provide support
through
solutions and
goals

Up or out

Fixes

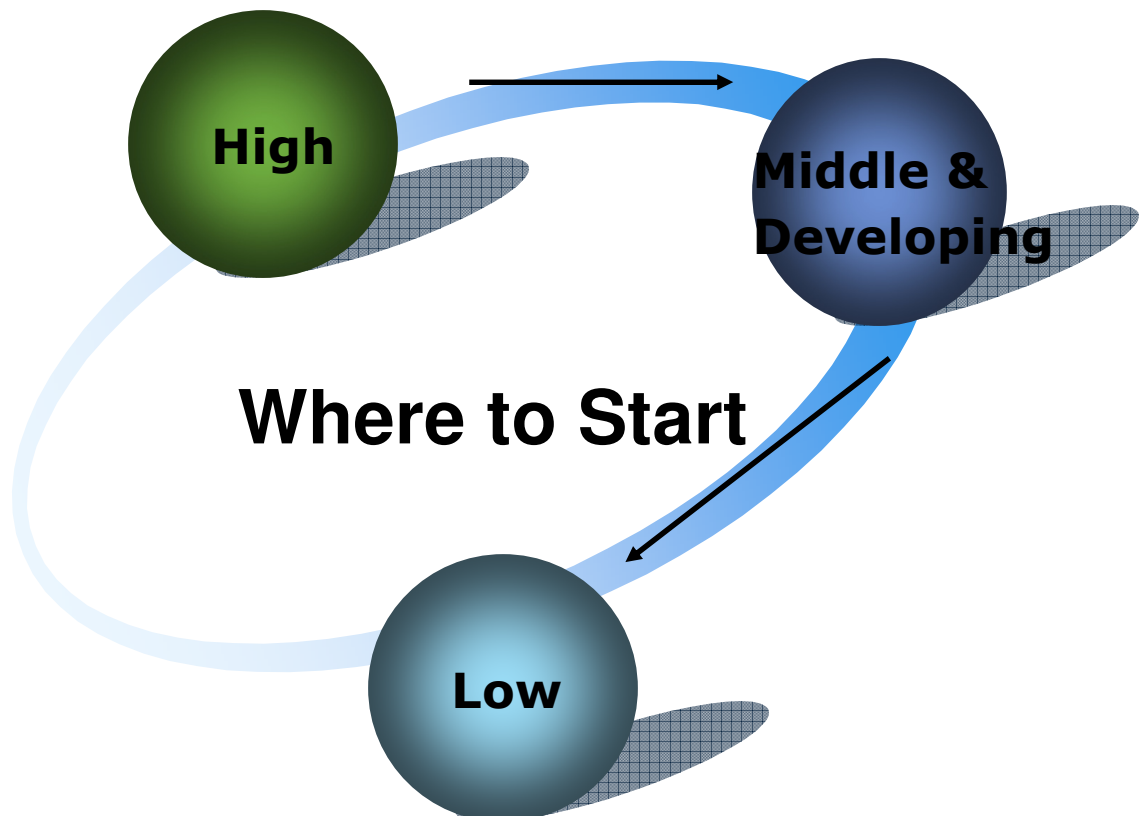
Fixes

Consequences

Re-recruit

Re-recruit

Follow Up/
monitor



How to Reduce Defensive Reactions to Feedback Presenter Information



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