Leadership
Feedback

What employees want to tell you...
but don't!

C O N T E N T S

The best assessment of your leadership comes from those you lead.

It's true; most leaders live in a vacuum. They don't receive much feedback from the people they lead. In fact, they often have no idea how good--or bad--their leadership really is. "Leadership Feedback" is an entertaining and thought provoking video training program that provides the kind of honest feedback leaders don't normally hear.

This video program is based on extensive interviews with actual employees who gave candid feedback about the leaders they worked for. Because the interviews were anonymous, employees were free to honestly discuss which leadership behaviors were motivating – or demotivating. Six key issues of leader/employee interaction emerged from this research and are illustrated in the video. For each issue, the video shows two scenarios – one with an ineffective leader, the other with an effective one.

After watching the video, viewers will clearly understand how to generate the kind of feedback that really matters: **employee commitment and productivity**.

HOW TO USE THIS PROGRAM

Before beginning any training, take time to read through the entire guide. If you are planning a training session, take special note of the "Preparing" section. The "Planning Considerations" and "Suggested Group Training" sections will help you determine your session's agenda. All worksheets contained within the guide can be used for both groups and individuals.

This leader's guide in PDF format is stored on the included CD-ROM. The leader's guide contains all the participant worksheets. Also included is a separate PDF file with the Participant Workbook (which includes all participant worksheets and "take-away" copies of the slides). Use this file to print out copies of the entire Participant Workbook or individual worksheets as needed.

The slides, located at the end of this guide, may be presented in a number of ways:

► Laptop / PowerPoint Projection   ► TV Monitor   ► Flip Charts   ► Handouts

You can use the DVD to present the slides onto your monitor by selecting the "Slides" button on the DVD's main menu. Another option is to use the PowerPoint file on the enclosed CD-ROM and display the slides using your laptop attached to a video projector. The PowerPoint file may be edited as needed; for example, you could add a logo and/or content specific to your organization's objectives. You could also add, rearrange or delete slides. (You will need to copy the PowerPoint file to your computer in order to edit.)

Organizations that have purchased "Leadership Feedback" training program have permission to copy and edit the enclosed PowerPoint file and/or the leader's guide worksheets for use with the video. However, it is illegal to duplicate any part of the video, in any format, without written authorization. Streaming rights, E-Learning rights and other duplication rights are available, but must be licensed prior to use. Contact your distributor or: **acesstrainingmedia.com** to obtain these rights.

Finally, the DVD can be played as one continuous program, or you may use the scene selection menu to play the video in segments, depending on your training needs. The scene menu identifies the "Wrong Way" and "Right Way" scenarios for each of the six chapters, which may be called up and presented as needed.

6 Key Issues of Leader/Employee Interaction:

1. **Mistakes**
   - Deal with mistakes in private
   - Begin by discussing the positives
   - Address mistakes early on
   - Use mistakes as a learning opportunity
   - End with encouragement

2. **Appreciation**
   - Always praise exceptional work
   - Be specific and genuine
   - Reward work in non-monetary ways

3. **Transparency**
   - Share information to build trust
   - Be honest and straightforward
   - Address all concerns
   - Be open to suggestions
   - Share both good and bad news

4. **Competence**
   - Set an example of competence
   - Know your strengths and weaknesses
   - Solicit input for better decisions
   - Make only realistic promises

5. **Autonomy**
   - Look for opportunities to empower
   - Clearly define goals
   - Allow real ownership and control
   - Give responsibility with accountability
   - Provide needed resources

6. **Inclusion**
   - Encourage participation
   - Allow for a respectful discussion
   - Follow through and provide updates

TRAINING APPLICATIONS

This program can be used as a self-contained **leadership training**—or part of an organization's larger leadership training program. The leader's guide and accompanying video have been designed to work equally well for a group training session or self-study. This program is also available for streaming or as an E-Learning course; however, a separate license must be obtained for those kinds of applications. This program is ideal training for leaders at all levels, including:

▶ M**anagers**   ▶ **Supervisors**
▶ **Team leaders**   ▶ **Business Schools**

1. **Know Your Audience**
    Understand the training needs of your audience and target your training accordingly.

2. **Determine Objectives**
    Determine the objectives of your training session, considering your audience and their needs.

3. **View Video**
    Watch the program. Determine how to apply the program's concepts to your organization.

4. **Prepare Environment**
    Reserve a comfortable room with easy access for viewing the video and for small and large group discussions.

