

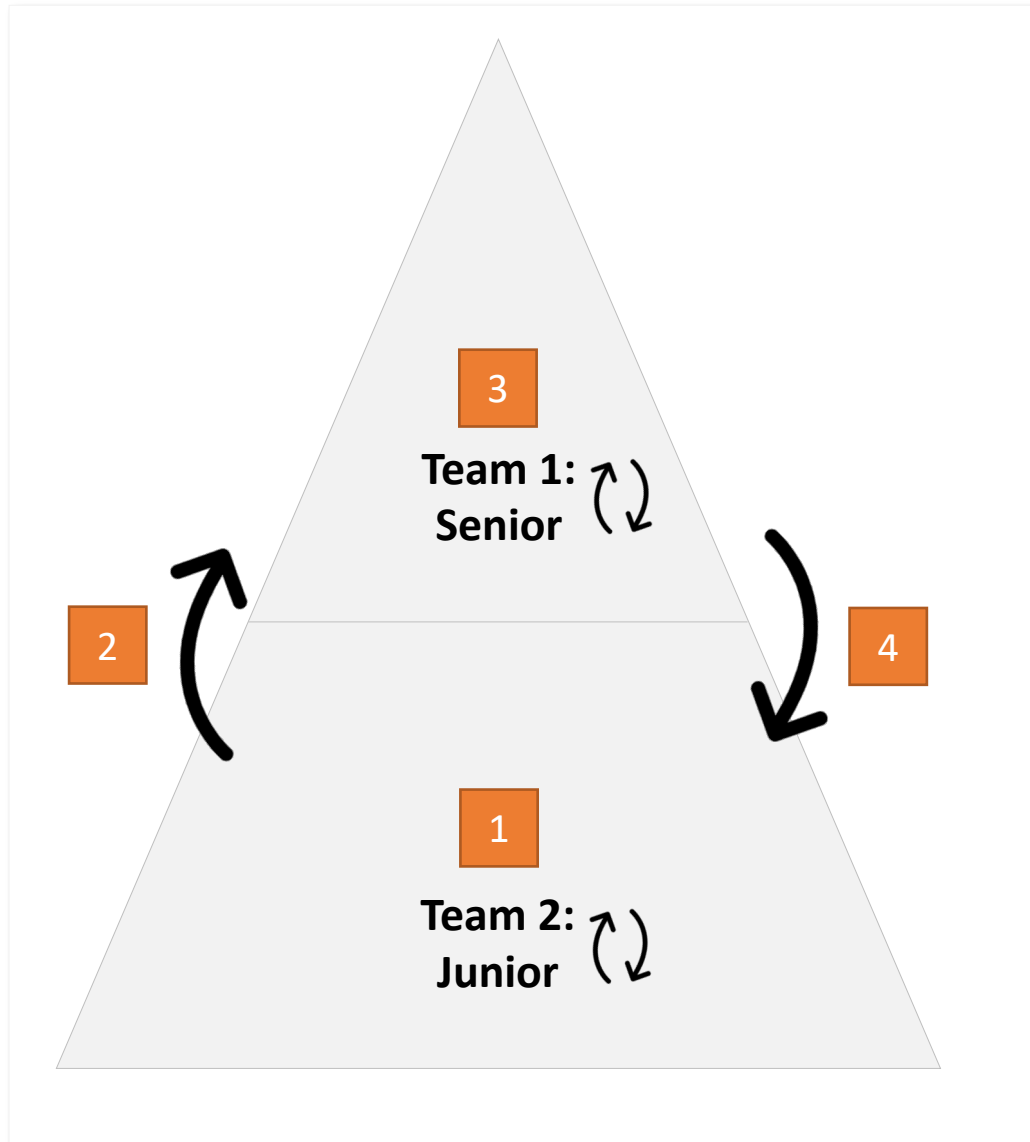
FOUNDATIONAL SETUP FOR HIGH PERFORMING TEAMS

October 2019

Agenda:

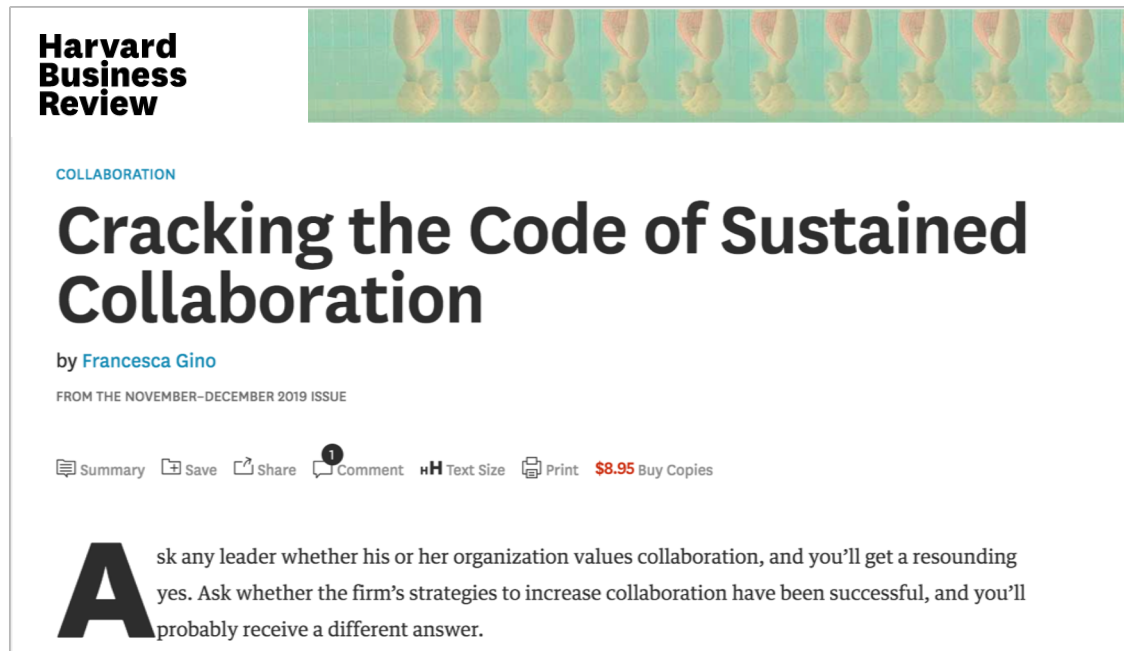
- 1) How building a culture of feedback fails
- 2) Principles of feedback systems
- 3) Getting Started on upgrading “conversation 2”

HEALTHY FEEDBACK IN A TEAM | 4 Conversations



Healthy teams have all 4 conversations: discussion of complex & difficult topics up-and-down the chain of command

Vs dysfunctional teams struggle with conversations in all 4



- Some feedback is evaluative (“Your rating is a 4”); some is coaching (“Here’s how you can improve”). Everyone needs both. Evaluations tell you where you stand, what to expect, and what is expected of you. Coaching allows you to learn and improve and helps you play at a higher level
- Research has shown that those who explicitly seek critical feedback (that is, who are not just fishing for praise) tend to get higher performance ratings
- When you ask for feedback, you not only find out how others see you, **you also influence how they see you**. Soliciting constructive criticism communicates humility, respect, passion for excellence, and confidence, all in one go.

Why does building a culture of Feedback Fail?

FOSTERING PSYCHOLOGICAL SAFETY IS DIFFICULT



HUMANS ARE WIRED FOR
LEARNING AND GROWTH

HUMANS ARE WIRED TO
DESIRE BEING ACCEPTED
AND LOVED



*Receiving candid feedback flies in
the face of being accepted and
loved → Feedback Aversion*

Yet we LHF about our feedback aversion to others...

LHF STATEMENTS THAT WORK AGAINST GETTING CANDID FEEDBACK ...

- “Feedback doesn’t bother me ... I know others can’t handle it, but I can.”
- “I want to hear your feedback.”

Your Feedback Aversion (from Survey)

FEEDBACK AVERSION - YOUR REASONS | Receiving

Defensive/Take Personally

- “No one wants to hear how they messed up, but I welcome any feedback so long as the person giving it understands that I do care and that I tried and gave my best effort. I don't want them to think I not performing.”
- “When I pour my best effort, and yet it is brashly criticized.”
- “When receiving feedback, I sometimes struggle with taking it too personal. I feel like someone is attacking me rather than trying to help me out.”
- “I don't accept failure in myself. I will self reflect harder on myself than the initial feedback.”

