COACHING TIPS AND PROVIDING FEEDBACK FOR MILLENNIAL EMPLOYEES.


Coaching and giving feedback is not only important to millennial employees but also to our colleagues and supervisors in the vet clinic is a key skill to improve individual and team effectiveness as it allows people to understand what they do right and what they need to do better.

People will not get great at their job unless you do a great job giving them feedback.

Feedback is an ongoing communication that helps people know, whether their behaviour and job performance is getting the desired results and whether they are “on target” to achieve their goals.

- Should be taken as a gift
- Is a two-way communication – Get feedback on your feedback

Feedback should be handled with extreme care and it is important to always follow the advice of Queen Victoria: “Praise in public, punish in private”

There are different types of feedback:

- Reward & Recognition (‘Praise’)
- Performance Improving Feedback (Constructive Criticism)
- Formal
- Informal

Giving effective feedback is a fundamental task of a manager to allow people to know where they are regarding performance and also it can be part of the coaching process.

Sloan Wietzel, from the Center for Creative Leadership (CCL)(www.ccl.org) has developed a three-step process for effective feedback called the Situation-Behavior-Impact (SBI) model. It has been proven through the years that this process provides a structure that helps keep the feedback you provide focused and relevant, and increases the likelihood it will be received in a clear, non-defensive manner by the recipient.

This technique of giving feedback is simple and contains three elements:

SITUATION
BEHAVIOR
IMPACT

The situation anchors feedback in time, place, and circumstances and helps receiver remember and/or understand the context.

The behaviour refers to observable actions, what you saw and heard the person doing or saying.

This allows the feedback receiver to know exactly what he or she did that had an impact.

It has to be factual, concrete and specific. What you actually see them doing (or not doing) or what you actually heard the person saying (or not saying).
The impact refers to what results occurred from what the person did (or did not do) or said (or did not say)

Once you gather data for the SBI feedback, here is how you might express it:

**Situation:**
“Peter, this morning when you came to the examining room when I was with Spot, Mrs. Brown’s Springer Spaniel …

**Behaviour:**
…you greeted her with a smile, and also petted Spot. Before taking the blood sample you explained the procedure to her. Then you spoke softly to Spot, and you found the vein at the first try, in less than 30 seconds…. 

**Impact:**
….This made me feel very confident and glad to see how your technique improved since you came a to work here a month ago. Mrs. Brown also said that she was very happy because Spot did not suffer. I am very happy to count on you in the clinic for these procedures.

Other example of SBI feedback

“This morning when we had the staff meeting (Situation) you opened the door at 9:20 and entered the room without a word, (Behaviour) when Peter was explaining the new procedure for hospitalised patients. I was puzzled (impact) because I expected you to be on time and to greet / apologize when you entered the room. I observed that Peter stopped talking and it took him some seconds to get back to where he was before (Impact on others). What do you think about this? (invitation for dialogue and future action step)

Practice makes perfect: think of an opportunity to provide feedback to somebody in the clinic and use the model below to prepare for your SBI.

**Situation**
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________

**Behavior:**
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________

**Impact:**
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________

- Giving feedback/recognition is an important task of a coach, manager and leader
- Feedback/recognition should be specific and related to the performance not to the person
- Provide feedback to High performers and “backstage people”
- In doubt, recognize additional people
- Better to provide a feedback which is quick-simple and often than a feedback which is elaborated and sporadic
- Recognition is 100% positive. If possible, do not mix positive feedback with developmental feedback
- Feedback for development should be done in private
• Feedback is a double way communication. How good are you at communicating what you want? Ask for feedback from your feedback

A 15 minutes Feedback game to do with your team in the clinic.

Make copies of the following questions below and provide them to the members of the clinic.
Allow 15 minutes so that a person can write down the feedback for at least 3 colleagues. The person who wrote the feedback gives the paper to the people s/he wrote about.
Encourage to thank for the gift of the feedback. No need to share publicly.

Name of the person you want to give feedback to:…………………………………

What skills do you think s/he adds to the team?

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What could s/he do to be more effective?

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What else do you think this person do to make the clinic more successful?

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Asking for Feedback
As Feedback is essential for our professional development we need to learn to ask for it and accept it as a gift. It is a gift that people give us as it helps us identify and develop the skills we need to be more effective and grow in our career.

Asking for feedback can be a scary thing, particularly if we fear that it might not be 100% positive.

But if we would only receive positive feedback, what would that mean to you???

In order to create a culture of feedback in the clinic it is fundamental to ask for feedback, thank for the feedback and do something with it.

If people give feedback and they are punished for doing so, be sure that they will not dare to give feedback again.

The Stop-Keep doing-Start method of asking for feedback is simple: Just ask the following questions to some key people in the clinic:

- What should I stop doing?
- What should I keep doing?
- What should I start doing?

Their answers will give you practical data to use in your personal development action plan.

Plan to give and receive feedback in a way that is sustainable for you.

Is it once a week a realistic goal for you to spend 15 minutes with one of your colleagues and provide-receive feedback?

Creating a feedback culture takes time and practice, but the benefits for development and growth are worth the effort.

COACHING is about helping others find their own answers. Is about listening deeply and asking questions not telling.
A well known method is the GROW, to guide with questions the finding of the person answer.

Extra tips for millennial employees

1) **Constant feedback is key**: Make a note in your calendar to provide weekly feedback about the things they are doing well and areas of improvement. Even better if you do it in the moment they are doing something right. Always praise in public and punish in private.

2) **Spend time with a young collaborator every single day**. But think of yourself as a coach. Check in. Help prioritize. Remember the 3 Ts when somebody does not know how to do something: TELL, TEACH and TEAM UP. Be sure to give them work that is challenging enough to them to warrant daily input from a coach.

3) **Make the work meaningful.** They want to know how their work fits into the big picture. How does it help the clinic? How does it help the team? And don’t even think of delegating those projects that do not add value like making copies, transcript files, etc: outsource them to a local printer.

4) **Don’t ask young people to be patient.** Why should they be patient? As long as they deliver something to you every day, let them be. Let them dream that they can achieve in one year what took you ten. Maybe they can.

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