

# They Can't Fix What They Don't Know

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Thriving Cultures, Empowering Feedback

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# Have You Ever Failed?



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# If I Had Only Known...



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**But Someone Else Did...**

**...They Didn't Tell Me**

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A man in a light blue dress shirt and dark tie is looking at a whiteboard. He is standing in profile, facing left. The whiteboard is on the left side of the image, and the man's hands are near it. The background is a plain, light-colored wall.

**But Someone Else Did...**

**...and We Didn't Ask.**

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● **The Longer  
You Wait...**

● **Other People  
Know Things**





# Blind Spots

50%+ of Life is “Behind” Us

# ***Would you want to know...***

- If you hurt someone's feelings...
- If your work doesn't meet expectations...
- If a customer complains about your work...





**Change...When They Know**





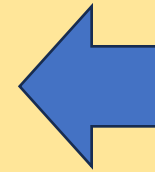
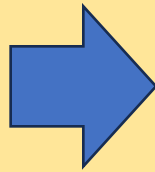
# “Ingredients”

- **Clear Message**
- **Mutual Understanding**
- **Common Goals**
- **Intent (Trust)**



# FEEDBACK

**RECEIVING**



**GIVING**

**WHAT DOES IT TAKE  
TO BE RECEPTIVE  
TO FEEDBACK?**

**WHAT DOES IT TAKE  
TO DELIVER  
FEEDBACK?**



# Delivery Premises

- **Value Diminishes w/ Time**
- **Simple, Direct**
- **Align Goals, Purpose**
- **Build Trust**





# Reception Barrier

- **Their Idea**
- **Interpret as “Wrong”**
- **Embarrassing**
- **Both “What” and “How”**
- **Selective to Accept**



WANTS TO GIVE

SAY THEY WANT IT

KNOW THEY NEED TO GIVE

MAY BE RESISTANT TO IT

WANT TO DELIVER THEIR  
MESSAGE

WANT TO HEAR WHAT THEY  
AGREE WITH

USUALLY AVOID CONFLICT

MAY USE CONFLICT TO AVOID



# RESULTS?

**47% of Employees**

I receive manager feedback “a few times or less” / year

**26% of Employees**

Strongly agree - feedback helps them work better

**34% of Employees**

Strongly agree - Manager knows what they work on

*Source: It's the Manager, Gallup, 2019.*

# OUTCOME

## Top Reasons: **TURNOVER**

*(In Addition to Pay, Promotion, and Personal...)*

- **Lack of Appreciation / Recognition**
- **Poor Management Communication**
- **Low Employee Engagement**
- **Lack of Career Development**
- **Conflict**

**Sooner We Know,  
Sooner We Can Act**



**Focus: Next 3 Steps**

# If We Know It Works, Why Don't We?

**Fear**

→ **Conflict**

**Feelings**

→ **Hurt**

**Feedback**

→ **About Us**

**Time**

→ **Make It**

**How**

→ **Simple**

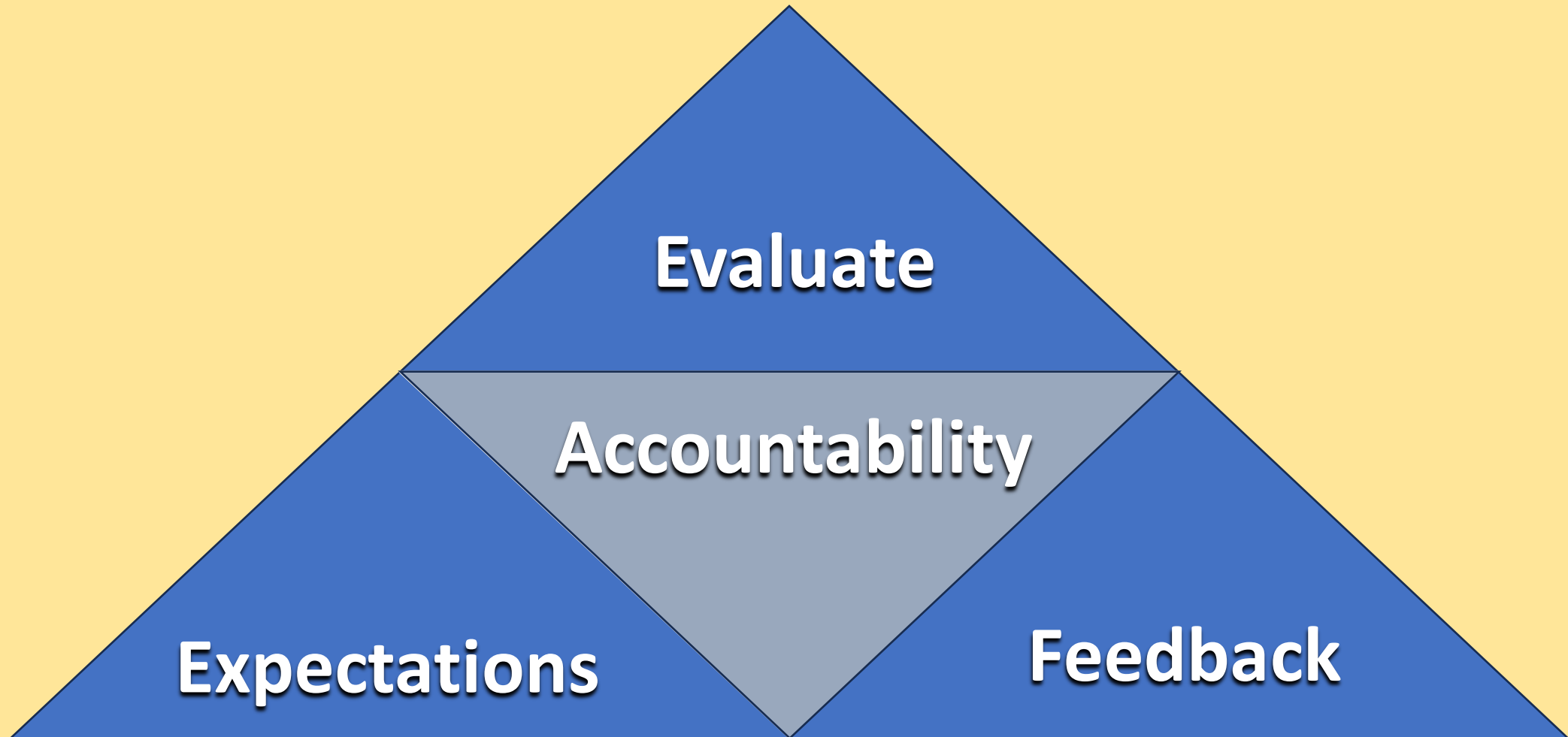




**It Must Start Here**



# The Process...



# **5 Feedback Conversations**

- **Role & Relationship**
- **Quick Connect**
- **Check-In**
- **Developmental Coaching**
- **Progress Review**



# Connection





# Engagement





**Trust**





**“How”**



# Customizing...

# Same Journey, Different Experience



**Same Place**

**Different Perspectives**

# Individualize...

BOB	DANI	KACEY	SHAR	DARIUS
Communication Style Interests Goals Passions Challenges	Communication Style Interests Goals Passions Challenges	Communication Style Interests Goals Passions Challenges	Communication Style Interests Goals Passions Challenges	Communication Style Interests Goals Passions Challenges





# Pathway?



# Start With Us



# Pathway?



# Managers



# Pathway?



**Help Managers**  
**Help Employees**



**Pathway...to success?**

**Each Person Defines**

**You Help Facilitate**

**You Can't Fix What  
You Don't Know**



# Thanks!



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