



Case Study

Feedback – Building an open high performance

Client Drivers

Our client had a specific requirement within one division, where the nature of the roles required individuals at the same level to review each other's work and make judgements on the approach prior to publishing decisions in the external market place.

Our client wanted to build a more open and transparent approach to these reviews and create a learning organisation, as a result of adult to adult feedback dialogue. The approach to date was not working well as reported in employee satisfaction data.

Strategis' Solution

A fast paced experiential workshop which everyone within the division attended (approx. 80 individuals) right from the most senior leader to the most junior and newest members of staff. All levels of staff were mixed into the same workshops to show the seriousness of the intent and to ensure everyone had access to the same language and models and could learn from each other.

The workshops were 3.5 hours long and 2 sessions ran in one day with 10 delegates attending each of the am and pm workshops. The facilitator/actor ratio to delegate was high, with 1 facilitator and 1 actor working with a cohort of 5 delegates. The workshops consisted of the following:

- ▶ Discussion of how delegates felt about the current state of feedback and review
- ▶ The importance of high quality feedback within a high performing culture
- ▶ Introduction to the whole message model
- ▶ Demonstrations by actors of bad and good examples of feedback with tutoring by the delegates towards how to improve the feedback
- ▶ Practise sessions one to one with actors on real life scenarios allocated at the workshop. Delegates provided feedback to colleagues, as well as the actors and facilitators
- ▶ Seeking, Receiving and Acting on Feedback model shared to encourage self-directed use of learning through feedback

In addition to the workshops we asked for volunteers to take part in action learning groups to actively continue to refine an approach within the department which would encourage a continued focus on evolving the feedback culture within the division.

Value To Our Clients

Post the workshops we have solicited feedback and individuals comments that they are doing the following:

- ▶ Planning their feedback and considering carefully the impact of the language they use when providing insights
- ▶ Using the structure for giving feedback and thinking up front about the outcome they want from providing the feedback
- ▶ Working hard to incorporate examples when they are giving feedback
- ▶ Asking permission to give feedback and checking out that it is a good time for the other person to be able to listen
- ▶ Proactively seeking feedback from others

In addition to this there were a number of interested individuals who wished to be part of a learning set to contribute ideas and further learning as to how the department could continue to improve.

Three action learning sets were set up and self-directed on the following topics.

- ▶ How to deal with feedback within a hierarchy, upwards, downwards and sideways
- ▶ Celebrating Success and recognising great work
- ▶ How to overcome stylistic differences and preferences creating a lack of motivation

Each of these action learning sets solicited a member of management to sponsor them and recommendations have been made to the senior management team and a number of items implemented. In addition to this feedback up the hierarchy increased and the management team were able to take actions on items that led to better employee engagement. This partly happened as a result of managers more actively seeking feedback.

Delegate Quotes & Content

"Very good – introduced concepts which I can put into practice"

"Models are good – I see myself referring to these in the future. It also raised some points about self-awareness which I will bear in mind."

"After this training session I feel I have more tools to prepare myself to give and ask for feedback which I consider is very important for our organisation"

"Very good course – actors excellent"

"Very useful – use of real scenarios, honest and open feedback was very useful for self-appraisal!"

"Best course I have been on in a long time."

TRANSPARENCY
 COLLABORATION FEEDBACK
 TRUST HONESTY
 GAINING INSIGHTS
 BLINDSPOT WINDOWS
 FINE TUNING APPROACH
 NON-DEFENSIVE LISTENING
 JOHARI HIDDEN TALENT
 ROLE-PLAYS PRACTISING
 THANKING REAL-LIFE
 WHOLE MESSAGE MODEL
 PERCEPTIONS