5. **Prepare Materials**
    Use the Training Leader's Checklist to organize your training location and any needed support materials. Print / photocopy or email all participant worksheets.

6. **Check All Presentation Equipment**
    Test all audio and visual equipment **well before** the training session begins. At the beginning of the session, make sure everyone can see and hear the presentation.

7. **Send Out Invitations to Participants**
    A sample email announcement is provided for your use. (Page 6)

1. **Reserve an appropriate location with:**
    ___ Comfortable seating   ___ Easy viewing of visuals
    ___ Quiet environment   ___ Adequate writing surface for participants
    ___ Good lighting & acoustics ___ Accommodations for participants with disabilities

2. **Make sure all equipment is working by:**
    ___ Playing the video prior to training session - ensure the player, monitor and sound are functional
    ___ Testing projection equipment, laptop computer and any additional devices

3. **Organize and prepare all materials, including:**
    ___ Training leader's guide   ___ PowerPoint slides or other presentation media
    ___ Note pads, pens   ___ Worksheets & handouts printed for participants

4. **Any additional materials (list below):**
    _____
    _____
    _____
    _____
    _____
    _____

4

For 2.5 hour live training session:

Activity	Time	Page
"Leadership Feedback…" - Welcome & Discussion	20 minutes	7
Worksheet #1: "Leader/Employee Interaction		16
"True or False" - Exercise & Discussion	30 minutes	8-9
Worksheet #2: "True or False"		17-18
Video Presentation, Exercise & Discussion	40 minutes	10-11
Worksheet #3: "Video Review Questions"		19-20
Break	10 minutes	⎯⎯
"From the Employee Point of View" - Exercise & Discussion	20 minutes	12
Worksheet #4: "From the Employee Point of View"		21
"Action Plan" - Exercise & Discussion	20 minutes	13
Worksheet #5: "Action Plan"		22-23
Conclusion / Session Feedback	10 minutes	14
Worksheet #6: "Session Feedback Form"		24

(Note: These times are approximate and may vary depending upon the size and responsiveness of your audience.)

Send an email to participants to announce your upcoming training. Below is a sample email you can customize to fit your needs.

Date:

To: (Participant's Name)

From: (Trainer's Name)

Re: "**Leadership Feedback**: What employees want to tell you...but don't!" training program

"The best assessment of your leadership comes from those you lead."

It's true; most leaders live in a vacuum. They don't receive much feedback from the people they lead. In fact, they often have no idea how good--or bad--their leadership really is. "Leadership Feedback" is an entertaining and thought provoking video training program that provides the kind of honest feedback leaders don't normally hear.

This video program is based on extensive interviews with actual employees who gave candid feedback about the leaders they worked for. Because the interviews were anonymous, employees were free to honestly discuss which leadership behaviors were motivating – or demotivating. Six key issues of leader/employee interaction emerged from this research and are illustrated in the video. For each issue, the video shows two scenarios – one with an ineffective leader, the other with an effective one.

After watching the video, viewers will clearly understand how to generate the kind of feedback that really matters: **employee commitment and productivity**.

Please mark your calendars so you can attend this important training session.
Thank you!

Time Required:	▶ 20 minutes
Materials Needed:	▶ Slide #1: "Leadership Feedback: What employees want..." - Page 26
	▶ Slide #2: "The best assessment of your leadership…" - Page 27
	▶ Worksheet #1: "Leader / Employee Interaction" - Page 16
	(Page 3 in Participant Workbook)

Reveal Slide #1:

"Leadership Feedback: What employees want to tell you...but don't!"

Welcome:

Introduce yourself and welcome participants. If appropriate, ask participants to introduce themselves and describe their job responsibilities and work group.

Read or Paraphrase:

Have a look at the next slide and see if you agree with this statement.

Reveal Slide #2:

"The best assessment of your leadership comes from those you lead."

Read or Paraphrase:

The reality is leaders just don't receive much meaningful feedback from their employees. Why is this? There may be a number of reasons from a very busy work environment to fear of retaliation for employees who speak their mind. So, as a leader, you're not likely to get the kind of honest feedback that would be really helpful.

So what's a leader to do? This video training program will provide a candid look at what employees really think about their leaders and how that affects their work. The scenarios within the video are based on interviews with real employees. They spoke honestly about the impact of leadership behaviors. Today's program not only provides this valuable feedback, it also demonstrate how you, as a leader, can generate the feedback that really matters – **employee productivity and commitment**.

