



# The Power of Feedback for Engagement

## Presenter



**Chanai Vaznonis**  
Lead People Scientist  
Culture Amp

# Today's Session

- This session will be recorded
- Utilize the chat function to interact with other audience members
- Our team here with us will be sure to capture your questions for the colleague cafe that follows this presentation



# Culture Amp

*Create a better world of work*

# The leader in Employee Experience

6,000+

Companies

195

Countries

1m+

Reviews completed

8m+

Surveys completed

3k+

Benchmarks

The world's most innovative companies use Culture Amp

ORACLE

Nasdaq

SULCYCLE

grammarly

coffee circle

Hallmark

McDonald's

Etsy

nerdwallet

billie

pwc

slack

box

KIND

VINOMOFO

38%

Increase in company confidence

yelp

8%

Increase in Revenue

colesgroup

43%

Decrease in turnover

AutoTrader

# Today's Agenda

**Part 1:** Defining and discussing what we mean by feedback and the benefits

**Part 2:** Strategies for enabling a culture of feedback within your organization

**Part 3:** Practical feedback methods and suggestions

# Part 1

Defining and discussing what we mean by feedback and the benefits

# Feedback Defined

Feedback is information given about a person's actions at work, to be used as a guide for future improvement.

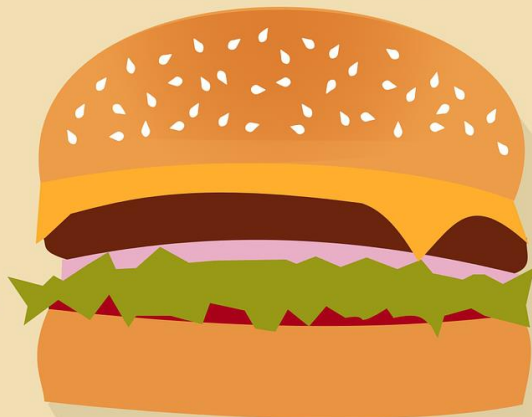
Positive feedback → **Reinforcing feedback**

Negative feedback → **Redirecting feedback**

# FEEDBACK SANDWICH

**positive feedback**

**negative  
feedback**



**more positive feedback**





# The Benefits of Reinforcing Feedback



Emotionally Boosting



Behavior Change

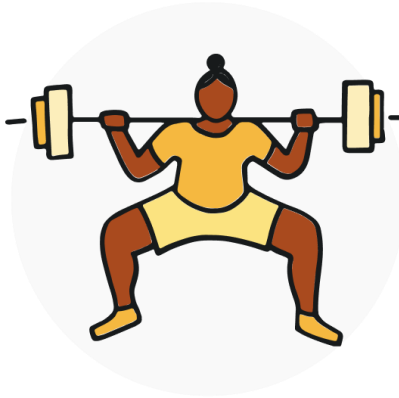


Engagement

# The Benefits of Redirecting Feedback



Motivation



Performance



Engagement

# Poll 1

From a 2018 study of 234 organizations, which was the most critical driver of positive organizational and financial outcomes?

- a) Performance goals
- b) 360 feedback
- c) Calibration meetings
- d) Overall culture of feedback
- e) Peer-sourced feedback

# Part 2

Strategies for introducing a culture of feedback into your organization

# Barriers for Creating a Culture of Feedback



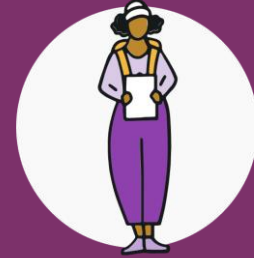
Organization

Practices  
Resources  
Incentives



Managers/Leaders

Discomfort  
Inexperience  
Bias



Employee

Confusion  
Defensiveness  
Doubt

# Tools to Enable a Culture of Feedback

## Continuous Feedback In the flow of work

The screenshot shows a user profile for Agustin Oberbrunner. A 'Feedback' dropdown menu is open, showing 'Request feedback' and 'Give feedback' options. Below the profile, there is a text input field for providing feedback. A feedback card from Linnie Nienow II is displayed, dated Jun 1, 2019, with 'Liked', 'Share', and 'Is this feedback helpful?' options. The feedback text reads: 'Laurie, something I think you did really well recently was manage customer expectations during the roadmap presentation to Pied Piper. I think it has a positive impact because it enables us to remain laser focused on our current objectives and not get sidelined with one-off, non-critical requests.' Below the text are two columns of tags: 'ROCKING IT' (Invests in developing team members, Represents team effectively) and 'GETTING THERE' (Consistently hires best people, Sets clear goals and holds team accountable).

## 360 Feedback At specific moments

The screenshot shows a 360 Feedback card titled 'Growing Others: Giving thoughtful feedback. Investing time and effort in developing capability in others'. It includes a question 'Can you give any examples?' and a text box with the response: 'I know we work under pressure in our team to deliver new features quickly. However, I feel that we are losing valuable opportunities to learn from you. I'm sure there is an element of risk, but if we never get the chance to try to solve problems (under your guidance) we won't learn.' Below the card, there is a summary of the feedback: 'Growing Others: Giving thoughtful and actionable feedback. Giving thoughtful feedback. Investing time and effort in developing capability in others.' It shows a rating of 2/1/1 and identifies the reviewer as a 'MANAGER' and the recipient as a 'COWORKER'. The feedback text continues: 'Often I think you focus solely on delivery of the work yourself, rather than giving others the opportunity to grow and learn. This is something that takes patience and dedication. It will help separate you as a leader.' and 'You are a wealth of knowledge and could be more proactive in sharing this with other. You have over 10 years experience in the software yet are the only person who knows how some features work. This is not only stressful for you but somewhat risky for our team.'

