

They Can't Fix

What They DON'T KNOW



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Starting with You...



Top Things on Your Mind?

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Typical Responses

Find & Keep Employees
Motivate Them
Get Them to Perform
(Or Just Show Up?)



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Have you ever asked??



Why won't they do what I want them to do?

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Why They Don't Perform...

$$P = e [f(KSA)]$$

They don't perform because...

K – KNOWLEDGE

S – SKILL

A – ATTITUDE

E – ENVIRONMENT/CULTURE

K – Don't know how

S – They can't

A – They won't

E – Something in the way

So...

If we hire Know It
the right Can Do It
person... Want To Do It

Why don't they do it?

Meet John

Do You Know Him?



- Manager struggled with John
- Pages of documentation
- What's our problem?

**Did John know that
he had a problem?**

What's the Point?



**Most do what they
do because they
don't know it's
wrong...**

Let's Fix This

Improve Business Outcomes, Turnover, Profitability



Feedback's Branding Problem

Manager v. Employee Perspectives

Mechanics of Feedback

4-Step Model

Branding Problem

FEEDBACK

Consider This

HOW DO YOU FEEL ABOUT...?

***Corrective
Feedback***



Branding Problem #1

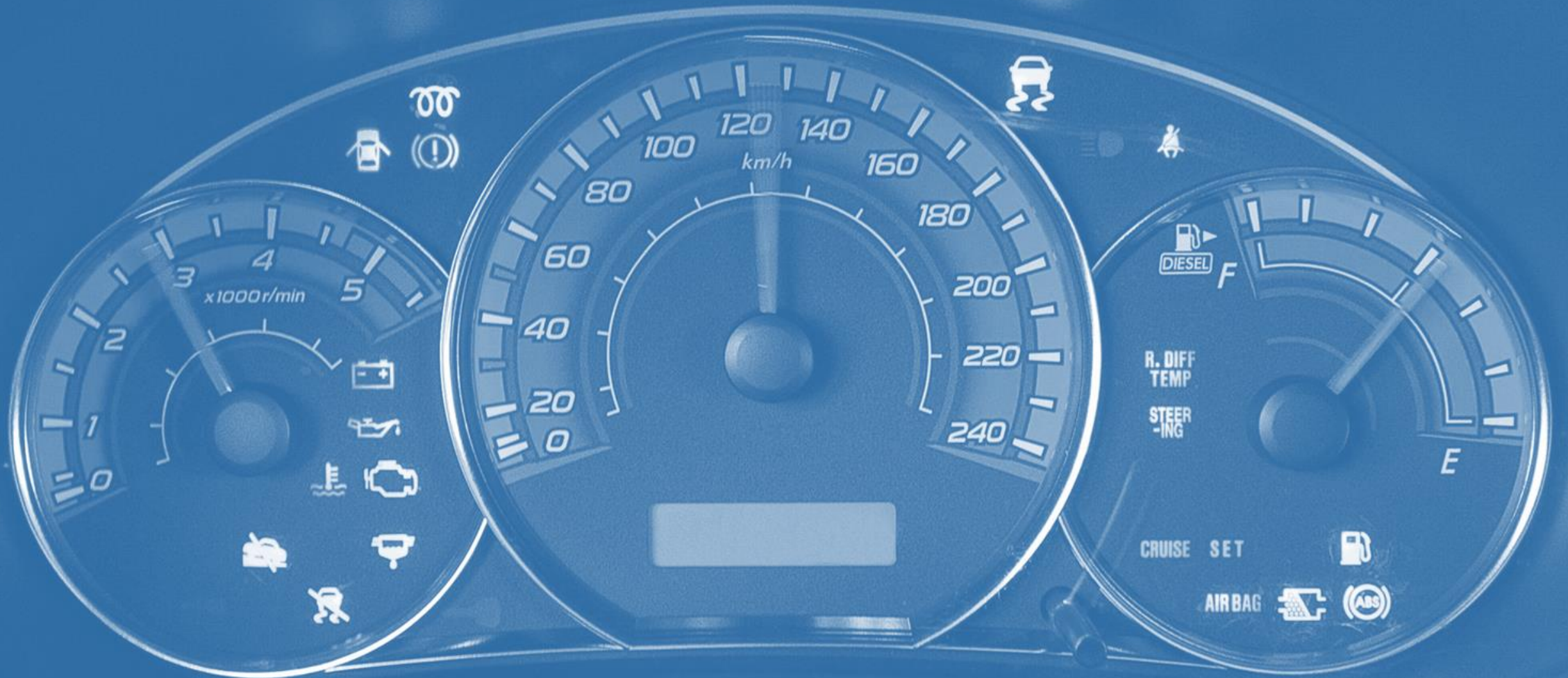
PERCEPTION

Feedback Means

Telling People

They're Wrong

Feedback = Data



Meet “Kitt”