Hand out (or refer to) Worksheet #1 and Read or Paraphrase:

For Part 1, from the six issues listed below, think of a situation where you were the leader of a work group and your behavior had a negative effect on people's work. Describe that behavior and its effect:

1. Employee mistake
2. Appreciation (or lack of) for employee's work
3. Transparency (or lack of)
4. Leader Competence (or lack of))
5. Employee Autonomy
6. Inclusion (in decision making)

For Part 2, briefly describe how you, as the leader, could have better handled the situation and how that would have affected the employee(s).

Large Group Discussion:

Once participants have completed the worksheet, ask for a few volunteers to read the situations described on their worksheet. Solicit comments from the larger group, focusing on how the leader could have better handled the situation. If time allows, have all participants present their situations. Conclude the discussion by saying that the video they will be watching demonstrates both the wrong and right way to handle these types of interactions.

Time Required:	▶ 30 minutes
Materials Needed:	▶ Worksheet: #2: "True or False" - Pages 17-18 (Pages 4 - 5 in Participant Workbook)

Hand Out (or refer to) Worksheet #2 and Explain:

On your own, please circle **TRUE** or **FALSE** for the following questions on this worksheet. After each question, write a brief explanation for your answer. In about 15 minutes, you'll split up into small groups and discuss your answers. The issues raised on this worksheet will be examined further in the video we will be watching.

Large Group Discussion:

Time permitting; you may use the answers below as a basis to lead a large group discussion.

1. If prodded, most employees would be willing to provide negative feedback to their leaders.
   (Answer: FALSE)

   EXPLANATION: In most cases employees may be reluctant to give negative feedback that could jeopardize their position.

2. If an employee makes a mistake that affects the whole work group, the mistake should be discussed with the whole group.
   (Answer: FALSE)

   EXPLANATION: Even if a mistake involves the whole work group, it can be embarrassing and counterproductive to discuss it publicly. In most situations, mistakes should be handled in private.

3. When discussing an employee's mistake, the leader should begin and end the conversation with something positive.
   (Answer: TRUE)

   EXPLANATION: This is the "compliment sandwich." If you begin and end the conversation with something positive, the employee will be more open to hearing about the mistake and learning from it.

4. Sometimes, a simple thank you is all that's needed to show your appreciation for a job well done.
   (Answer: TRUE)

   EXPLANATION: As a leader, it's easy to forget to acknowledge a worker's contributions; a simple thank you takes little time and shows employees they're appreciated.

(more)

8

5. It's a good practice to shield employees from bad news, which may be demoralizing.
(Answer: FALSE)

   EXPLANATION: Frequently bad news is heard through the grapevine; hearing it directly and honestly from their leader builds trust.

6. Leaders need to demonstrate that they are experts in all areas handled by their work groups.
(Answer: FALSE)

   EXPLANATION: It is important for leaders be competent in their areas of expertise, but it's equally important to defer to employees who may know more about a particular aspect of the work.

7. Autonomy should not be given equally to everyone in a work group.
(Answer: TRUE)

   EXPLANATION: Autonomy works best for employees who have demonstrated competence and the ability to work independently.

8. People support strong leaders who make their own decisions, independent of their work group.
(Answer: FALSE)

   EXPLANATION: Leaders who solicit input from their employees not only gain their support; they end up making better decisions.

Time Required:	▶ 40 minutes
Materials Needed:	▶ DVD: "Leadership Feedback: What employees want to tell you... but don't!" (17 minutes)
	▶ Worksheet: #3: "Video Review Questions" - Pages 19-20 (Pages 6 - 7 in Participant Workbook)

Read or Paraphrase Video Introduction:

The video "Leadership Feedback: What employees want to tell you...but don't!" reminds us that as leaders, we have a powerful effect on employees and their work. The video is based on extensive interviews with real employees' reactions to leadership behavior. As you watch the video, please note those situations that relate to your own work experience. Following the video, you will be asked ten multiple choice questions. The questions are not difficult and are designed to reinforce the training points within the video. You may take notes during the video.

Present the Video:

"Leadership Feedback: What employees want to tell you...but don't!" (16 minutes) Please note the DVD can be played as one continuous program, or you may use the scene selection menu to play the video in segments, depending on your training needs.

Hand out (or refer to) Worksheet #3 "Video Review Questions":

After viewing the video, pass out Worksheet #3 and allow time for participants to complete the worksheet. Remind participants that all the questions refer to the video they just watched.

