

GIVING & RECEIVING FEEDBACK: PERFORMANCE IMPROVEMENT & LEADERSHIP DEVELOPMENT PROGRAM

What can this program achieve?

This program has been favourably benchmarked globally by the highly respected Global Corporate Leadership Council. The proven results from this program demonstrate significant improvement in practical, day-to-day leadership abilities, which is reflected in improved performance, increased productivity & happier staff/a better culture.

As the principles in this program are practiced & mastered, participants build & enhance the key fundamental skills of an extremely effective leader. This applies to leaders at all levels, from CEO/DG downwards, and can be tailored accordingly. The course is most effective when the principles are modelled first at the senior level.

It is exceptionally effective where there is a history of under-performance, poor communication and/or conflict. In addition, any development leaders receive after this course will likely be implemented much more effectively.

What can this program do for you?

- ✚ Improve productivity: improve performance, achieve better KPIs
- ✚ Develop a culture where staff are given every possible opportunity to develop and maximise their potential
- ✚ Take many disengaged under-performers and re-engage them, and often take them from unsatisfactory to at least satisfactory
- ✚ Positively improve management/leadership practices in the organisation
- ✚ Enable, motivate and engage/re-engage people
- ✚ Helps establish positive cultural change: a culture of open, honest & respectful feedback, up, down & across the organisation – for reports, managers and clients, if comprehensively rolled out
- ✚ Make managers' lives easier giving them more time to focus on leading & managing the core important tasks, & hence be more productive
- ✚ Get people working together better more as a positive team rather than a group of individuals
- ✚ Also identify those who are unwilling/unable to engage/change
- ✚ Once the core skills from this program are being practiced as habit, it will also be easier to identify and then officially performance manage that minority of serial underperformers who cannot or will not re-engage and do not improve as a result

And of course, over time, these results are likely to impact not just the individual participants themselves, both professionally and personally, but also will ultimately filter down to better service for the people the organisation serves - the clients (internal or external).

Some specific examples of this, including testimonials:

SCC&D has had proven results from delivering this program to several agencies, including Housing NSW, the NSW Aboriginal Housing Office (AHO) and the NSW Public Sector Workforce Office (which became part of the NSW Public Service Commission).

Housing NSW initially engaged SCC&D to deliver this program in a regional area where several managers had been taken to the Industrial Relations Commission for bullying. They were exonerated, but clearly, there was a need for changing the way people communicated. Additionally and as a result of the tribunal, the culture was generally quite untrusting & defensive, and lacking decent communication.

Even before the Giving and Receiving Feedback program was completed, SCC&D was notified of some quite spectacular results. As a result of the exceptional outcomes the program delivered, the Housing NSW Executive elected to roll the program out Statewide to over 350 managers, and SCC&D was recommended to the entire AHO staff across NSW. The program is continuing to be delivered in Housing NSW, & is now also being delivered to some areas of FACS.

A testimonial from one of the managers who undertook the program:

“Since doing this training & the one-on-one coaching sessions, I have been able to manage staff in a very different and much more productive way. This has allowed the process of managing staff performance and

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follow up sessions more two-sided. What I mean by this is that the responsibility is shared staff & manager, rather than just me as a manager - the ownership of the work is by the staff members. This has made my life as a manager so much easier, and the staff have been a huge amount more productive. In addition, previously underperforming staff members who I had been having difficulty with for some time are now performing to a satisfactory level, which has meant I now get better work from the team, I spend less time performance managing, & the team spends more time getting the important, core jobs done. I am excited with the progress and positive changes in our team."

Feedback from the Executive Director of the Northern region, when talking to the entire Executive Board of NSW Housing (a précis of the conversation, not exact words):

As a result of this program I have managers – happily - doing things like their HR plans, which I have been trying to get them to do for the past 3 years. We now have some previously chronic underperformers now performing satisfactorily, managers are happier, and we are meeting KPIs above & beyond what we were, and especially in areas like uptake of our performance management appraisal targets.

Corporate Leadership Council Benchmarking

The success of the Giving & Receiving Feedback/Culture Development/Performance Improvement Program at Housing NSW led them to internationally benchmark the program with the International Corporate Leadership Council, which returned very favourable ratings.

The internationally benchmarked ratings were an especially good achievement considering the course wasn't originally billed as a specific leadership course in itself, and that the course was compulsory and delivered in a high stress, high change environment where people were reluctant to attend.

SCC&D's post course assessments for the program from participants have consistently been around approx 85/100 - a huge achievement considering the course was compulsory.

Assessments taken from the International Corporate Leadership Council report:

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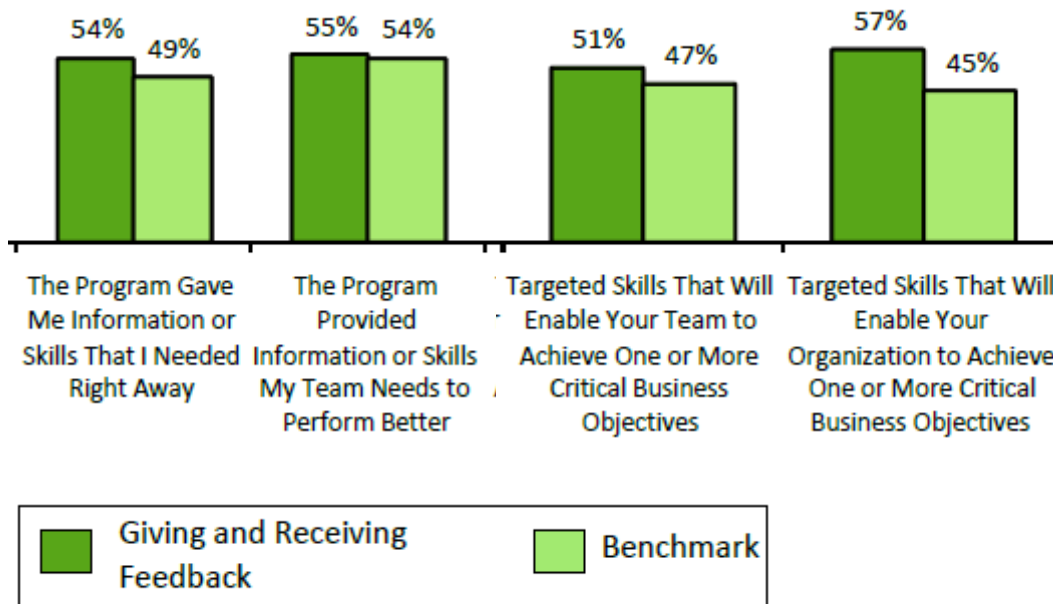
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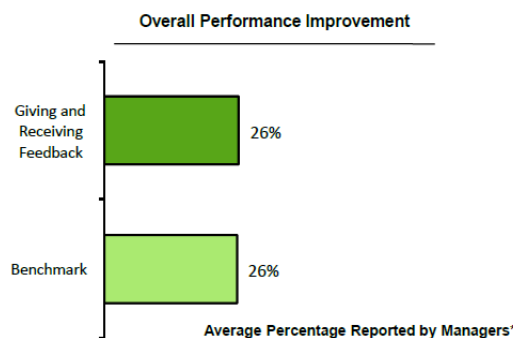
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Manager Assessments
Managers were asked to estimate the impact of the program on their employees' overall performance.



* Overall average of estimated percentage of performance improvement.

The overall core cultural message of the training (can be customised as required, depending on the organisation)

Developing a culture of mutual respect & understanding through continuous constructive feedback and communication.

- ✚ Through continuous positive, constructive feedback & communication, given in a safe and respectful manner, develop a culture where staff are given every possible opportunity to develop and maximise their potential
- ✚ Good feedback & communication will ensure staff have every opportunity to perform to their best potential, and will be happier in the workplace – which means better results for the organisation
- ✚ Good feedback and performance management processes are about having a clear and easy to use structure & consistency to align effort & action with clear, consistent & agreed outcomes & strategy
- ✚ The whole point is to enable, motivate and engage/re-engage people – but also to identify those who are unwilling/unable to engage/change so they can be properly & appropriately managed
- ✚ Take underperformers who are not performing because of lack of engagement to a satisfactory level of performance
- ✚ If staff still do not engage, then the formal performance management process is more likely to succeed as the culture of continuous positive, constructive & respectful feedback will have given them every opportunity to improve prior to entering the formal performance management process
- ✚ Balancing taking personal responsibility for feedback between the giver and the receiver, not putting it all on the giver's shoulders

- ✦ That feedback should be frequent and continuous, both positive and developmental
- ✦ The feedback is a 360-responsibility and process, not just downwards. It applies upwards to managers, across to peers as well as reports, and both internally & externally
- ✦ That performance appraisal/enhancement processes are positive things to help people improve performance, rather than just another chore in the management process
- ✦ Review processes, positively framed, should be about clarifying progress, setting up appropriate landmarks and establishing certainty and confidence about what to do, when it needs to be done and expectations around quality and levels of detail/effort required
- ✦ The experience ideally should be an unthreatening opportunity to unearth/unleash the potential of an employee – providing an open and comfortable forum for discussion
- ✦ Many participants have also remarked how the program has positively improved their personal relationships & personal lives outside the workplace. This is also beneficial to the organisation.

The structure of the Giving & Receiving Feedback Program:



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Extra coaching sessions post the Part 2 training can be provided, depending on local budget approval.

Specific tailoring of the program

The program can be specifically tailored to each individual group.

Each group can outline specific situations where they have difficulty giving & receiving feedback, & these can be addressed in role plays and in general in the training program on the day. In addition:

- Specific tailoring of the level of material to suit the overall level & experience of each group (i.e. junior through to very senior (inc. SES/Board level) staff
- Modified to reflect the types of feedback situations & problems that staff at different levels in the organisation face
- Points of theory will be adjusted to suit the level of people attending
- SCC&D will liaise with the organisation ideally at least 3 weeks before each course to discuss the level & needs of those participating in the forthcoming course
- Anchoring & connection of the learning to the organisation's performance appraisal system documentation and processes if required

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A message from the founder

We always consult with our clients to find out what the underlying challenges are & what the desired outcome is, sometimes challenging thinking – what a client wants is not always what they need. We are ethical & we talk straight.

Only then do we recommend & develop the best solution – which is much more likely to be the right solution getting the right results. Which is what we all want.

Blog

SCC&D presenting at the Australian Institute of Management

<https://www.eventbrite.com.au/event/8648450749#>

How to Get the Best out of Your Executive Coach/C...

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