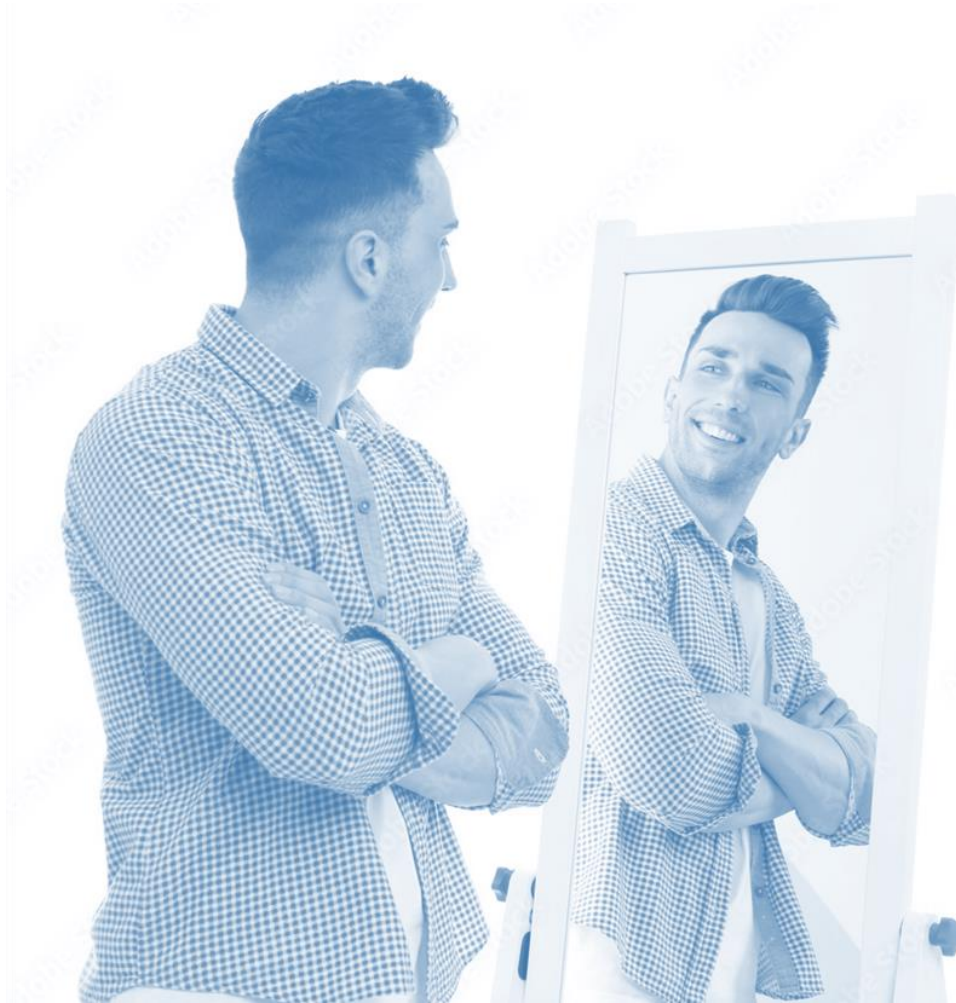
Branding Problem #2

PERCEPTION

**They
Already
Know**

Branding Problem #2

Their “View” Differs



When You Look In The Mirror

You Can't See or Know Everything Yourself

**Our limited
view can't see
everything.**

BLIND SPOT



Which one are you??