Large Group Discussion:

The questions, with the correct answers in bold, may be used as a basis for a discussion with the large group. You may conclude the discussion by asking if there are any additional questions or comments.

1. Which of the following is the best way to assess your leadership?
   A. Ask your employees what they think of you
   B. Get a performance review from your manager
   C. Notice the level of your employees' commitment and productivity
   D. Take a leadership self-assessment test

2. In the scenario on handling employee mistakes, the leader gets the group to laugh by:
   A. Opening with a good joke
   B. Embarrassing an employee
   C. Going off topic completely
   D. Showing an amusing video

3. When communicating with an employee about his or her mistake, a leader should:
   A. Maintain a positive tone
   B. Ask the work group for the best solution
   C. Provide detailed instructions on how to correct the mistake
   D. Send a text

(more)

4. In the scenario about appreciation, in which the employee has to write a proposal, she is *most* upset because:
   A. She had to work the entire weekend
   B. The leader did not acknowledge her hard work
   C. The leader severely criticized her work
   D. The leader did not respond to her email

5. One good way to respond to an employee's excellent work is to:
   A. Promise to promote them
   B. Give them a plaque
   C. Give them a gift certificate to their favorite restaurant
   D. Personally thank them

6. In the scenario where a leader is evasive in his response to an employee's question about a potential merger:
   A. The employee accepts that the leader has no information to give
   B. The employee realizes it's a question he shouldn't have asked
   C. The employee loses trust in the leader
   D. Another employee gives him the answer

7. When Michelle is giving a slide presentation, clearly demonstrating her competence as a leader:
   A. Her employees are intimidated
   B. Her employees are eager to give their support
   C. Her employees feel she is showing off
   D. Her employees are unimpressed

8. According to the video, micromanaging:
   A. Reduces employee mistakes
   B. Keeps employees on track
   C. Is a necessary evil
   D. Kills productivity

9. In the scenario where Michelle offers Erica more autonomy, she is giving:
   A. Responsibility with accountability
   B. An open-ended deadline
   C. One shot to get it right
   D. Complete budget authority

10. The best way to generate good ideas is to:
    A. Shut down really bad ideas
    B. Have a leader who initiates good ideas
    C. Be open to everyone's input
    D. Research what competitors are doing

11

Time Required:	▶ 20 minutes
Materials Needed:	▶ Slide #3 "Employee Feedback" - (Page 28)
	▶ Worksheet: #4: "From The Employee Point of View"" - Page 21 (Page 8 in Participant Workbook)

Reveal Slide #3 "Employee Feedback":

Mistakes: "Guidance works better than ridicule."

Appreciation: "Noticing my hard work makes all the difference."

Transparency: "I'm most effective when I know what's going on."

Competence: "I support leaders who know what they're doing,"

Autonomy: "Having control over my work inspires me."

Inclusion: "When everyone has input, good ideas happen."

Hand Out (or refer to) Worksheet #4: "From The Employee Point of View" and Explain:

These quotations, listed on your worksheet, are from the employees in the video, commenting on what leadership behaviors help them do a better job. Thinking as an employee, use one of these quotations as a prompt to briefly describe a situation in which a leader helped you become better at your job. (Allow 10 – 15 minutes for participants to complete the worksheets.)

Large Group Discussion:

Ask for volunteers to read their stories. Allow for questions or comments from other participants. You may expand the discussion by asking participants if the leaders they wrote about served as role models for their own leadership and why.

Time Required:	▶ 20 minutes
Materials Needed:	▶ Slide #4: "6 Key Issues" - (Page 29)
	▶ Worksheet: #5: "Action Plan" - Page 22-23
	(Page 9-10 in Participant Workbook)

<u>**Reveal Slide #4 "6 Key Issues"**</u>

6 Key Issues of Leader/Employee Interaction:

Mistakes
- Deal with mistakes in private
- Begin by discussing the positives
- Address mistakes early on
- Use mistakes as a learning opportunity
- End with encouragement

Appreciation
- Always praise exceptional work
- Be specific and genuine
- Reward work in non-monetary ways

Transparency
- Share information to build trust
- Be honest and straightforward
- Address all concerns
- Be open to suggestions
- Share both good and bad news

Competence
- Set an example of competence
- Know your strengths and weaknesses
- Solicit input for better decisions
- Make only realistic promises

Autonomy
- Look for opportunities to empower
- Clearly define goals
- Allow real ownership and control
- Give responsibility with accountability
- Provide needed resources

Inclusion
- Encourage participation
- Allow for a respectful discussion
- Follow through and provide updates

<u>**Hand Out Worksheet #5 and Explain:**</u>
This worksheet lists the key issues from the video along with the training points. From the 6 major issues listed above in **bold**, choose 3 issues you would most like to work on and implement. For each issue, briefly describe how you would apply it in your work situation.

