

People & Culture Leader Guide – Responses to Feedback and Performance

Employee Reaction	Sample Employee Statement	Guidelines for Leader Response	Sample Leader Response
Hostility/ Resistance/ Denial	<ul style="list-style-type: none"> “I don’t know what you’re talking about. I provide great customer service!” “I do not accept your feedback regarding my project management skills. That didn’t happen” 	<p>Do</p> <ul style="list-style-type: none"> Provide sufficient examples to support your feedback Gauge the employee’s reasons for resistance Candidly discuss the consequences if the employee does not address the development area <p>Don’t:</p> <ul style="list-style-type: none"> Get aggravated with the employee’s open hostility and resistance to your feedback Soften your feedback to alleviate the reaction Attack the employee’s personality based on his/her reaction 	<ul style="list-style-type: none"> “Let’s review the examples I gave of areas where I see an opportunity for improvement.” “Let’s give you some time to reflect on the feedback I’ve provided and reconnect tomorrow morning.”
Indifference	<ul style="list-style-type: none"> “Maybe; I’ll see what I can do.” “I can’t make any promises, but I’ll try.” “Sure, whatever you say.” 	<p>Do:</p> <ul style="list-style-type: none"> Ask the employee to reflect on the development areas and confirm whether he/she is able to commit to them Discuss the consequences of denial if the employee does not commit to improving <p>Don’t:</p> <ul style="list-style-type: none"> Overlook the employee’s indifference and non-commitment toward the feedback Lose patience with the employee Judge the employee for being apathetic 	<ul style="list-style-type: none"> I’d like you to think about what we discussed and whether it’s something you can put the required effort toward developing.” “It’s important to let me know if this isn’t something you can make a full commitment to. If you decide it’s something you can’t do then that’s acceptable, but then we’ll need to talk about the consequences of that decision.”
Lack of Confidence/ Self-Pity	<ul style="list-style-type: none"> “I don’t know where to start from.” “I knew this would happen; I can never do anything correctly.” 	<p>Do:</p> <ul style="list-style-type: none"> Highlight that this is an opportunity to improve Reassure him/her that you will offer support 	<ul style="list-style-type: none"> “Now that we have identified this area for development, it is an opportunity for you to improve your performance. I firmly believe you are capable of achieving this goal. “You will have support from me as you work on this. For example...”

	<ul style="list-style-type: none"> Provide examples of small steps the employee can take toward improvement <p>Don't:</p> <ul style="list-style-type: none"> Focus on the employee's past inability to achieve outcomes Moderate your feedback to alleviate the reaction Reflect the employee's negative attitude 	<ul style="list-style-type: none"> "Let's talk about what you can do to improve in this area."
<p>Responsibility Skirting/Blame</p> <ul style="list-style-type: none"> "It's not my fault..." "I'm sorry, but when people ask such basic questions it is very annoying." 	<p>Do:</p> <ul style="list-style-type: none"> Listen to the employee's reasons and situation Restate the examples Clarify that the employee will need to meet expectations and improve the development areas despite his/her reasons <p>Don't:</p> <ul style="list-style-type: none"> Agree with the employee when he/she blames other people Change your perspective based on the reasons or excuses if they are not valid 	<ul style="list-style-type: none"> "I know this might be difficult for you to focus on, but the fact remains that I need you to work productively with your peers." "I know there have been a lot of changes recently, but I still need you to support the change and increase sales in your new territory."
<p>Shock/Anger</p> <ul style="list-style-type: none"> "This is not fair! I always knew you didn't like me, but this is unreasonable." "I've been working so hard to meet all of my project deadlines, and this is what I get to hear?" 	<p>Do:</p> <ul style="list-style-type: none"> Acknowledge the fact that the employee is not satisfied with the feedback Prod the employee for opinion and comments Restate examples, explain your perspective Refer the employee to the employee assistance program (EAP), if appropriate <p>Don't:</p> <ul style="list-style-type: none"> Attack the employee's personality based on his/her reaction Become defensive Moderate your feedback to alleviate the reaction 	<ul style="list-style-type: none"> "I can see that you are upset with these results. I would like to hear your opinion." "If I understand correctly, you are angry because you feel that I have not given you enough challenging assignments, and that I don't have any confidence in your abilities. Is that correct?"