Distracted woman trips over cellar door, tumbles into basement

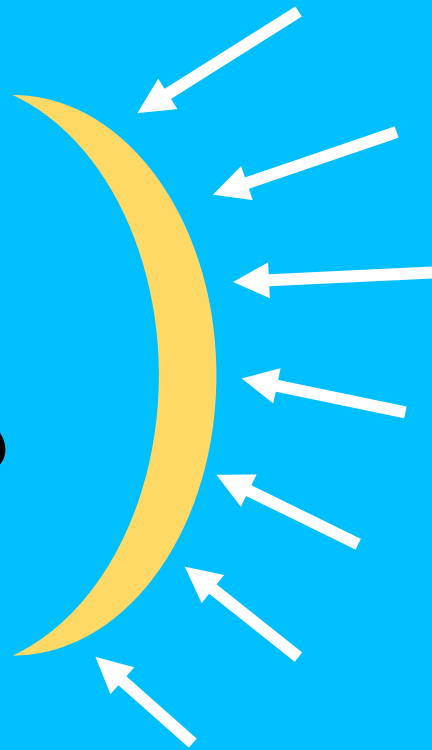
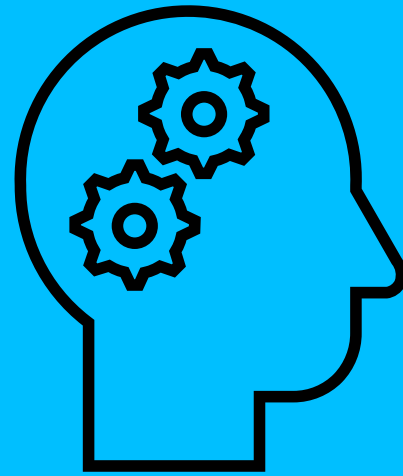
KDKA
CBS 2

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Filter

Perception = Reality

Our filter is influenced by beliefs, culture, experience, values, etc.

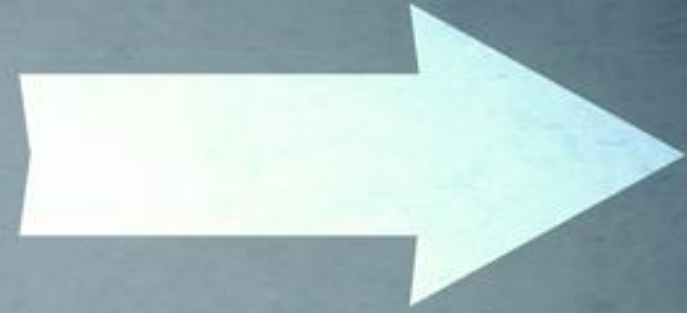


What we see, hear, and experience is **INTERPRETED** through our “filter”

INTERPRETATION GENERATES MEANING

PERCEPTION

REALITY



What Makes the Difference?

PERCEPTION



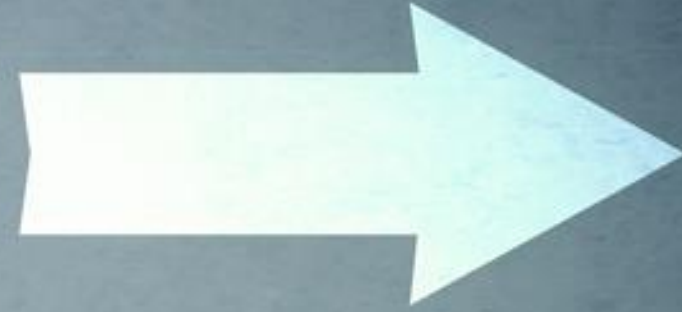
EMPLOYEE

- My performance is great

MANAGER

- They should know better

REALITY



EMPLOYEE

- Performance is poor

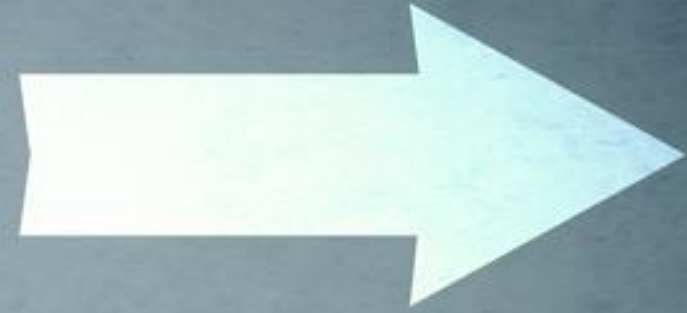
MANAGER

- They should...but they don't



PERCEPTION

REALITY



Perception ≠ Reality

COGNITIVE DISSONANCE

Branding Problem #3

PERCEPTION

Feedback

Is Bad

Stems from the Quest for Perfection

Feedback Sensitivity

- Social Media Influenced
- Avoid Negative Comments
- Only focus on “Good Things”





Perception... "If life isn't perfect, I'm a failure..."