<u>**Large Group Discussion:**</u>
After everyone has completed the worksheet, ask for volunteers to share their answers. You may ask which actions might be the most difficult for them to implement and why.

Time Required: ▶ 10 minutes

Materials Needed ▶ Slide #5 (Page 30)
▶ Worksheet: #6: "Session Feedback" - Page 24
(Page 11 in Participant Workbook)

Reveal Slide #5 and Read:

"Every leader should look back once in awhile to make sure they have followers."
                                                                    - Unknown

Hand Out Worksheet #6 and Conclusion:

Ask participants for any final questions or comments. Thank your group for their participation, hand out Session Feedback forms, and ask participants to complete them before leaving.

PARTICIPANT WORKSHEETS

(For use in live training sessions or self study)

Instructions Part 1: From the six issues listed below, think of a situation where you were the leader of a work group and your behavior had a negative effect on people's work. Describe that behavior and its effect.

1. Employee mistake
2. Appreciation (or lack of) for employee's work
3. Transparency (or lack of)
4. Leader Competence (or lack of))
5. Autonomy
6. Inclusion (in decision making)

_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____

Instructions Part 2: Briefly describe how you, as the leader, could have better handled the situation and how that would have affected the employee(s).

_____
_____
_____
_____
_____

Instructions: On your own, please circle **TRUE** or **FALSE** for the following questions. After each question, briefly write your explanation for each answer. When finished, you'll discuss your answers in small groups. Time permitting, there will be a further discussion with the whole group.

1. **TRUE or FALSE:** If prodded, most employees would be willing to provide negative feedback to their leaders.

Explanation: _____

_____

_____

_____

2. **TRUE or FALSE:** If an employee makes a mistake that affects the whole work group, the mistake should be discussed with the whole group.

Explanation: _____

_____

_____

_____

3. **TRUE or FALSE:** When discussing an employee's mistake, the leader should begin and end the conversation with something positive.

Explanation: _____

_____

_____

_____

4. **TRUE or FALSE:** Sometimes, a simple thank you is all that's needed to show your appreciation for a job well done.

Explanation: _____

_____

_____

_____

(more)

5. **TRUE or FALSE:** It's a good practice to shield employees from bad news, which may be demoralizing.

Explanation: _____

_____

_____

_____

6. **TRUE or FALSE:** Leaders need to demonstrate that they are experts in all areas handled by their work groups.

Explanation: _____

_____

_____

_____

7. **TRUE or FALSE:** Autonomy should not be given equally to everyone in a work group.

Explanation: _____

_____

_____

_____

8. **TRUE or FALSE:** People support strong leaders who make their own decisions, independent of their work group.

Explanation: _____

_____

_____

_____

Instructions: Please **circle the best** answer for each of the following questions, based on the video you just watched. You may be asked to share your answers with the large group.

1. Which of the following is the best way to assess your leadership?
   A. Ask your employees what they think of you
   B. Get a performance review from your manager
   C. Notice the level of your employees' commitment and productivity
   D. Take a leadership self-assessment test

2. In the scenario on handling employee mistakes, the leader gets the group to laugh by:
   A. Opening with a good joke
   B. Embarrassing an employee
   C. Going off topic completely
   D. Showing an amusing video

3. When communicating with an employee about his or her mistake, a leader should:
   A. Maintain a positive tone
   B. Ask the work group for the best solution
   C. Provide detailed instructions on how to correct the mistake
   D. Send a text

4. In the scenario about appreciation, in which the employee has to write a proposal, she is *most* upset because:
   A. She had to work the entire weekend
   B. The leader did not acknowledge her hard work
   C. The leader severely criticized her work
   D. The leader did not respond to her email

5. One good way to respond to an employee's excellent work is to:
   A. Promise to promote them
   B. Give them a plaque
   C. Give them a gift certificate to their favorite restaurant
   D. Personally thank them

