

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	K – Don't know how
S – SKILL	S – They can't
A – ATTITUDE	A – They won't
E – ENVIRONMENT/CULTURE	E – Something in the way

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So...

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

Why don't they do it?

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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?

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What's the Point?



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

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Let's Fix This

Improve Business Outcomes, Turnover, Profitability



- Feedback's Branding Problem
- Manager v. Employee Perspectives
- Mechanics of Feedback
- 4-Step Model

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Branding Problem

FEEDBACK

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Consider This

HOW DO YOU FEEL ABOUT...?

Corrective Feedback



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Branding Problem #1

PERCEPTION

Feedback Means
Telling People They're Wrong

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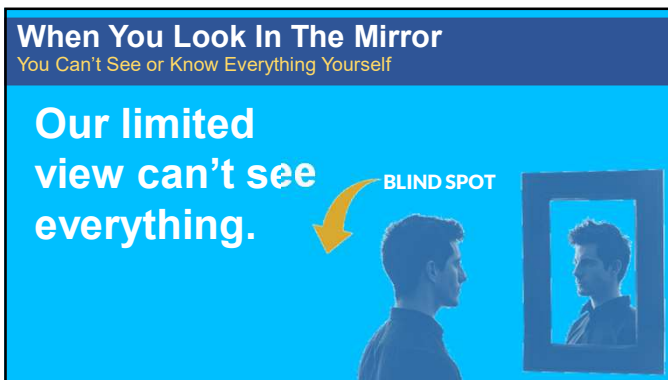
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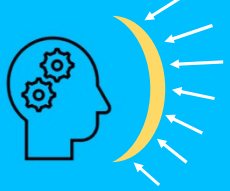


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Filter

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

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PERCEPTION **REALITY**



What Makes the Difference?