FEAR

What if I
imbalance the
relationship?

What if it hurts
feelings?



REALITY

Relationship is
already
imbalanced

Will WORSEN if
you don't...

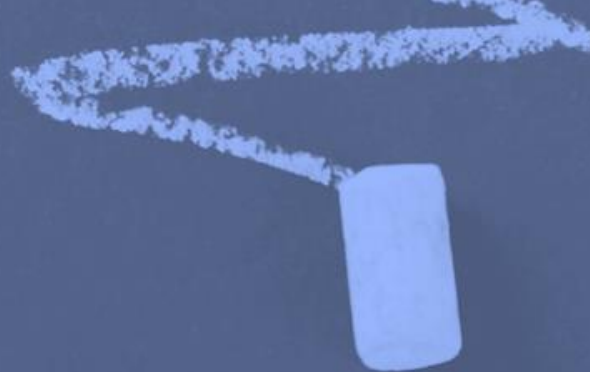
It won't be that
bad...

Branding Summary

Feedback Is Good

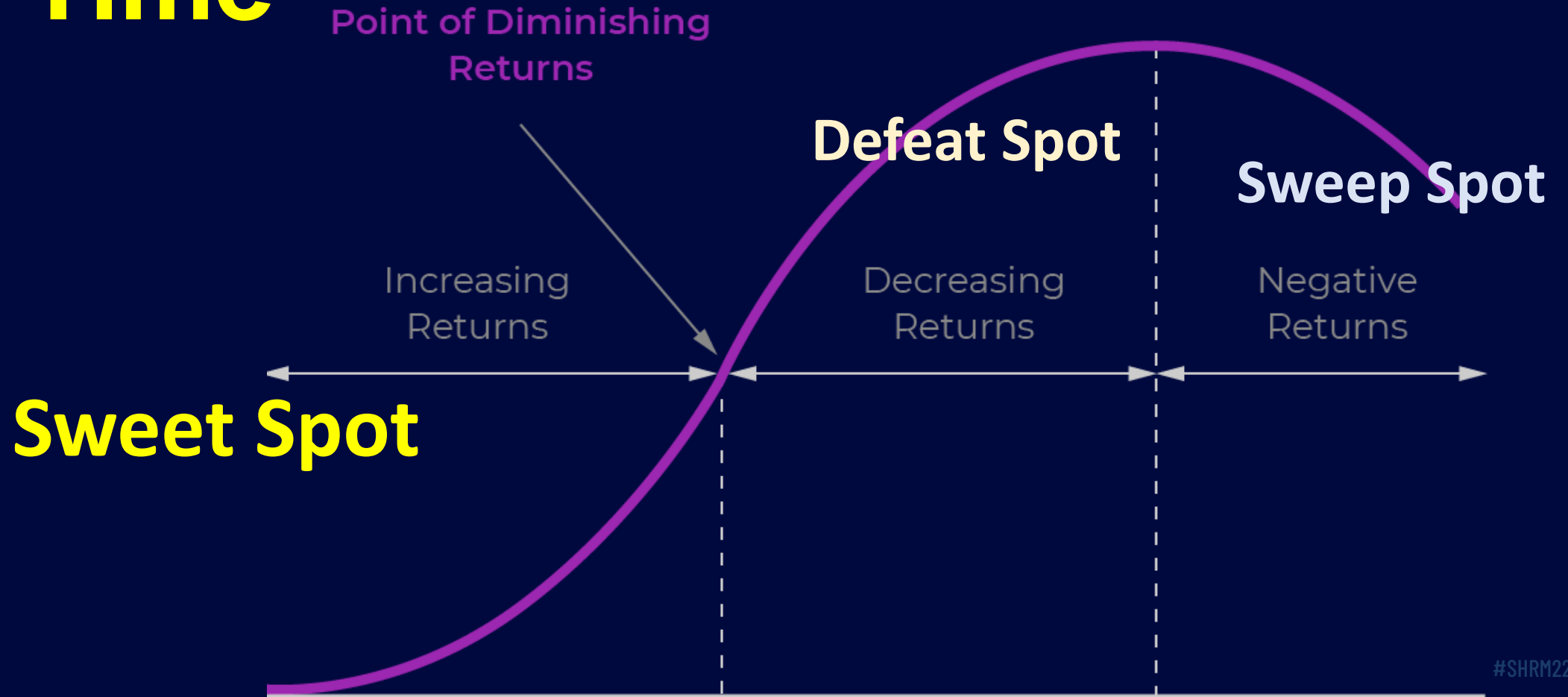
Mechanics of

feedback



Feedback Principle #1

The Value of Feedback Diminishes with Time



Feedback Principle #1

The Value of Feedback Diminishes with Time



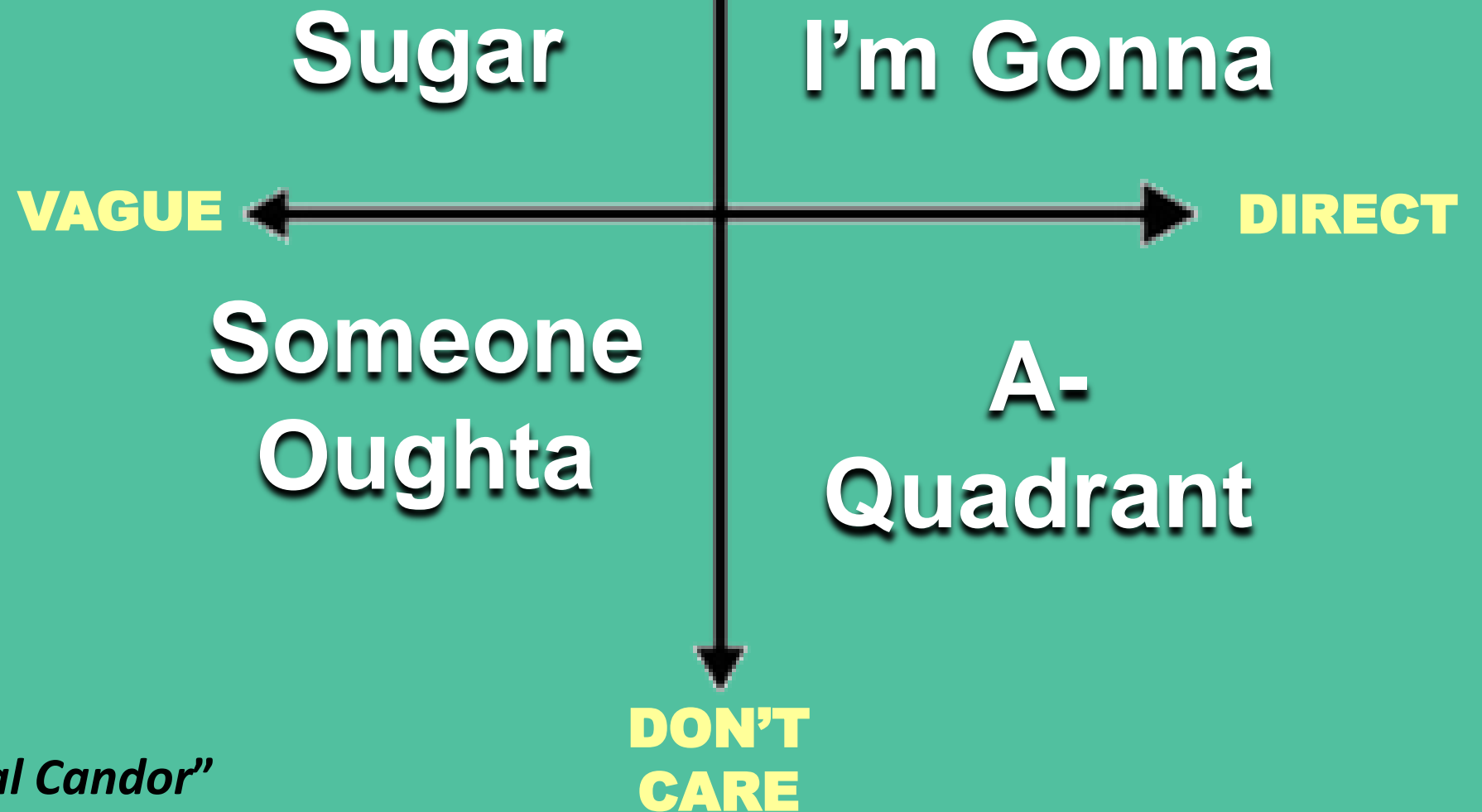
FRESH FEEDBACK



OLD FEEDBACK

Get it?

