

SHRM 2024 CHICAGO | JUNE 23-26 2024

They Can't Fix What They Don't Know

Thriving Cultures, Empowering Feedback

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Optimal Talent Dynamics | Wagstaff, Inc

GET SLIDES



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Have You Ever Failed?



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If I Had Only Known...



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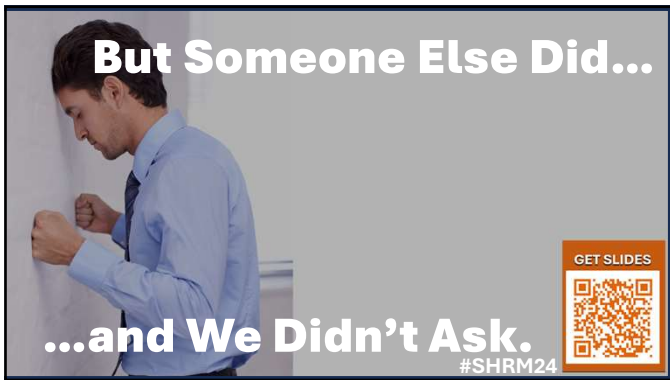


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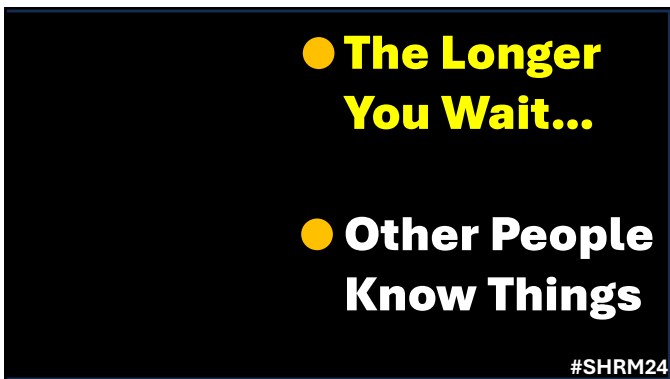
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Blind Spots
50%+ of Life is “Behind” Us

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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...

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Change...When They Know

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“Ingredients”

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

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FEEDBACK

RECEIVING →  ← GIVING

WHAT DOES IT TAKE TO BE RECEPTIVE TO FEEDBACK?

WHAT DOES IT TAKE TO DELIVER FEEDBACK?

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Delivery Premises

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



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Reception Barrier

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

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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

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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.

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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

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

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Focus: Next 3 Steps

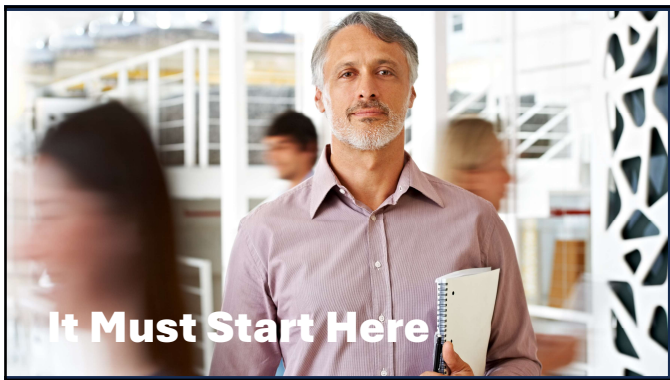
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If We Know It Works, Why Don't We?

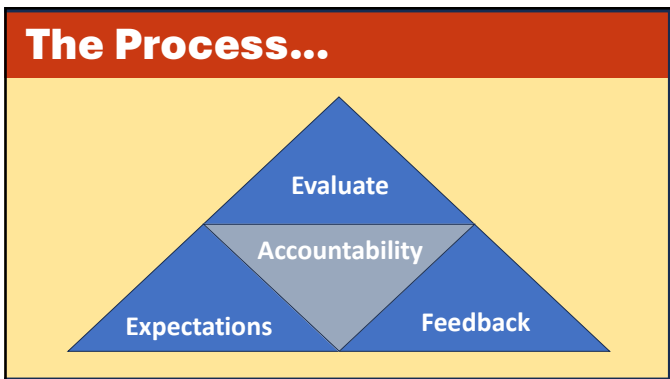
Fear	➔	Conflict
Feelings	➔	Hurt
Feedback	➔	About Us
Time	➔	Make It
How	➔	Simple



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5 Feedback Conversations

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

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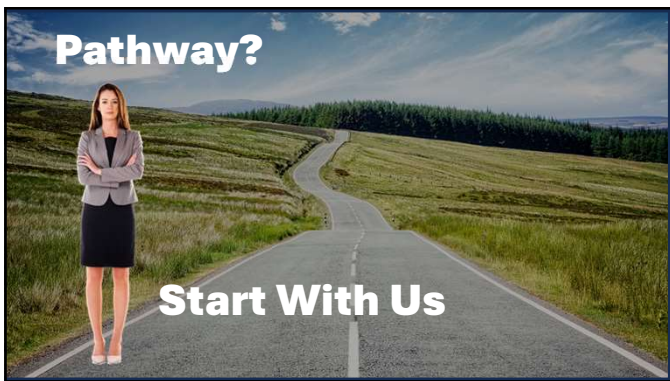


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Individualize...

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

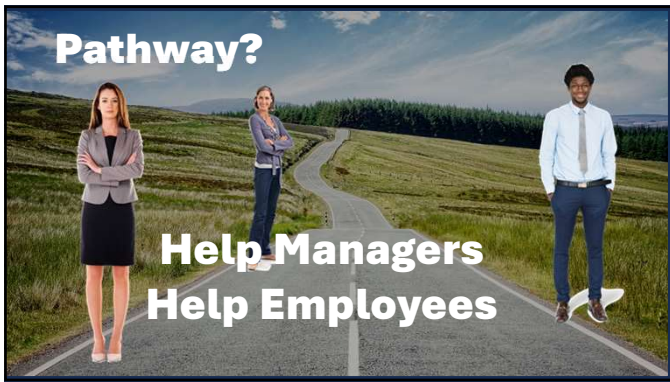
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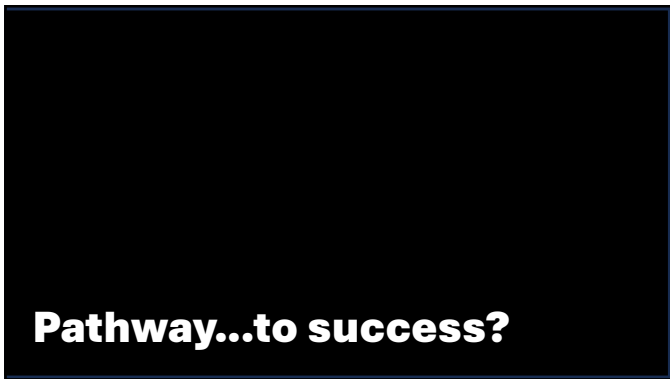
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Each Person Defines

You Help Facilitate

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

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Thanks!

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