How to process

- “Sometimes I will stop listening and my mind will race about the feedback I am receiving and I miss valuable insights.”
- “Taking the emotion out of it and having a clear and open mind. I tend to over-analyze feedback.”
- “Reading between the lines. Pilots are often indirect in their feedback, not wanting to offend the captain.”

Other

- “The temptation to compare my work/performance to others”
- “Clarity of purpose surrounding the feedback. For example, I believe that feedback is given solely for acknowledgement that feedback was given.”
- “I do t have a problem with feedback from upper leadership. I probably don't ask for feedback from juniors enough.”

FEEDBACK AVERSION - YOUR REASONS | Giving

Directness

- “Getting to the point quickly, sometimes I feel like I beat around the bush, so not to hurt someone’s feelings. I also feel that I miss opportunities by trying to find the right time to give feedback.”
- “Concern over hurting people's feelings, giving a layer of truth but not the honest truth.”
- “I want to shield my team from negative criticism, which leads to some sugar coating.”

Delivering Negative Feedback

- “struggle giving feedback that highlights individuals weak areas. It may be because I don't want to be hated, but I also feel responsible, if they underperformed, because I may have not given them clear and direct objectives.”
- “Delivering bad news to a good person. When delivering critical feedback I sometimes struggle to do so in a clear, coherent, and direct manner when the recipient appears to have tried their hardest with the best intentions.”
- “I struggle with hurting team members feelings. I am naturally a people pleaser so having an uncomfortable conversation with anyone is always a bit tough for me.”

Verbalizing Thoughts

- “thoughtful articulation of the good and the bad; radical candor is a delicate balance that i have to work hard at.”
- “Being able to articulate exactly what I am thinking. Sometime things come out differently then what I mean to say.”
- “I struggle with finding the words to do it in a way that supports the person and can support change.”

OUR EMOTIONS ARE TRIGGERED BY FEEDBACK (RIFT)

Our reactions to critical feedback (our internal voice):

R	Relationship	“Who are YOU to give ME feedback!”
I	Identity	“I already feel bad about this!” When you already have self-doubt – and the feedback hits that sore spot
F	Fear	“Is this feedback going to get in trouble?” (now or in the future)
T	Truth	“What your said is not true – you got the facts wrong!” (even if 80 % correct)

DO I PUT EGO OR MISSION FIRST?