Feedback Principle #2 ^{CARE} **CANDID & “RADICAL”**



From Kim Scott's *Radical Candor*

Feedback Principle #3

Some People Aren't Ready For It

- **Good feedback at the wrong time is bad feedback....**
- **Relationships matter (trust)....**
- **Language and metrics must match (WIIFM)....**

A close-up photograph of a gas stove burner with a hand hovering just above it, as if testing its heat. The image is overlaid with a blue tint. The text is positioned in the upper and lower portions of the frame.

Feedback Principle #3

Some People Aren't Ready For It

**Some People Have to
Touch the Burner!**

What Story (LIE) Do You Tell Yourself?



- You may not be **READY** or **PREPARED** for the feedback
- Do you look for the “comfortable” metrics?
- What feedback will make the difference?

What Story (LIE) Do You Tell Yourself?



Feedback Principles

Value

**The Value of
Feedback
Diminishes with
Time**

Candid

**Care enough
about the other
person to
provide direct
feedback.**

Readiness

**Some people
aren't ready for
your feedback.**

Before we give Feedback



Time for a few questions

Question

What do you
want?

We can't help them fix
what we don't know...



Next Question

What do you expect?

- Define Success – Goal Line?
- Define the Needs – Know, Be, Do
- Define Standards – What Good Is

Your Expectations

Alignment



Your Expectations

What do YOU personally expect? (Manager)

How do employees know?



What Do They Want?



Feel included

Wanted and needed

Part of the organization

Part of something “bigger”

Security + Flexibility + Meaning

Now Are You Ready?

**Desired
Outcomes &
Expectations**

**Current
Performance or
Behavior**

- **Do they understand expectations?**
- **Do they know where they are?**
- **Is the environment right to correct?**
- **How do I get from “here” to “there”?**

Model Your Feedback

Taking the First Steps



Model Your Feedback

Taking the First Steps



EVALUATE

- What's the REAL issue?
- Is it REALLY a problem?
- Why might they be doing it?
- How much of it is ME?



EVALUATE

Model Your Feedback

Taking the First Steps



PREPARE

- Document the describable
- Organize thoughts
- Strategize the conversation
- Schedule the meeting



PREPARE



EVALUATE

Model Your Feedback

Taking the First Steps



DISCUSS

- Can I share some feedback?
- SBI

Situation • Behavior • Impact

John...yesterday, when you came into the meeting 15 minutes late, it disrupted the group, and we had to repeat several points that were already covered. I felt it was disrespectful to the team.



DISCUSS



PREPARE



EVALUATE

Model Your Feedback

Taking the First Steps



DISCUSS

- Can I share some feedback?
- SBI
- Hear & Be Heard (Engagement)
- Focus on “IT”, Not Them



DISCUSS



PREPARE



EVALUATE

Model Your Feedback

Taking the First Steps



FOLLOW-UP

- Define commitments
- Schedule follow-ups
- Email recap of the meeting
- Hold them accountable to the plan



