

Clear Expectations & Honest Conversations

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At the end of this session, you will be able to:

1. Explain the value of establishing clear expectations
2. Understand the factors that may inhibit difficult conversations
3. Apply a 4-step process for delivering difficult feedback
4. Differentiate between coaching and evaluation



AGENDA



What kind of
feedback
is hardest
to give?

Do certain kinds of
people
make it
harder?



strategies to improve performance

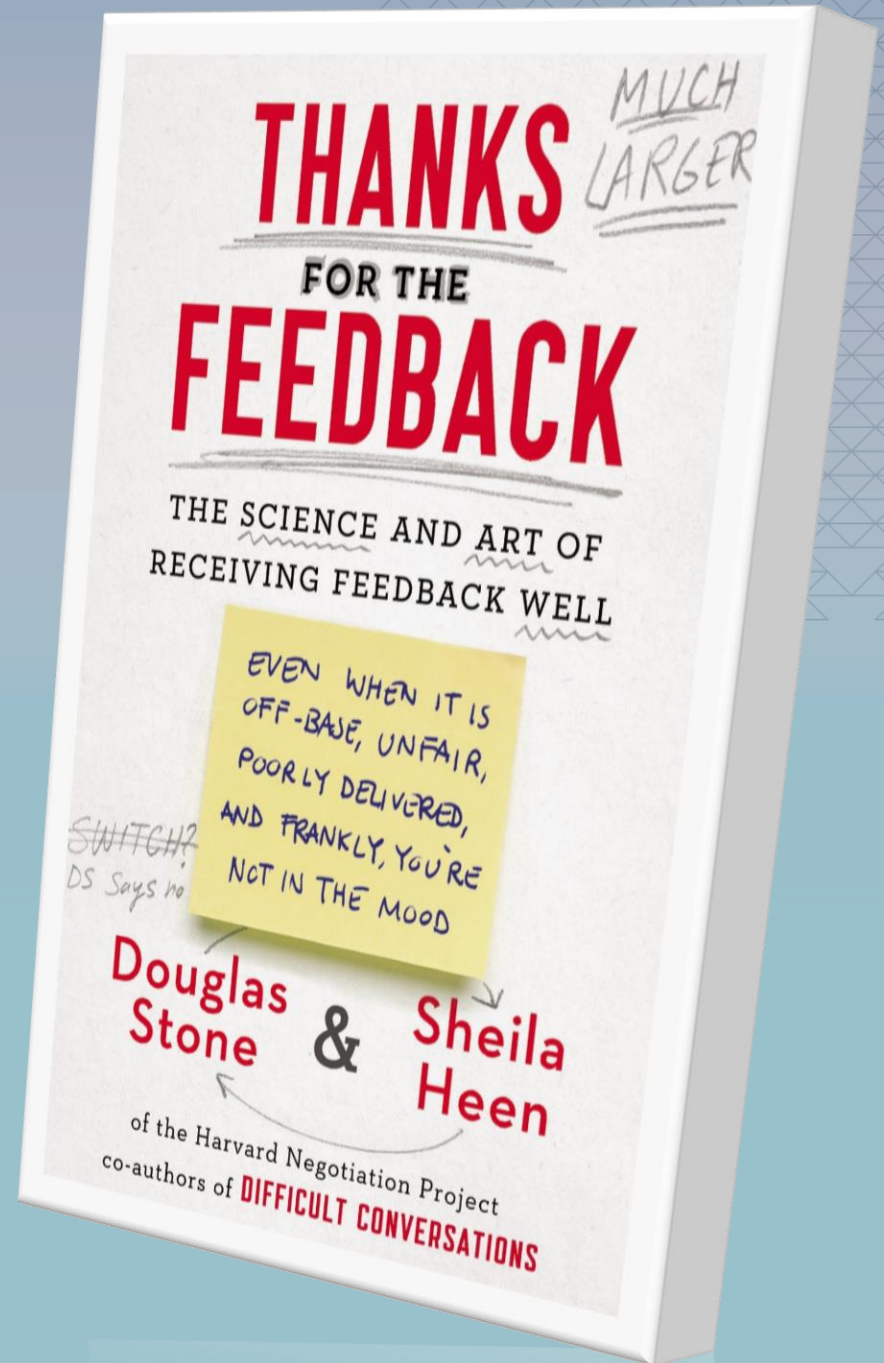
Communicate the big picture

Provide ongoing expectations & feedback

Develop others through experience



appreciation
coaching
evaluation



DIVERGENT





ABNEGATION

*(Selfless)
Needs of
others*



CANDOR

*Honesty
above all else*



AMITY

*Peace &
Harmony*



ERUDITE

*Knowledge
solves
everything*



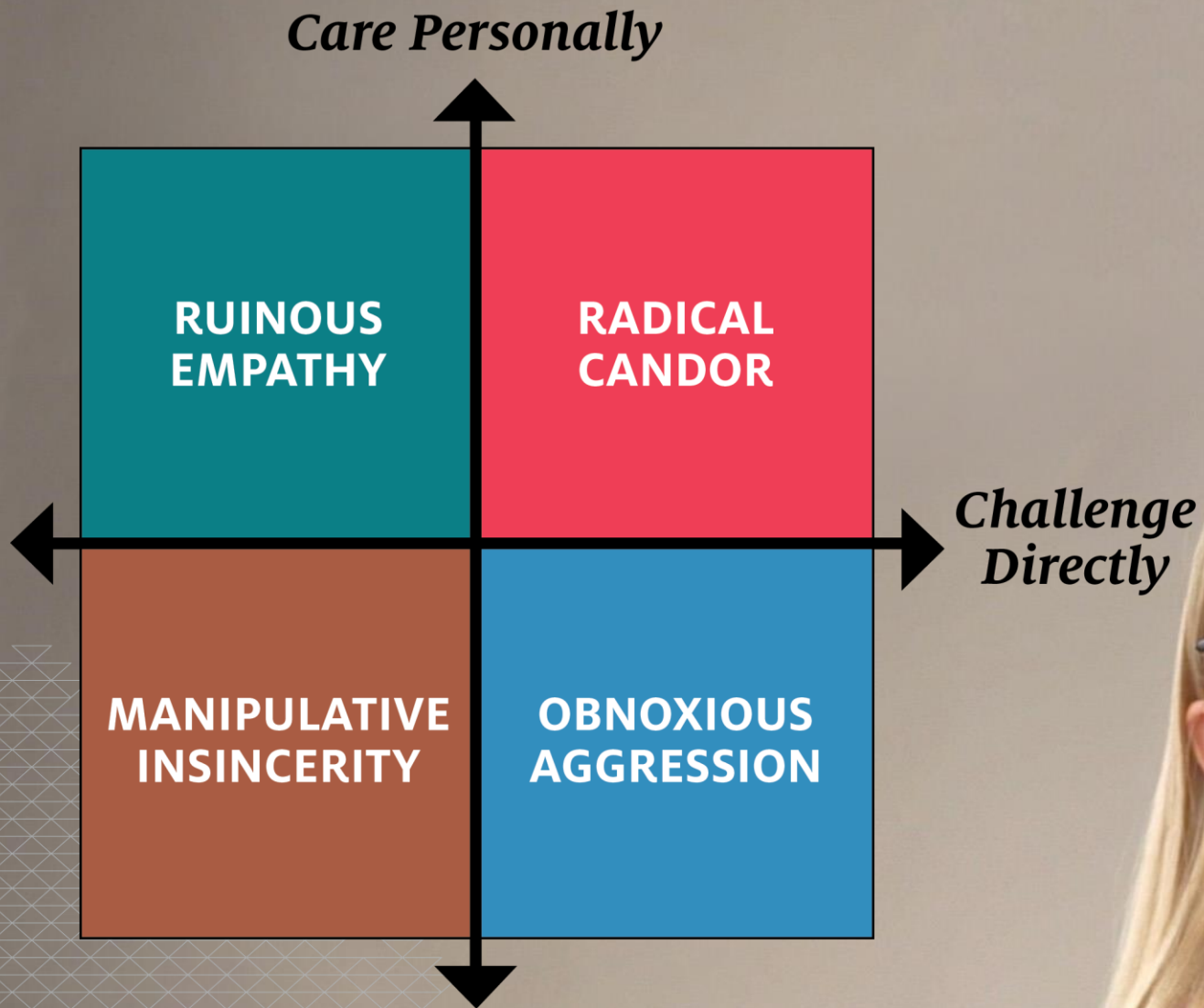
DAUNTLESS

Fearless

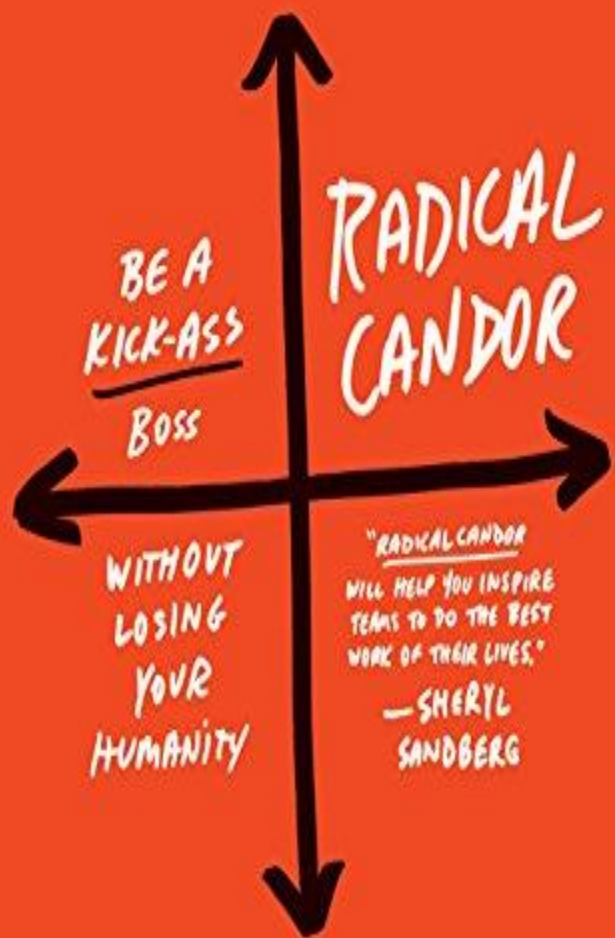
KNOW THE

RULES





NEW YORK TIMES BESTSELLER



KIM SCOTT



Putting
expectations
into
action

FEEDBACK FORMULA



DESCRIBE THE BEHAVIOR



STATE THE IMPACT OF THE BEHAVIOR



DISCUSS OPTIONS



BUILD AN AGREEMENT

APPROACHES TO AVOID



SANDWICH



SUGARCOAT



CAVING IN BECAUSE THE PERSON IS UPSET



USING AN OVERLY FORCEFUL OR FORMAL OPENING



STATING YOU'RE UNHAPPY WITHOUT OFFERING A VISION OF WHAT YOU WANT



