



FEEDBACK FOR PERFORMANCE

WEDS, DEC 14, NOON – 1:15PM | FACILITATOR: LINDA RICH

NonProfit HelpDesk

A project of the Jewish Community
Council of Greater Coney Island
(JCCGCI)

www.nphd.org



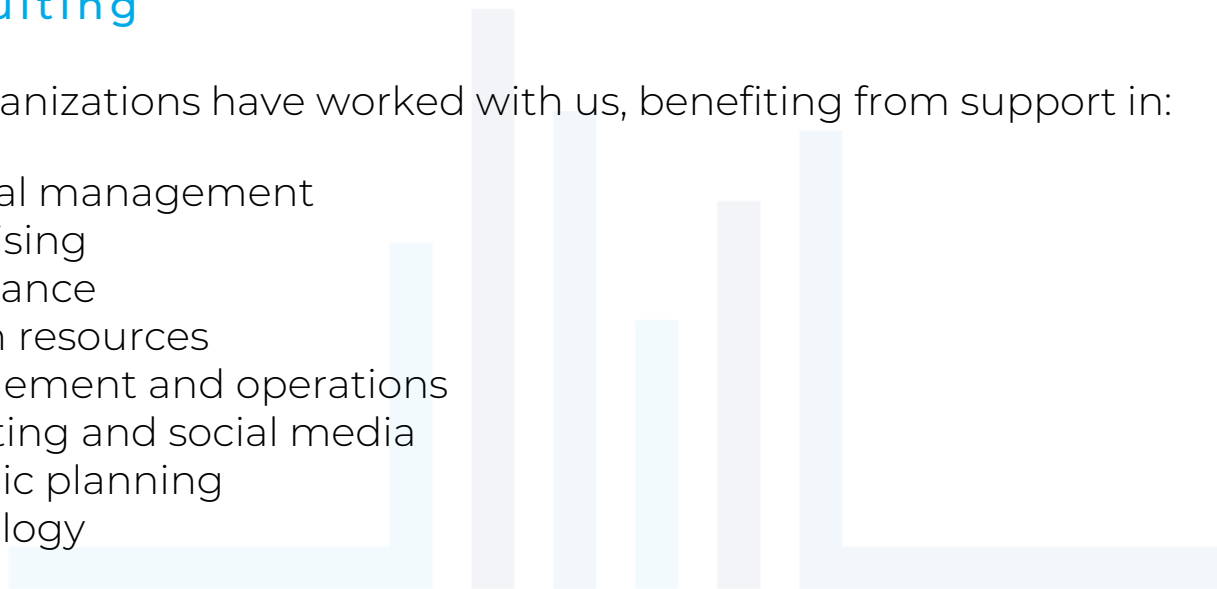
Jewish Community Council of Greater Coney Island's NonProfit Help Desk

We focus on small and emerging nonprofits, offering

- Workshops
- Training
- Consulting

2,500 organizations have worked with us, benefiting from support in:

- financial management
- fundraising
- governance
- human resources
- management and operations
- marketing and social media
- strategic planning
- technology





The NonProfit HelpDesk invites small and emerging nonprofits to **FREE ONLINE** workshops and consultative support, funded by the New York City Council and NYC Department of Youth and Community Development.

This new workshop series will focus on key skills, operating areas, and best practices to help groups work smarter. One-on-one assistance will be available on a limited basis to workshop participants following the presentations.

In addition, organizations can apply for short consultations in the areas of governance (by-laws, non-profit tax exemption, corporate policies, employee handbooks), executive coaching, fundraising and financial management.

