



# GROWING TOGETHER IN THE AMERICAS

DIGITAL TRANSFORMATION CHALLENGE FOR  
INTERNATIONALIZATION



# Agenda

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1. Important announcements
2. Leadership and Feedback
  - 2.1 What is feedback culture? How do you implement it in your company?
  - 2.2 Employee empowerment - How to create a safe and open environment for well-grounded feedbacks that empower your led
  - 2.3 What challenges arise when betting on this new type of leadership?
  - 2.4 Receive x Give Feedback
3. Let's share!
4. Q&A



## Romina Aguilera

*Senior Manager at PAS (People Advisory Services) Chile.*

My main field of expertise is rewards advisory and international assignment compensation, in which I have been working for the last 12 years.

I have participated in projects related to D&I and more recently, in trainings to develop HR Agile capabilities, which I think can bring much value to HR teams, no matter their specific role in the area.



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We all need people who  
will give us **feedback**.  
That's how we **improve**.

- Bill Gates



# Feedback

Feedback is a form of giving input that can be:



**Positive**

(like a compliment)



**Negative**

(like a corrective  
measure)



**Neutral**

(like a general  
observation)

Feedback should **ALWAYS** be useful to the receiver, providing insight or suggestions that contribute to the desired results.

# What is a **feedback culture**?



Creating a work environment that welcomes feedback paves the way to building a **growth-oriented culture**, and a growth-oriented culture leads to **higher productivity** and **retention of employees** who feel truly valued.



There is a lot of talk about **feedback culture** to improve the relationship between leader and subordinate, but this transparency needs to be acted upon and demonstrated in practice. Otherwise, many employees will not feel comfortable when it comes to expressing their opinions, just as leaders will be resistant when they need to receive criticism.



Research shows that companies that take this action can achieve a greater than **90% engagement result** from the entire team.

# How to implement a **feedback culture** in your company?

## 1. **Establish a consistent feedback routine**

A great option for consistent dialogue is to regularly ask for feedback on company events, decisions and communications. The quicker you solicit feedback from employees, the better.

## 2. **Listen to your staff**

You can create a worksheet for your employees to fill in. Include open-ended statements such as:

- The best way to give me feedback is ....
- The best feedback I have received was ...
- My worst experience with feedback was....

This worksheet will open a dialogue between manager and employee and create a safe space for giving and receiving feedback.

## 3. **Take action and communicate**

You don't have to agree with all the feedback your staff give you, but it is important to highlight the most recurring issues and the actions you will take so that they feel listened to and motivated to keep giving and receiving feedback.

# Giving Critical Feedback

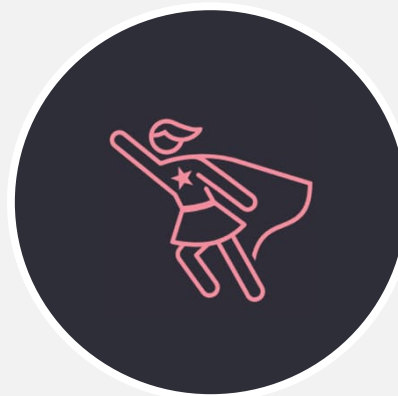




# What **feedback** is and how to use it most effectively with your team?

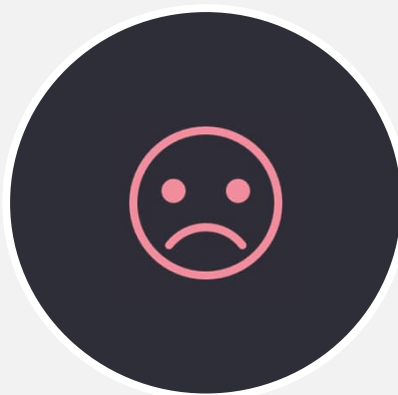
**67%**

of employees who had their strengths highlighted were more committed to their work.



**31%**

of employees who had their weaknesses pointed out to them did not show any change in their behaviour.



# What **feedback** is and how to use it most effectively with your team?



Employees who receive performance reviews **are more productive and have higher income at work.**



One of the best ways to help employees thrive is to **provide a good assessment of their work.** In fact, this is a great strategy to recognize and value the efforts of the team as a whole.



This is one of many strategies used to support employees while aligning their behavior with company expectations. Knowing how to give good and constructive feedback can **leverage your team's skills.**

# How important is **feedback**?

A study conducted with more than 19,000 workers from 26 countries revealed that:

- ➔ The level of **employee engagement** who receive a recognition is almost **3 times bigger** than that of those who don't.
- ➔ Feedback is a very relevant tool with a direct impact on people management. When well structured, it **serves as an orientation to teams and employees**, making them clearer about their responsibilities.
- ➔ Knowing how their work is seen within the company, **makes employees become more secure about their behavior**.
- ➔ It is necessary to give feedback to **always ensure the good performance of the team**.