Principles of Feedback Systems

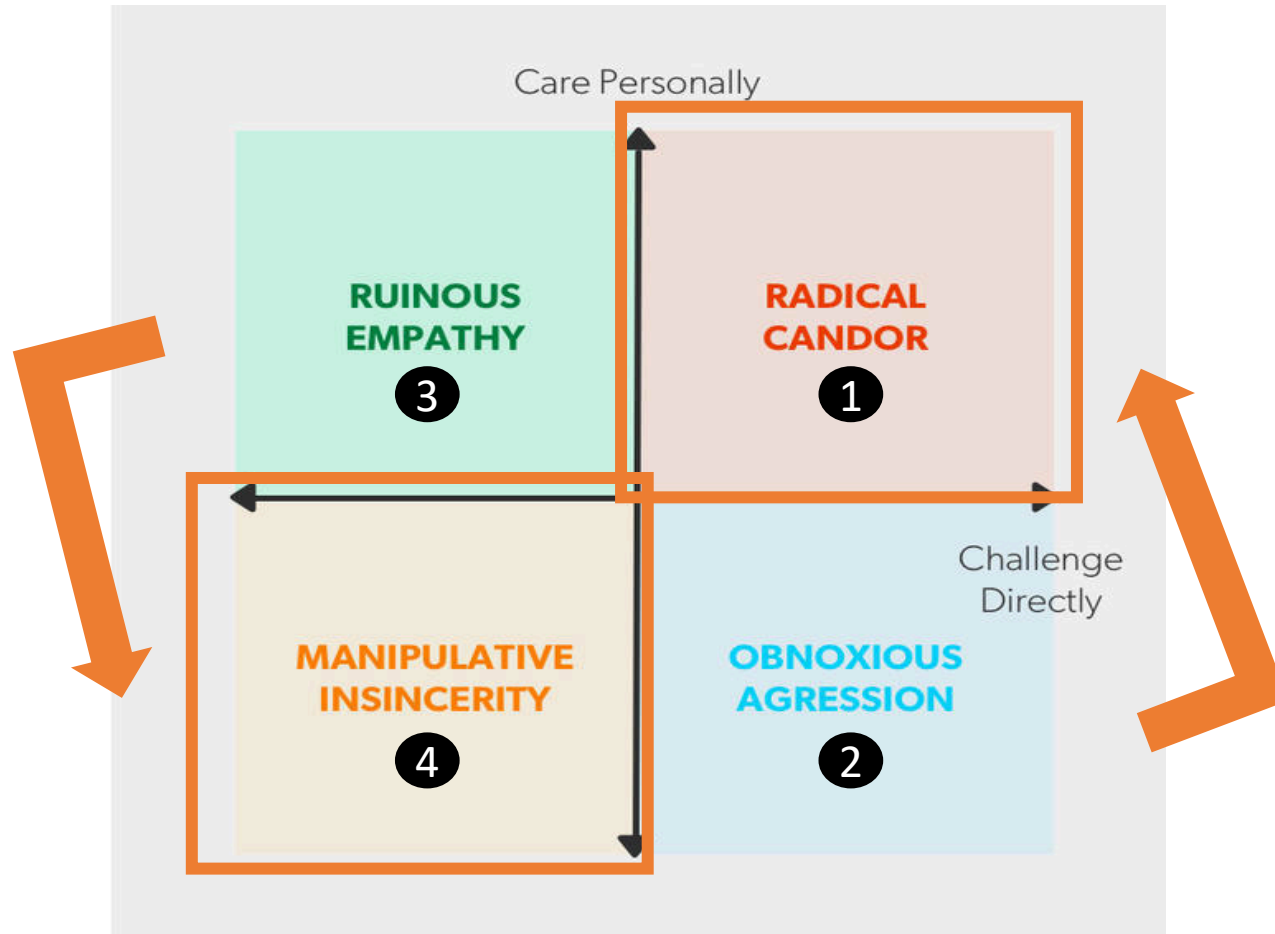
PRINCIPLES FEEDBACK SYSTEM | In high performance teams

DIAL UP	DIAL DOWN
Expose Problems Only when problems are known can we work on them	Hide Problems Problems are best discussed behind closed doors
High Expectations “I believe you can reach high standards”	Low Expectation “I will over index on appreciation → unintended consequence you can’t get better”
Timely Feedback is given regularly (more developmental)	Delayed Feedback only given once or twice a year (Evaluative)
Everyone has a voice Feedback is given and received up, down and sideways	Few have a voice Feedback is typically given down
Emphasis on Seeking Feedback Seeking Feedback skills can be improved	Emphasis on Giving Feedback There are two levers

“A” Systems require an emphasis on rituals and setup

What am I doing to make it difficult for my teammates to tell me the truth (and fast)?

GIVING FEEDBACK | Radical Candor Approach



<https://www.radicalcandor.com/>

“Cultures where everyone is **nice** are filled with **inauthentic kindness**”