To register for a workshop or apply for consultative support:

bit.ly/NPHD_Workshops

SCHEDULE

**TUESDAY, NOVEMBER 29, 2022,
12-1:15 PM**
*Picking the Fundraising Fruit and Sowing
Seeds for the Future*

**Two-Part Series on Storytelling
TUESDAY, DECEMBER 6, 2022,
12-1 PM**
*The Power of Effective Storytelling: the
Oprah of Opera*

**TUESDAY, JANUARY 10, 2023,
12-1 PM**
Storytelling Workshop, "SHARK TANK" Style

**WEDNESDAY, DECEMBER 14, 2022,
12-1 PM**
Feedback for Performance

**Three-Part Series on Collecting the
Right Data to Advance Your
Organization's Goals**

**FRIDAY, JANUARY 6, 2023,
12-1 PM**
*Basic Data Important to Every Social
Change/Social Service Organization*

**FRIDAY, JANUARY 13, 2023,
12-1 PM**
*Tools for Framing Data Collection
and Analysis*

**FRIDAY, JANUARY 20, 2023,
12-1:30 PM**
Follow-up Consultations

**Three-Part Series on Developing a
Road Map for Future Success**

**THURSDAY, JANUARY 12, 2023,
12-1 PM**
Where Are We Now?

**THURSDAY, JANUARY 26, 2023,
12-1 PM**
Where Are We Going?

**THURSDAY, FEBRUARY 2, 2023,
12-1 PM**
How Are We Going to Get There?

**WEDNESDAY, FEBRUARY 8, 2023,
12-1 PM**
*Software Selection and Workflow
Design - Making a Home for Your Data*



FUNDING PROVIDED BY
NYC Department of
Youth & Community
Development

These workshops are funded by generous allocations from NYC Department of Youth and Community Development (DYCD), Brooklyn Delegation of NYC Council and the Department of Citywide Administrative Services (DCAS). NPHD is a project of the Jewish Community Council of Greater Coney Island. www.JCCGCI.org



FEEDBACK FOR PERFORMANCE

TUES, DEC 14, NOON – 1:15PM | FACILITATOR: LINDA RICH



Productivity, Growth, Satisfaction

Stepping stone to next level performance/career

Withholding feedback denies access

CULTURE

So why avoid it?

CHAT

Share your biggest concern(s) around giving feedback

Why We Avoid It

- Dislike conflict
- Role discomfort – judge, boss
- Context: staff shortages, “quiet quitting”

BUT: retain best staff

Do one thing every
day that scares you.

–Eleanor Roosevelt



Without Feedback ...



You get
the
performance
you
tolerate.

Deny employees the right to know where they stand

Critical Feedback Skills

1. Giving
2. Receiving
3. Asking for



Factors Affecting Performance

- **Expectations** - clear, agreed
- **Feedback** - clear, prompt
- Skills/knowledge
- Motivation
- Resources - time, authority, tools ...
- Personal issues outside of work



SMART Goals



Specific
Measurable
Achievable
Relevant
Time-bound

Not SMART	SMART
Recruit people for the event	Recruit 50 new participants for the June bike ride by May 1

Measure OR Demonstrate

What will look/be different
What people will [not] say
How people will feel
Whose standard
etc.



My manager:

Appreciates my work, Keeps me on track, Helps me grow

Recognize Good Work

- Acknowledge/appreciate, as soon as possible
- Specify action and impact



Genuine praise motivates;
lack of recognition is a top reason for leaving

Praise Effort. Reward Results.

Positive Feedback

Clarity

In running the meeting, you engaged each person, which fostered a shared commitment across the team.

Your report hit all the key points, and backed them up with just the right amount of well-selected material. No excess.

Despite the chaos, you calmed and soothed the client. I saw tremendous expertise, and you communicated effectively that you could be trusted.

Especially with remote workers!

Non-Monetary Rewards

- Participate in a project
- Training or conference
- Exposure to senior leaders
- Tag along/Shadow
- Time to write an article
- More responsibility
- Highlight/shout out
- Help them get there
- Cross training
- Mentoring
- Flexibility
- Award
- Appreciation
- Ask them



Consider the most

HELPFUL FEEDBACK

you ever received.

What made it so helpful?

CHAT

Unhelpful feedback

- You've made the same mistake for the last 6 months.
- My manager always said everything was “great” with no specifics or suggestions on how to get even better.
- My boss told me to yell at a vendor ... I was very upset being asked to do something so against my nature.