# How to give effective **feedback**?



- ▶ Develop a culture of effective feedback.
- ▶ Make feedback even more powerful and productive.
- ▶ Identify who you will receive it with and seek to understand your emotions.
- ▶ It is important for the leader to explain the reason behind that feedback.

Do the following exercise:



- Imagine that you someone is giving you feedback, how would you like to hear it?

**Putting yourself in the other person's shoes is an exercise that must be done. In this case, good communication will always be fundamental to ensure the success of the strategy.**

# How to give effective **feedback**?

As we have seen, **giving feedback effectively is an essential management skill** which includes highlighting the progress that your employees are achieving.

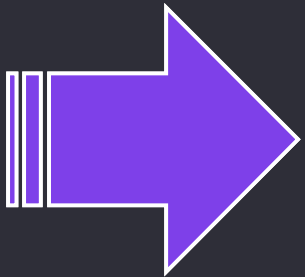
And it is precisely the feeling of improvement, one of the most powerful motivators for teams.

Even stronger than **personal or financial recognition** which, while important, do not work by themselves.

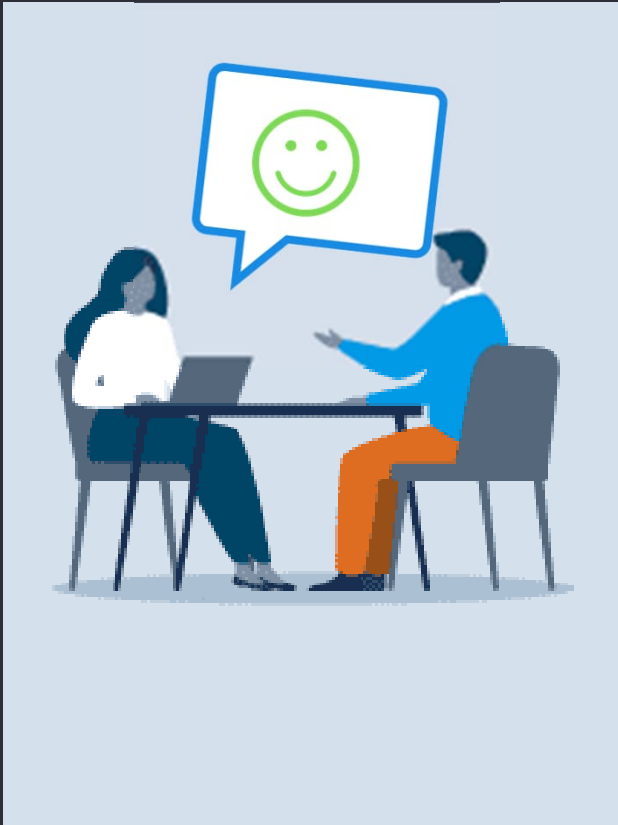
✓ **Be ready to give effective feedback**

Provide your employees with specific feedback on how they're helping your team or organization.

Don't forget to focus on how you're providing this return. By providing effective feedback, you'll be helping your professionals and your organization thrive.