Dr. Jim Loehr
Human Performance Institute

1. Start with authenticity
2. Work on being more direct
3. Add empathy

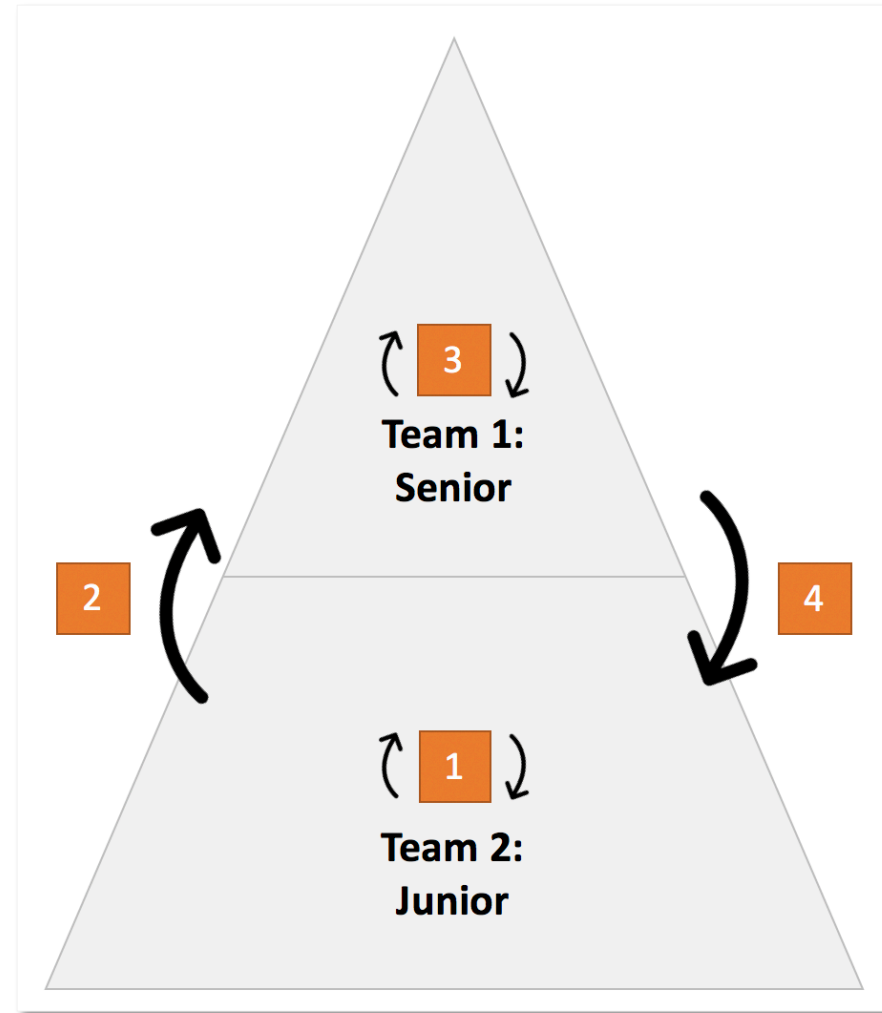
How to get started?

2% change

Getting started

Phase 1: Reduce Org Silence

- **Conversation #2** (Turn on Community Voice): getting team 2 to be authentic about the problems they are observing (turning on “Team 2 Human Sensor”)
- **Conversation 3**: resiliency of leaders - train leadership team to have more honest conversations and improve sense making.



Phase 2: Training Team At Scale

- **Conversation 4**: changing emphasis from instruction to coaching
- **Conversation 1**: training peers to improve their critical feedback to peers (in the work)
- peer-peer recognition

Upgrading “Conversation 2”

How to : Bring in house and Expose problems transparently consistently

Inventory Current <u>Process</u>	<u>Jump Start</u>	<u>Sustainment</u>
<ul style="list-style-type: none">• External: glass door, reddit• Internal: Surveys: CMEO, etc• Co Suggestion Box• Speaking up in meetings• Management by walking around	<ul style="list-style-type: none">• What’s Working / What’s Not Working Exercise	<p>Leave 5min at end of weekly meetings and make feedback transparent:</p> <ul style="list-style-type: none">• Feedback Wall• Feedback App • OMM in Meetings

