Effective Communication in Supervision

Giving Feedback – The good, the bad and the ugly

Set your **TIMER** for a Successful Conversation!

- **Think Through the Encounter** (ahead of time)
- **Introduce Issues**
- **Manage the Discussion**
- **Establish a Plan and Expectations**
- **Revisit and Give Feedback**

**Think Through the Encounter** (ahead of time)
- Be sure you **have the right information/data** you need.
- **Run it by others** if you need a reality check or advice.
- Have the **endorsement** of the “one up” (upper management) to avoid being undermined.
- **Rehearse** what you will say – Don’t let your thinking get catastrophic (focused on the worst possible outcome).
- Put on your “**Feedback Hat**.” (Strive to help the person improve performance.)

**Introduce the Issues**
- **Meet on their turf**, if possible (being “called into the office” may not lead to productive conversation).
- **Clearly state the issue** using “**I Statements**” (tends to decrease defensiveness in others).
  - “I’m worried about your getting to clinic late…”
  - “I’m concerned about your interaction with…”
  - “I have something important to discuss about…”
- **Provide Facts** – avoid personal stuff.
  - “In going over your attendance, I see that…”
- **Maintain eye contact.**

**Manage the Discussion**
- **Try to stay calm.**
- **Focus** on what the other is saying.
- **Try to be nonjudgmental** and personal. It’s about changing behavior.
- Use “**Tell me more**” to clarify.
  - “When you say you feel treated unfairly, can you tell me more?”
- Use the “Six Second Rule” - when your emotions boil, wait 6 seconds or until calm before responding.
- **Reaffirm** the other person’s issue.
  - “So what I hear you saying is…”

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Establish a Plan and Expectations

• When emotions subside, work on the problem together.
• State your expectations. “It’s important that we resolve this.”
• Collaborate/Negotiate/Brainstorm. “What are your ideas for how we can…?”
• State your goals. “I’d like to see you try to….”
• Set SMART Goals: S=Specific M=Measureable A=Achievable R=Resourced T=Timed
• Summarize “So this is what we’ve decided.”

Revisit and Give Feedback

• State purpose of meeting. “I wanted to meet with you to follow up on…”
• Review agreed upon goals/agreements.
• Get their perception. “How are things going?”
• Praise Effort. “I appreciate the work you put in to…”
• Give Feedback. “You’ve really improved on…” “I think you’ve struggled with…”
• Brainstorm to further improve performance. “What will it take for you to bump this up a notch?”
• State consequences. “I’m trying to avoid this being moved to a higher level.”

Feedback – when things have NOT changed.

• State the problem. “I am concerned that you are still coming to work late.”
• Explore the problem. “I’m wondering what’s gotten in the way of your following through with our agreement?”
• Deal with emotions as they occur. “It sounds frustrating.”
• Restate the need to improve. “This is really important so let’s brainstorm some more as to how we can fix this.”
• State consequences. “I’m trying to avoid this being moved to a higher level.”