

# Courageous Conversations Worksheet

Constant learning, building knowledge, skills and developing new practices, including learning from each other is an essential part of how we work together at Here. As a learning organization we all need each other's help to learn and make sure we are fulfilling our promises, making improvements and continually innovating.

Feedback is a two way conversation that supports learning. We might get it from a colleague at work, your partner or from the air telling you you've not dressed warmly enough.

And there's both formal and informal feedback. Informal feedback could be a thank you, an 'in the moment' pointer to do something differently or reassurance that you're doing your job well.

Formal feedback might happen in a 1:1, be news that you have passed your probationary period or some reflections on your contributions to a project you are working on.

By focusing on how we ask for and receive feedback we can develop our capacity to support our own and other's learning.

## Feedback

### The 3 types of feedback

#### Appreciation

Is acknowledgement of the genuine and unique positives of a person's work. Everyone receives appreciation differently so we need to clarify for ourselves how we best receive it and work out how our colleagues like it whether it's a quiet thanks for work done, an email, a piece of cake or a staff recognition nomination.

#### Coaching

Helps us to expand a person's knowledge, sharpen skills and improve capability. Coaching requires frequent, near to real time suggestions so we can identify and practice small corrections and improvements. Coaching is a relationship which requires trust so that the person being coached feels safe to see themselves when they're not at their best and can receive help to get better.

#### Evaluation

Tells someone where they stand. It assesses them against a set of standards or expectations and is used to guide decisions. If we don't get evaluative feedback we will seek it out and will receive coaching as evaluation even if it's not intended as such.

### The 3 triggers to receiving feedback

#### Truth

"That's not true!" - when I react to the content of the feedback

#### Relationship

"I can't hear that from you!" -when I react to the who, when or why ie I suspect their motives

#### Identity

"That's not me!" -when I react because the feedback impinges on what I believe is true about myself and how I see myself.

# Giving Feedback – 6 steps

## 1. What is my intention or purpose?

Clarify what learning you are trying to catalyse. Creating an opportunity for learning, expressing feelings and problem solving are all useful intentions.

## 2. Consider psychological safety

Your receiver will be able to hear better if they feel safe. What could you do to develop a sense of safety? Think about place, time, who else you might invite if anyone. What about your own sense of safety? Is there anything you need to increase your sense of safety?

## 3. Begin by listening

Listen so they can think and speak. Find out what their view is. Listen for what's right.

## 4. Speak and dialogue so they can listen

Be specific. FACT, FEELING, FUTURE.

## 5. Be solutions focused

Create possibilities to solve problems

## 6. Close with commitment

Agree what's going to happen next, whether that's another conversation, gathering information or the next steps. Remember feedback is usually a series of conversations over time, rather than a one off ninja move or a surgical strike. Agree when you will return to the conversation.

## Get going – tips for both of you

- Choose one thing to work on at a time – too many things to change at once is overwhelming. Choose one thing and return to it next time.
- Try small experiments
- Hierarchy and trust – where a power difference is affecting the conversation, acknowledge it and think about ways to work with it rather than wishing it away.

**“The success of an intervention depends on the interior condition of the intervener”**

- Bill O'Brien

## Further resources

### **Courageous Conversations**

How these work at Here by the Circus team

### **'Thanks for the Feedback'**

Book by Douglas Stone & Sheila Heen