CONVERSATION #2 | What's Working / What's Not Working

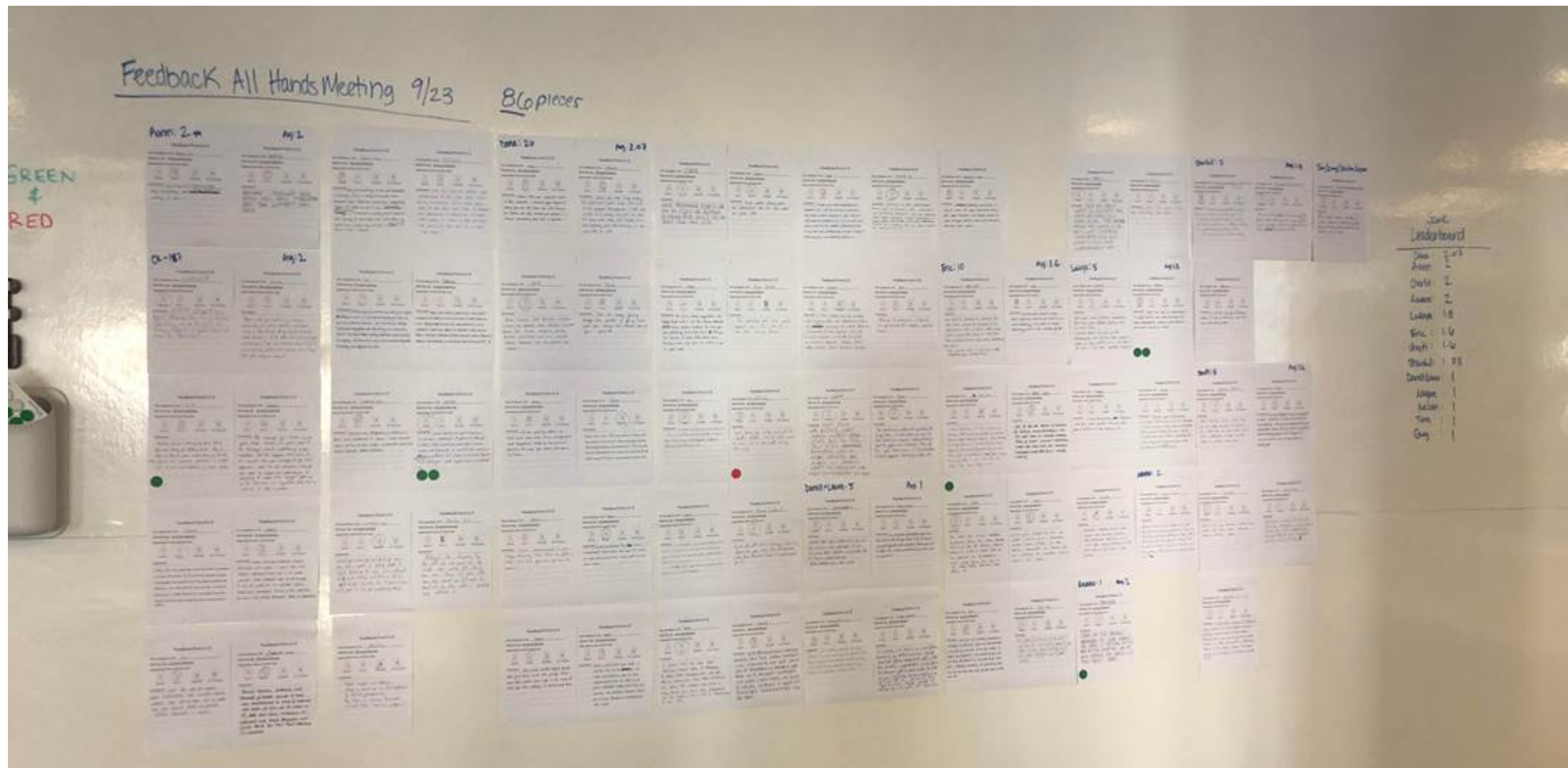
What's Working

- ① Co's transparency
- ② WE DO "ABNORMAL" - OUTSIDE BOX
- ③ TRIAD'S COMMUNICATION BETTER
- ④ HANDS ON SUPERVISORS
- ⑤ CMC DEALS W/ ISSUES FAST
- ⑥ TIME OFF
- ⑦ EVERYONE OPEN/ER TO TALK TO
- ⑧ "HIGHER UPS" DEAL WELL W/ PERSONAL ISSUES
- ⑨ EVERYTHING IS A LEARNING OPP'Y
- ⑩ FLEXIBILITY IN WORK CTR (PERSONALTY)
- ⑪ PEOPLE UNDERSTANDING (LEADERS)