## Skills Coach As part of development

The screenshot shows the Skills Coach interface. It features a progress bar indicating 'In progress' with 15 of 20 days completed. The main heading is 'Feedback is the process of helping others gain self-awareness about the impact of their actions'. Below this, there are two course modules: 'Giving feedback 1: The basics' (Days 1-7) and 'Giving feedback 2: Manage yourself' (Days 8-11). A 'Skills Coach' card is overlaid on the right, showing a 'Great job – you've finished day 2' message, dated 'Day 2 of 20', and a 'View progress' button.

# Strategies to Enable a Culture of Feedback

- **Expand Feedback** beyond your performance cycles
- **Build the case** to nurture your feedback strategy
- **Role modeling** from the top and throughout
- **Training** for managers, leaders, and employees
- **Regular prompts** and **scheduled feedback** check-ins
- Develop a **strategic feedback handbook**
- Build into **Employee Lifecycle** moments



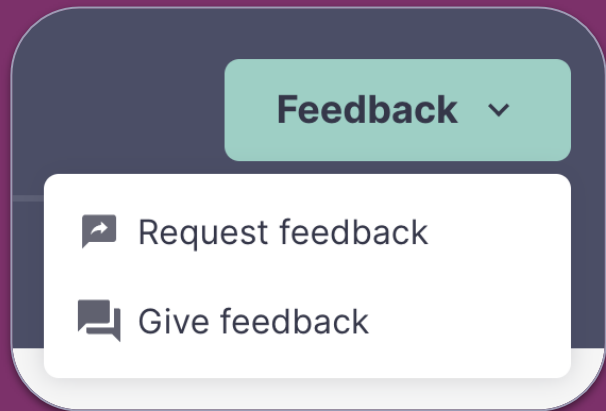


## Poll 2

As a manager, what is the most effective way to create a Culture of Feedback in your team?

- a) Seek it out/request feedback
- b) Complete training on how to deliver feedback
- c) Have your team complete training on how to receive feedback

# Feedback for me?



Let someone know what they could do to help you be more successful. Be clear to indicate any specific areas you are working on and how this shift would impact you.

# Part 3

## Practical feedback methods and suggestions

# Feedback



Where you are



Where you need  
to be



What excellence  
looks like

# Practical Suggestions:

## 1. Timing

**Timing impacts feedback response:**

As comfortably soon after the behavior as possible

Deliver feedback at regular intervals



# Practical Suggestions:

1. Timing

2. Growth Mindset

## Fixed Mindset

Skills and abilities are innate; cannot be improved

Resist feedback

Deterred by obstacles

Anxious, avoidant

Demotivated by goals

## Growth Mindset

Skills and abilities can evolve and develop

Learn from feedback

Resilience and grit through obstacles

Enthusiastic, participative

Motivated to achieve goals

# Practical Suggestions:

1. Timing
2. Growth Mindset
3. **Motivating  
Phrasing**

## **Anatomy of motivating language:**

Come from a place of curiosity, not condemnation

Mostly open ended, not close-ended

Non-coercive and non-leading

# Redirecting Phrases

- **“I’d like to share some feedback/observations, is now a good time?”**
- **“Do you have a moment to catch up about how X went?”**
- **“Can we debrief on X?”**
- **“Can we talk about X - what do you think is going well or what didn’t go well?”**
- **“This is difficult for me to say...”**



# Practical Suggestions:

1. Timing
2. Growth Mindset
3. Motivating Phrasing
4. Presence

## Presence impacts the experience:

- Soft eye/camera contact
- Relaxed body position
- Facial acknowledgment
- Spacial reaction
- Pace
- Remove distractions



# SBI Feedback Model

**Situation**

**Behavior**

**Impact**

# The SBI feedback model helps individuals deliver clear, specific feedback to better inspire action.



<b>S</b>	<b>Situation</b> Describe the situation. Be specific about when and where it occurred.
<b>B</b>	<b>Behavior</b> Describe the observable behavior. Don't assume you know what the other person was thinking.
<b>I</b>	<b>Impact</b> Describe what you thought or felt in reaction to the behavior.

“During yesterday morning’s team meeting, when you gave your presentation, you were uncertain about two of the slides and your sales calculations were incorrect. I felt embarrassed because the entire board was there. I’m worried that this has affected the reputation of our team.”

“At the client meeting on Monday afternoon, you ensured that the meeting started on time and that everyone had handouts in advance. All of your research was correct, and each of the client’s questions was answered. This put the organization in a good light. I feel confident that we’ll get the account, thanks to your hard work.”

## **Poll 3**

**Do you feel remote work has impacted people's ability to give redirecting feedback?**

# Remote Work and Redirecting Feedback

# Key Takeaways



**1. Use the language of reinforcing and redirecting feedback rather than positive or negative**



**2. Reflect on how you can contribute to a culture of feedback at your organization**



**3. Encourage your people to seek out, request, and give feedback**



**4. Motivate others through role modeling, growth mindset, language, and feedback frameworks**

# Culture First

GLOBAL EVENT SERIES



Join us as we explore the role  
of culture in reworking work  
for everyone

FREE VIRTUAL EXPERIENCE

OCT 26

Together, we'll dive into insights, guidance, and practices on:

1. Building and nurturing culture first foundations
2. Designing impactful employee experiences for everyone
3. Creating a better world through work

Register now



# Thank You