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PERCEPTION **REALITY**



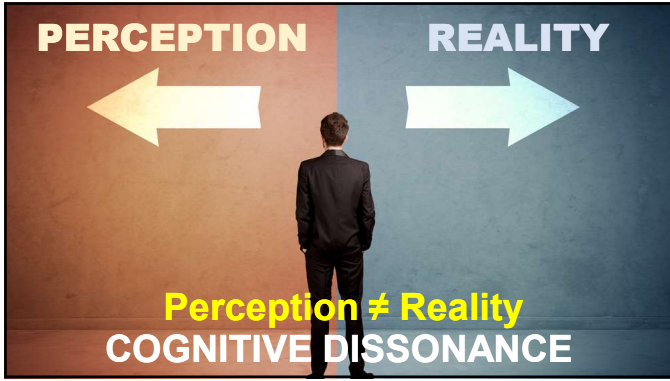
EMPLOYEE
• My performance is great

MANAGER
• They should know better

EMPLOYEE
• Performance is poor

MANAGER
• They should...but they don't

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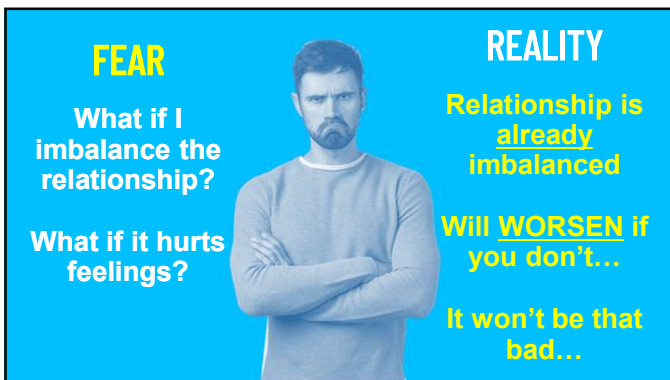
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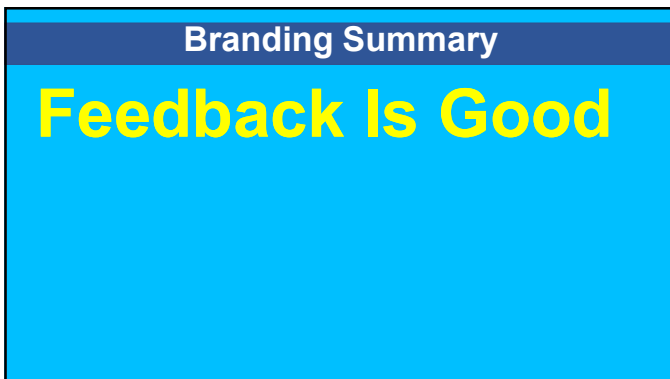
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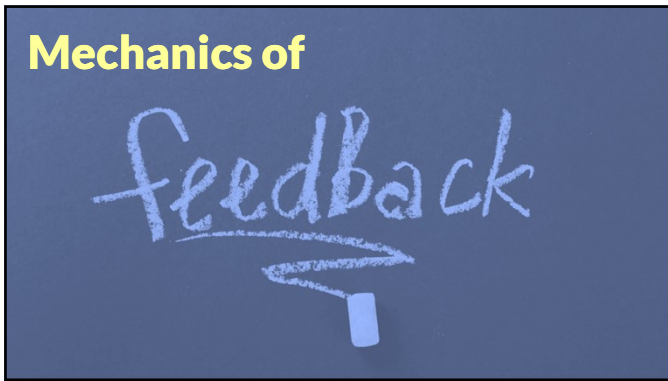
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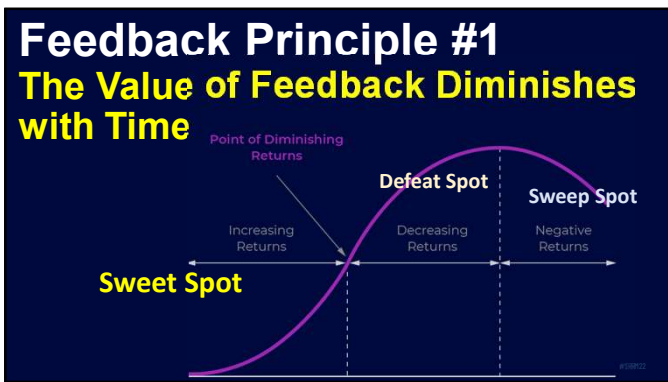
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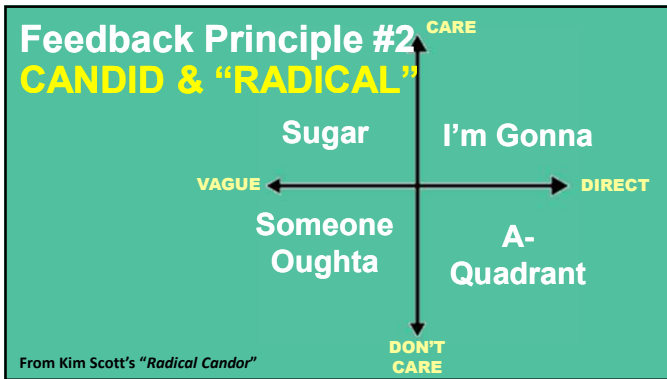
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Feedback Principle #3
Some People Aren't Ready For It

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

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Feedback Principle #3
Some People Aren't Ready For It

Some People Have to Touch the Burner!

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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?

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What Story (LIE) Do You Tell Yourself?



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Feedback Principles

<u>Value</u>	<u>Candid</u>	<u>Readiness</u>
The Value of Feedback Diminishes with Time	Care enough about the other person to provide direct feedback.	Some people aren't ready for your feedback.

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Before we give Feedback



Time for a few questions

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Question



What do you want?

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

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Next Question

What do you expect?

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

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Your Expectations

Alignment

Do employees know?

Individual Goals

Team Goals

Manager expectations?

Company Mission & Goals


Executive expectations?

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Your Expectations


What do YOU personally expect? (Manager)

How do employees know?



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What Do They Want?



Feel included

Wanted and needed

Part of the organization

Part of something "bigger"

Security + Flexibility + Meaning

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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"?

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Model Your Feedback Taking the First Steps



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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?



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Model Your Feedback
Taking the First Steps

PREPARE

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

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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.

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Model Your Feedback
Taking the First Steps

DISCUSS

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

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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

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Model Your Feedback
Taking the First Steps

- FOLLOW-UP
- DISCUSS
- PREPARE
- EVALUATE

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Follow-Ups...

<p>FROM GALLUP IT'S THE MANAGER Moving From Boss to Coach LEARN YOUR STRENGTHS FROM GALLUP'S EXPERTS JIM CLIFTON JIM HARTER</p> <p>2019 Manager</p>	<p>FROM GALLUP WELLBEING at WORK How to Build Resilient and Thriving Teams Jim Clifton Jim Harter</p> <p>2021 Employees</p>	<p>FROM GALLUP BLIND SPOT The Global Rise of HAPPINESS and How Leaders Missed It JON CLIFTON CEO of Gallup</p> <p>2022 Happiness</p>	<p>FROM GALLUP CULTURE SHOCK An Anticipated Book to Changing the Work World JON CLIFTON JIM HARTER</p> <p>2023 New World of Work</p>
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Questions? Connect?

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