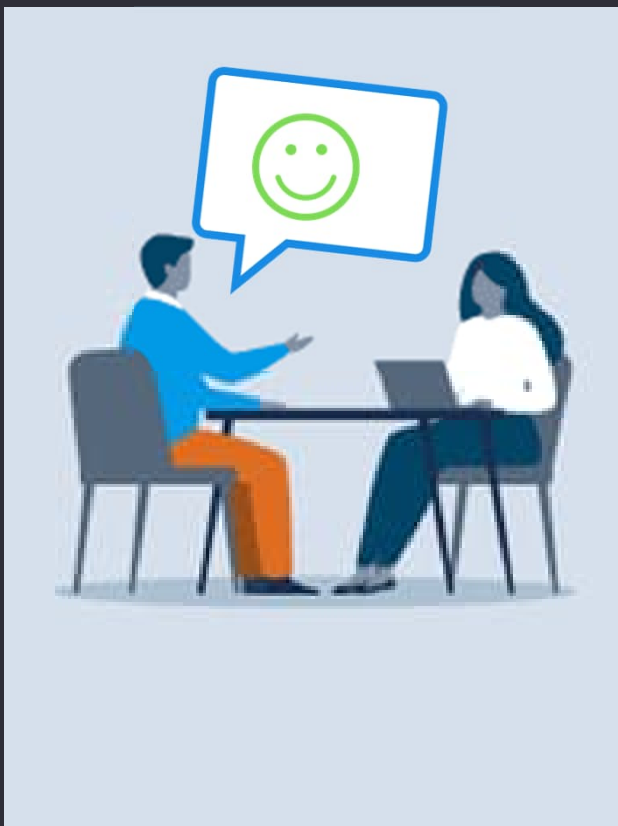


# Providing feedback



- ▶ You should have a direct view of the individual's work and/or directly supervise the individual.
- ▶ Provide open and honest feedback on how a person is demonstrating transformative leadership behaviors.
- ▶ Be aware of possible biases (unconscious biases) and how they can impact the feedback you give.
- ▶ Share additional insights that reinforce positive behaviors and identify actions to further develop.
- ▶ Feedback must be shared during a conversation before being displayed on the system.
- ▶ Provide feedback during job execution as needed.

# Receiving feedback



- ▶ Consider how you are progressing to become a transformative leader and what you could do over time to develop and grow.
- ▶ Be open to receiving feedback and be encouraged to see feedback as a means of growth and development.
- ▶ Follow up with your feedback provider if you need further clarification.
- ▶ Tell the provider which aspects of your feedback are most useful to you so that it can improve the way you give feedback in the future.
- ▶ Determine the actions you can take to proactively address feedback throughout the year.

To avoid discomfort or misunderstandings in the moments of feedback we can make an early feedback **(feedforward)**

The word **feedforward** summarizes an idea of Marshall Goldsmith.

**Feedforward** means giving ideas and guidance to the professional aiming at the improvement of skills.



**Marshall Goldsmith**



# Feedforward x Feedback

While feedback is more usual in situations that have already happened, feedforward focuses on improvements in the action that are happening now and aiming for the future. Feedforward and that does not replace feedback, as **both are important**, mainly so that leaders can use them in the **development of high individual and team performance**.

## Feedback

- It is a response to an action
- Identifies points of improvement
- Considers results already presented



## Feedforward

- It is preventive
- Strategic guidance for performance improvements
- Focus on the future

### Good feedback encompasses feedforward

Response to action + Improvement points + Strategic skills development for the future

# Feedforward tool

This tool emphasizes the importance of anticipating and verifying its performance during the development of the employee. A good idea is to use Marshall Goldsmith's feedforward process, which involves five steps:

1

**Describe your goal clearly.**

Explain how you want to improve the way you provide feedback. You do not want to offend people or make them defensive.

2

**Ask for suggestions.**

Encourage honesty. How can you better connect with employees in general, such that they feel you care about them and their development? What specifically do they recommend you do differently?

3

**Listen carefully.**

4

**Always be thankful.**

Tell the person that you appreciate the fact that they took the time to help you by offering specific suggestions. Don't make excuses or get defensive.

5

**Repeat.**

This process with more people.

# Reasons to use "feedforward"



1. **It helps people focus on a positive future.** By giving people ideas of how they can be even more successful, we increase their chances of success.



2. **Prevents discomfort.** Feedback often becomes an exercise to prove others wrong. This tends to produce defensive on the part of the receiver and discomfort on the part of the sender.



3. **It may come from someone who knows the task,** who has useful ideas. Almost anyone can give you ideas on how you can improve.



4. **Feedforward does not imply superior judgment.** Since it is more focused on being useful.



5. Using the feedforward approach, **helps the employee by giving you specific suggestions in a positive way** without feeling inferior or bringing a humiliating experience.

# Let's get to work!



**Time:**  
8 minutes

1 Imagine that one of your employees performed poorly. They usually perform very well though, this time there was a decline in their delivery.

2 Fill in the template with an example of the feedback you would give them.

**Employee Name:**

**Experience with the company:**

*Talk about the positive behaviors you've had in the past with them.*

**Observed behavior:**

*Expose the behaviors they had that are appropriate or not, to the values of the company*

**Impacts:**

*Be very specific. It is important to make clear the consequences of their behaviour in the company*

**Future actions:**

*What you expect from here on (feedforward).*

**Understanding check:**

*Ask the employee to speak what was left of this conversation, in order to align the perceptions...*

**Deadline:**

*When will the next conversation take place.*

Q & A

# Let's share!

In this space we seek to highlight the best individual and group challenges from Topic 4 and 5.

**Time:** 20 minutes



# Thank you!



Please access this link and complete the lesson feedback survey:

<https://forms.office.com/r/e3bSzEBzVs>

Your opinion is very important to us.