FOLLOW-UP



DISCUSS



PREPARE



EVALUATE

Model Your Feedback

Taking the First Steps



FOLLOW-UP



DISCUSS



PREPARE



EVALUATE



FOLLOW-UP



DISCUSS

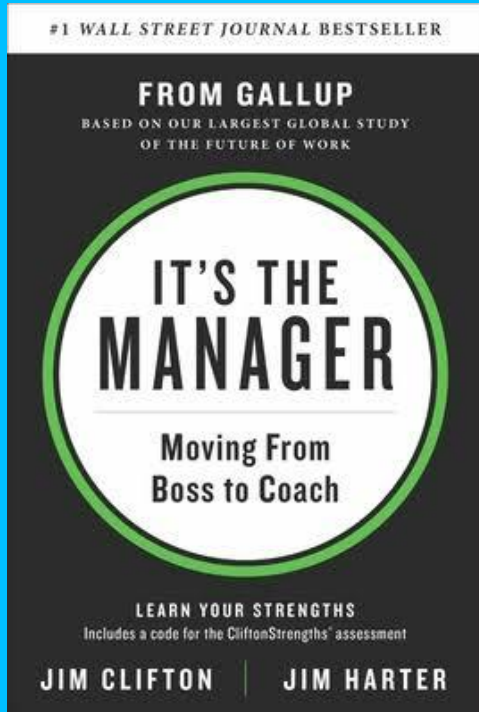


PREPARE

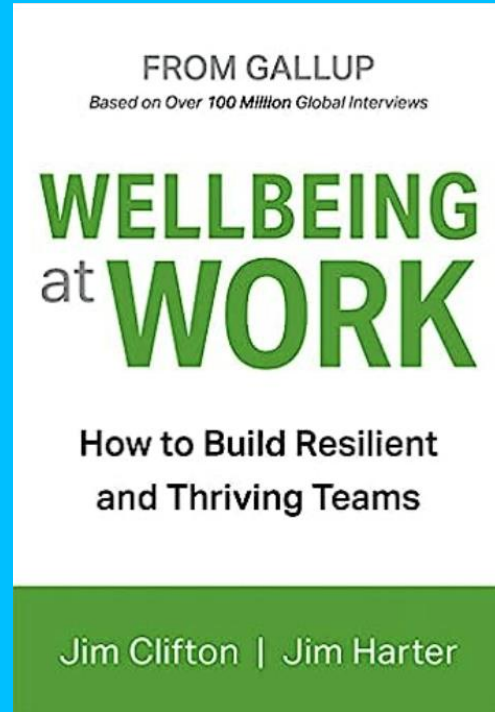


EVALUATE

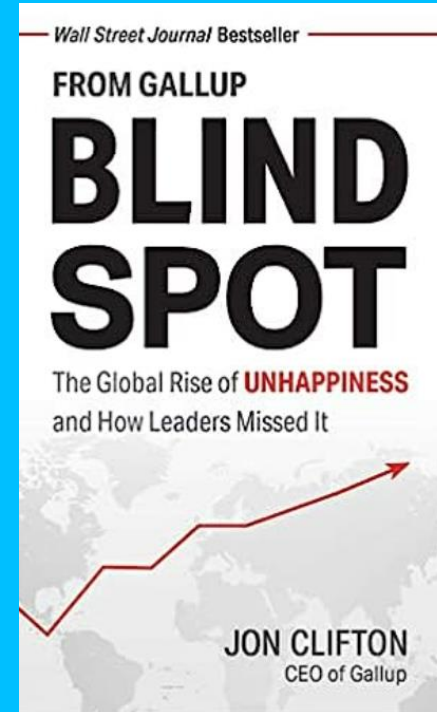
Follow-Ups...



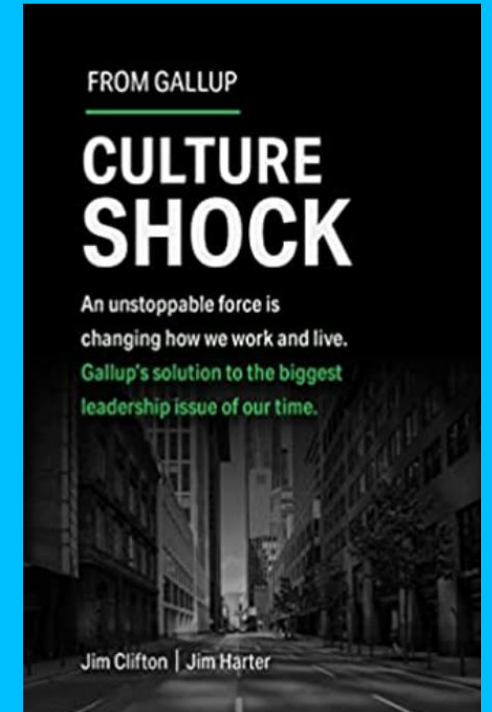
**2019
Manager**



**2021
Employees**



**2022
Happiness**



**2023
New World of Work**

Questions? Connect?

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