6. In the scenario where a leader is evasive in his response to an employee's question about a potential merger:
   A. The employee accepts that the leader has no information to give
   B. The employee realizes it's a question he shouldn't have asked
   C. The employee loses trust in the leader
   D. Another employee gives him the answer

7. When Michelle is giving a slide presentation, clearly demonstrating her competence as a leader:
   A. Her employees are intimidated
   B. Her employees are eager to give their support
   C. Her employees feel she is showing off
   D. Her employees are unimpressed

8. According to the video, micromanaging:
   A. Reduces employee mistakes
   B. Keeps employees on track
   C. Is a necessary evil
   D. Kills productivity

(more)

9. In the scenario where Michelle offers Erica more autonomy, she is giving:
    A. Responsibility with accountability
    B. An open-ended deadline
    C. One shot to get it right
    D. Complete budget authority

10. The best way to generate good ideas is to:
    A. Shut down really bad ideas
    B. Have a leader who initiates good ideas
    C. Be open to everyone's input
    D. Research what competitors are doing

Instructions: The following quotations are from the employees in the video, commenting on what leadership behaviors help them do a better job. Thinking as an employee, use one of these quotations as a prompt to briefly describe a situation in which a leader's behavior helped you become better at your job.

EMPLOYEE FEEDBACK

- **Mistakes***:* "Guidance works better than ridicule."

- **Appreciation:** "Noticing my hard work makes all the difference."

- **Transparency:** "I'm most effective when I know what's going on."

- **Competence:** "I support leaders who know what they're doing."

- **Autonomy:** "Having control over my work inspires me."

- **Inclusion:** "When everyone has input, good ideas happen."

_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____

6 Key Issues of Leader/Employee Interaction:

Mistakes
- Deal with mistakes in private
- Begin by discussing the positives
- Address mistakes early on
- Use mistakes as a learning opportunity
- End with encouragement

Appreciation
- Always praise exceptional work
- Be specific and genuine
- Reward work in non-monetary ways

Transparency
- Share information to build trust
- Be honest and straightforward
- Address all concerns
- Be open to suggestions
- Share both good and bad news

Competence
- Set an example of competence
- Know your strengths and weaknesses
- Solicit input for better decisions
- Make only realistic promises

Autonomy
- Look for opportunities to empower
- Clearly define goals
- Allow real ownership and control
- Give responsibility with accountability
- Provide needed resources

Inclusion
- Encourage participation
- Allow for a respectful discussion
- Follow through and provide updates

Instructions: From the 6 major issues listed above in **bold**, choose 3 issues you would most like to work on and implement. For each issue, briefly describe how you would apply it in your work situation:

1. ISSUE: _____

APPLICATION: _____

_____

_____

2. ISSUE: _____

APPLICATION: _____

_____

_____

3. ISSUE: _____

APPLICATION: _____

_____

_____

(more)

What obstacles may prevent you from improving on the issues you've listed? How can you overcome those obstacles?

_____

_____

_____

_____

_____

What benefits for your work group can you predict as a result of working on these issues?

_____

_____

_____

_____

_____

Instructions:

Please circle the number that best describes your evaluation of the training session:

	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
This program clearly demonstrated the significant effect of a leader's behavior on a work group.	5	4	3	2	1
This program clearly demonstrated the behaviors necessary for effective leadership.	5	4	3	2	1
I discovered areas where I need to improve my leadership skills.	5	4	3	2	1
This program provided practical information I can use in my work situation.	5	4	3	2	1

The best part of the program was:

_____
_____
_____

The program could be improved by:

_____
_____
_____
_____

Additional comments:

_____
_____
_____
_____

The following pages contain slides that can be accessed and displayed in the following ways:

► Laptop / PowerPoint Projection   ► TV Monitor   ► Flip Charts   ► Handouts
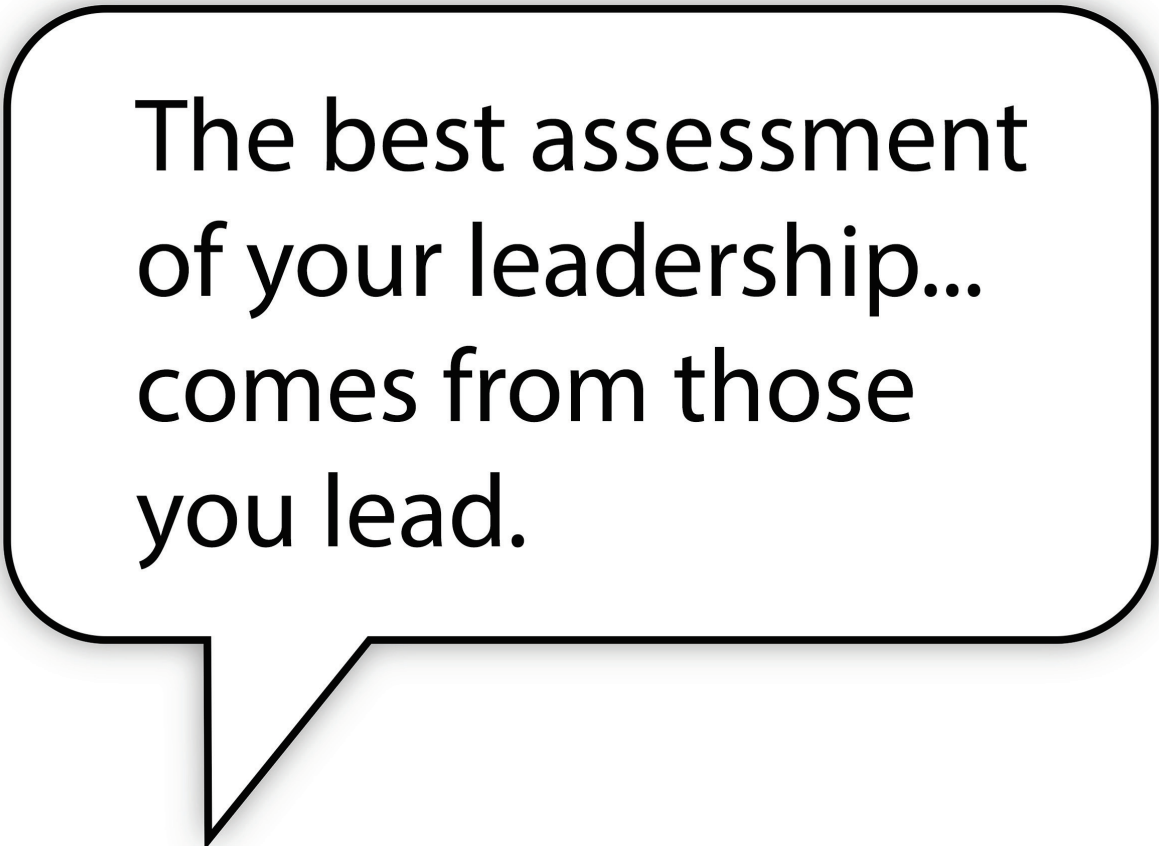
These slides can also be found within a PowerPoint file on the enclosed CD-ROM. Another option is to call up similar versions of these Slides using the DVD. Look for the "Slides" button located on the main menu screen of the DVD. You will be able to display the Slides directly to your monitor before or after playing the video. If ever needed, you can download the PowerPoint file directly to your computer from this website:

www.accesstrainingmedia.com

Look for the "Downloads" button on the home page—then navigate to the appropriate link.

Leadership Feedback

What employees want to tell you... but don't!

The best assessment of your leadership... comes from those you lead.

EMPLOYEE FEEDBACK

- **Mistakes:** "Guidance works better than ridicule."

- **Appreciation:** "Noticing my hard work makes all the difference."

- **Transparency:** "I'm most effective when I know what's going on."

- **Competence:** "I support leaders who know what they're doing."

- **Autonomy:** "Having control over my work inspires me."

- **Inclusion:** "When everyone has input, good ideas happen."

6 Key Issues of Leader / Employee Interaction:

1. Mistakes
- Deal with mistakes in private
- Begin by discussing the positives
- Address mistakes early on
- Use mistakes as a learning opportunity
- End with encouragement

2. Appreciation
- Always praise exceptional work
- Be specific and genuine
- Reward work in non-monetary ways

3. Transparency
- Share information to build trust
- Be honest and straightforward
- Address all concerns
- Be open to suggestions
- Share both good and bad news

4. Competence
- Set an example of competence
- Know your strengths and weaknesses
- Solicit input for better decisions
- Make only realistic promises

5. Autonomy
- Look for opportunities to empower
- Clearly define goals
- Allow real ownership and control
- Give responsibility with accountability
- Provide needed resources

6. Inclusion
- Encourage participation
- Allow for a respectful discussion
- Follow through and provide updates

Access ▶ Training Media