~~PROPERTIES~~ NOT WORKING

- 1) Bite off more than chew (too much maintenance - short period)
 - 2) If not 2) Hanger - get let
 - 3) Building old (A/C, B/C)
 - 4) Sr. personnel looks down on lower ranks.
 - 5) Ground units don't work
 - 6) FRC's hours don't work
 - 7) New ppl don't know rules mad at.
 - 8) People not engaging / when given opportunity
 - 9) Short people can't accept
- 23) Hypocrisy: ^{Supervisor} reactions to some diff to others
 - 24) Lack of military bearing @ work (professionalism)
 - 25) Too many followers / not enough leaders. Don't have to have right to be a leader.
 - 26) Under-manned shops (airframe etc)
 - 27) Cancerous personnel - Spreads to others
 - 28) Sexism
 - 29) Galley hours
 - 30) Procrastination / Laziness
 - 31) Racism
 - 32) Deflect blame when make mistake
 - 33) Lack of Ownership
 - 34) People are dishonest
 - 35) Lack of support by higher ranks when people speak poorly to one another
 - 36) Some people won't help w/ training

CONVERSATION #2 | Feedback Wall





Rosey

Buzz
Public Speaking

Why I want to be a great Public Speaker:

- Have the confidence to speak up
- Communicate with influence
- Drive change in CXT and Business

What Cripples My Effectiveness as a Public Speaker:

- Fear of judgement, not concise
- Fear of letting others down, overly anxious

CONVERSATION #2 | SHARE A DIFFICULT PROBLEM (“Head Hurter”)

Identifying Problems



James Thomas

Thursday Sep 26, 2019 1:32pm Command Brief HSC-23 CHSCWP CNAF Operations US NAVY

2 Meets Expectations

^ 2 v 0

Would say it was good to show comparison of the growth and demand of the squadron by giving some back ground from HSC-23 then to now. One thing noticed is that we seemed to only truly focus on the challenges of the aircraft but not a lot of the challenges we are noticing and facing with the personnel within the department.



James Thomas

Thursday Sep 26, 2019 1:31pm Command Brief HSC-23 CHSCWP CNAF Operations US NAVY

2 Meets Expectations

^ 3 v 0

I think a very important question we have to ask in addressing the firescout is, “how do we get people excited about change?” We are spending an enormous amount of time and energy on a system that, along with LCS, has a lot of problems. It will eventually get better, but it’s hard for the people working on the systems now to get excited about it because most of them will not see the benefits of their work when we finally get it figured out. So I think the bigger challenge is getting people to actually care about trying to make this system better.



James Thomas

Thursday Sep 26, 2019 1:31pm Command Brief HSC-23 CHSCWP CNAF Operations US NAVY

2 Meets Expectations

^ 2 v 2

A majority of the leadership in the command knew where we are standing with the Firescout. I hear a lot of questions about why we are pushing the B so much right now when we are being told 23 is transitioning to the C in the near future. Why waste money and resources if we are not going to be flying this platform soon?

About Person / Brief



James Thomas

Thursday Sep 26, 2019 1:30pm Leadership Journey HSC-23 CHSCWP CNAF Operations US NAVY

2 Meets Expectations

^ 0 v 0

He gets his points across, but he needs to try to stop pausing and saying a lot of so and umms so much. I think if the presentation kept flowing it would have been a lot better.



James Thomas

Thursday Sep 26, 2019 1:30pm Command Brief HSC-23 CHSCWP CNAF Operations US NAVY

1 Below Expectations

^ 0 v 2

You could benefit from taking a more humble approach. Much of your speech came off as talking “at us” and seemed a bit arrogant - like you have all the answers. I gather that you have the information, but the human element is a powerful ally in moving people to action. Thank you for boldly stepping into “the arena.” Volunteer for more opportunities to address people in the future.



James Thomas

Thursday Sep 26, 2019 1:30pm Command Brief HSC-23 CHSCWP CNAF Operations US NAVY

2 Meets Expectations

^ 0 v 0

Great overview of the variety of problems faced as MO. Providing some in-depth details of some scenarios would paint the picture better for those who don’t have the whole scoop of info or things that happened.



**AVERAGE PLAYERS WANT
TO BE LEFT ALONE.**

**GOOD PLAYERS WANT TO
BE COACHED.**

**GREAT PLAYERS WANT TO
BE TOLD THE TRUTH.**

NICK SABAN