Experience Matters



Novice	Expert
Confidence Face challenges	Get even better Grow career
seek/respond to POSITIVE FEEDBACK	seek/respond to NEGATIVE FEEDBACK

Tell Me What I Did Wrong: Experts Seek and Respond to Negative Feedback

Stacey R. Finkelstein and Ayelet Fishbach, Journal of Consumer Research

Facts vs. Stories

Clearly differentiate between:



- **FACTS:** observable — what a video camera picks up.
The things you know about what happened.
- **STORIES:** interpretations of the facts.
Including assumptions about why they did/said something

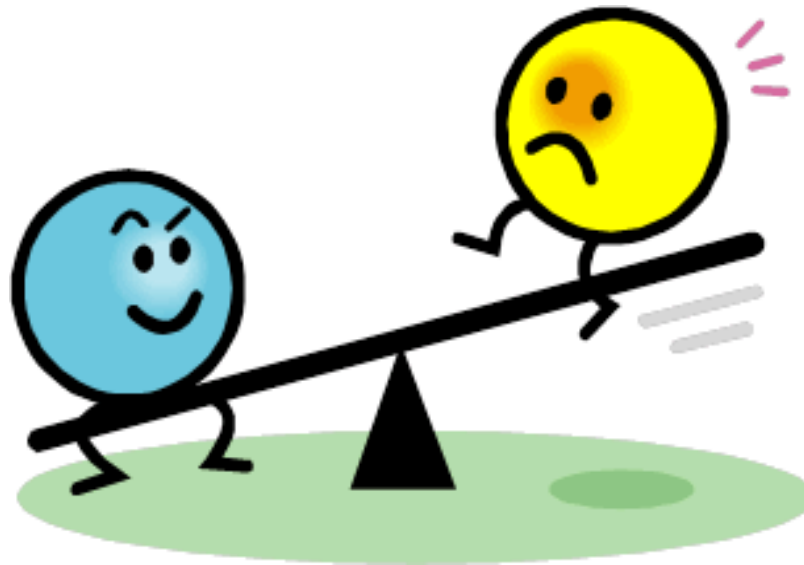




- Give feedback regularly, promptly, privately
- Be **concrete and specific**, use examples
- Stick to behaviors, results, impact (not the person)
- Use **I** statements
- Offer support
- Express confidence (in most cases)
- Give advance notice (in most cases)

Balance

Neither too soft nor too harsh.



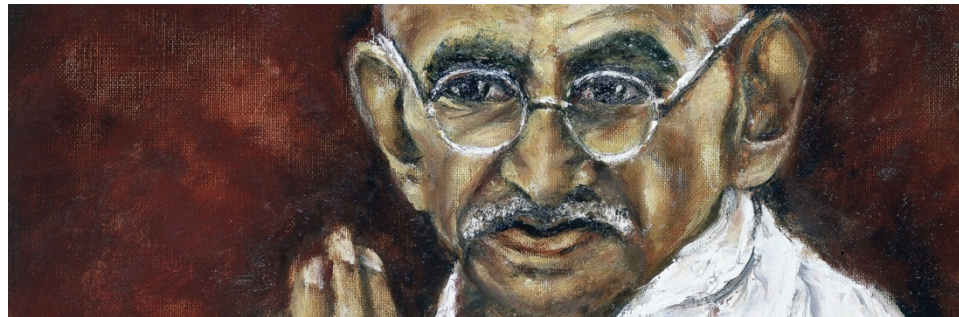
DON'T

- **“Sandwich”**
- Lose your cool
- Go on for too long
- Label/generalize: unprofessional, lazy
- Use superlatives: always, never
- Assume you understand their motivation



Gandhi

Whenever you have truth it must be given with love, or the message and the messenger will be rejected



Mindset

Here's some professional feedback for you: be a little less like you and a lot more like me.



your e cards
someecards.com

- Intent: help them grow, caring *[IT'S ABOUT THEM]*
- Quiet curiosity & humble exploration
- Respect individual strengths and style
- Trust that all are participating in good faith