DECIDING ON A SOLUTION WITHOUT GETTING FEEDBACK OR AN AGREEMENT



WAITING FOR THE ANNUAL EVALUATION TO GIVE PERFORMANCE FEEDBACK



Why do we
avoid
straight
talk?

the goal: **actionable** feedback

Behaviorally anchored

Specificity

Illustrative

Defined range of application

Clear impact and implications for action



WORDS THAT WORK

- It **appears** to me ...
- I want to **support** your success, so ...
- I **feel** ...
- Because I know you want to **advance** here ...
- From my **perspective** ...
- It has been **reported** to me ...
- I'm **worried** about ...
- I'm hoping you can help me **understand** ...
- Could you **explain** ...

**Start
early;
act
quickly.**

**A culture of
openness &
accountability**

- Role models
- High expectations
- Constant feedback

**Clear
expectations**

- Better work
- “Evidence” for later

**Small
conversations**

- More “digestible”
- Less resistance from employee
- Gives employee more options
- Less anxiety for you

ideas to remember



ideas to remember

The image features five light bulbs hanging from thin wires against a dark blue background with a subtle geometric pattern of small triangles. The bulbs are arranged in a horizontal line. The fourth bulb from the left is illuminated, casting a soft glow, while the other four are unlit. The text 'ideas to remember' is positioned at the top left, and 'Be curious, not furious' is centered at the bottom.

Be curious, not furious

**ideas
to
remember**

The image features five incandescent light bulbs hanging from thin wires against a dark red background. The bulbs are arranged in a horizontal line. The fourth bulb from the left is illuminated, casting a warm glow. The other four bulbs are unlit. The background has a subtle geometric pattern of small triangles.

Assume nothing

ideas to remember



**Consider the possibility that
you have caused the problem**

ideas to remember

The image features five light bulbs hanging from thin wires against a dark purple background. From left to right, the first four are standard incandescent bulbs with visible filaments. The fifth bulb, positioned slightly lower and to the right, is a modern LED bulb with a distinctive multi-faceted, radiating design. The background is decorated with a subtle, repeating geometric pattern of small triangles.

**Consider feedback a gift,
rather than a punishment**

**ideas
to
remember**

The background features five hanging light bulbs. From left to right, the first four are standard incandescent bulbs, and the fifth is a compact fluorescent bulb (CFL). The bulbs are arranged in a slightly descending line from left to right. The background is a dark teal color with a subtle geometric pattern of small triangles.

**People want to be
valued and respected**