“FAIR” Feedback Formula

Frame

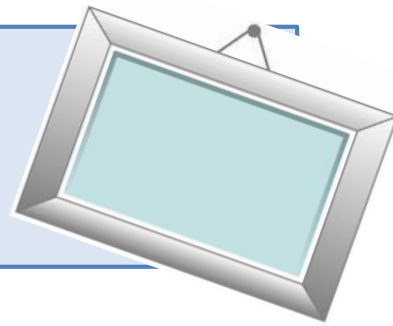
Ask

Inform, **I**mpact, **I**ntent

Recap



Frame the Conversation



Set tone/message:

... you're an effective, valued team member. Let's build on what you're already doing to grow in your job.

... discuss how together we can get your performance to where it needs to be.

... want to see you succeed, so it won't hold you back...

Ask

What went well, and what could have gone even better?



www.ebi

Stop / Start / Continue

*What was your goal? What outcomes/results did you expect?
What did you do that worked? Where were the problems?
What would it have looked like if it was successful?
What did you learn/conclude from this project?*

Inform, Impact, Intent

- **INFORM** about specific behavior (WHAT)
- **IMPACT** on the organization,
why it matters (SO WHAT)
- **INTENT** going forward (NOW WHAT)



Recap

- Review what was discussed and agreed
- Be sure to cover next step(s), including yours
- Express encouragement/reassurance

I know you can do it...I'm here to help
- Document, can have employee recap in email

FEEDBACK

SUMMARY

Encourage/Reassure



- *Your overall performance is strong... it's about how to get even stronger, how you can grow in your job.*
- *This is a serious issue, but it's something you can work on, and I'm here as a resource for you.*
- *You have what it takes to succeed and get this right. I'm looking forward to seeing you nail it next time.*

Prepare

- Scripting
- Peer/manager coaching
- Practice/role play
- Anticipate objections
- Other?



Documenting Performance

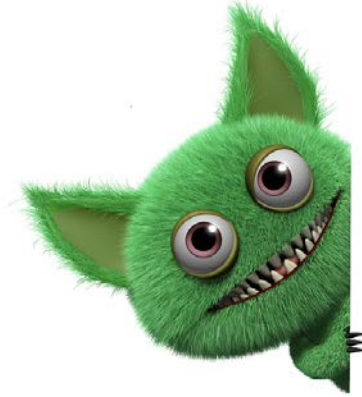
- Keep a **file** for each direct report
- Record incidents, positive and negative
- Include date, specific behavior, impact
- Note any conversations/agreements
- Maintain confidentiality



Staying in Control

Negative Self-talk

- They're being unreasonable
- They shouldn't speak to me that way
- That isn't my fault, they should accept that I have to do this



Positive Self-talk

- This is hard, they're feeling vulnerable, I can try to help them
- Helping angry people calm down is a great skill to develop

Affirmation

I have the courage to provide the feedback people deserve. I'm stepping up to do this because I care about my people and want them to succeed. It's possible that the reaction could be negative, and if it is, I'll be able to handle it.

You got this
You can do this



Pretend ...



... I funded the cost of your staff member for the entire year

but, must meet every 6 months to discuss how it increased impact

Joan Garry

www.joangarry.com



Secret Ingredient

When organizations expect their workers to deliver exceptional work, honest feedback is the secret ingredient.

- William Aruda





Opportunity

Your time – Your issues

Apply here:

bit.ly/NPHD-Office-Hours-FP



Questions?

Virtual

- Over-prepare & over-communicate
- Keep video on; Emphasize the relationship

360 feedback for performance: confidentiality, overhead

Feedback to others: Volunteers, board members, etc.

- Focus on personal relationship, shared goals
- Consider whether you're the right person
- Your needs (vs. their bad)



Nonprofits:

We're Here to

Help YOU

Manager as Coach: FEEDBACK FOR PERFORMANCE

DEC 14, 2022

extra images

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