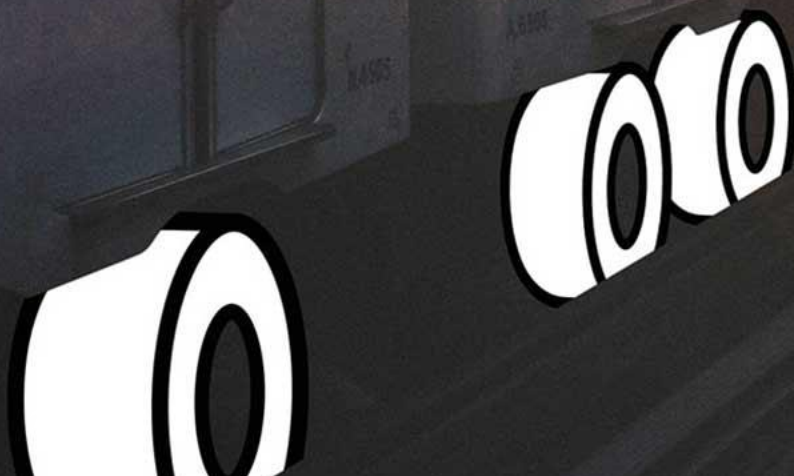


# ***Coaching Managers to Connect with Feedback***

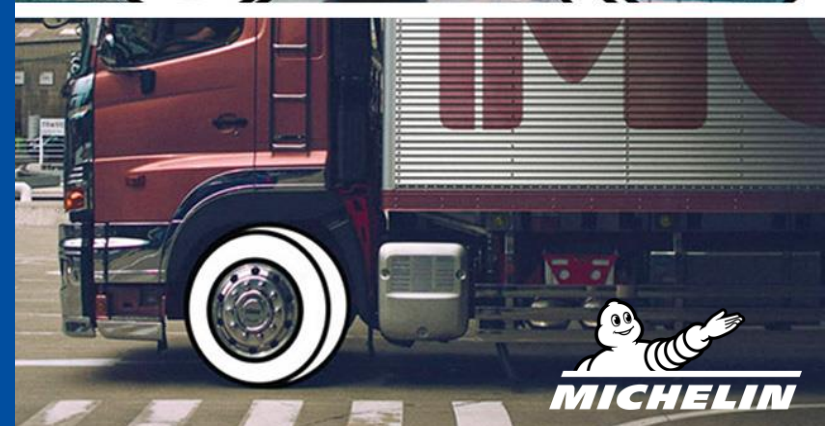
***Felicia Sanders, CHRO at Michelin North America***





# Agenda

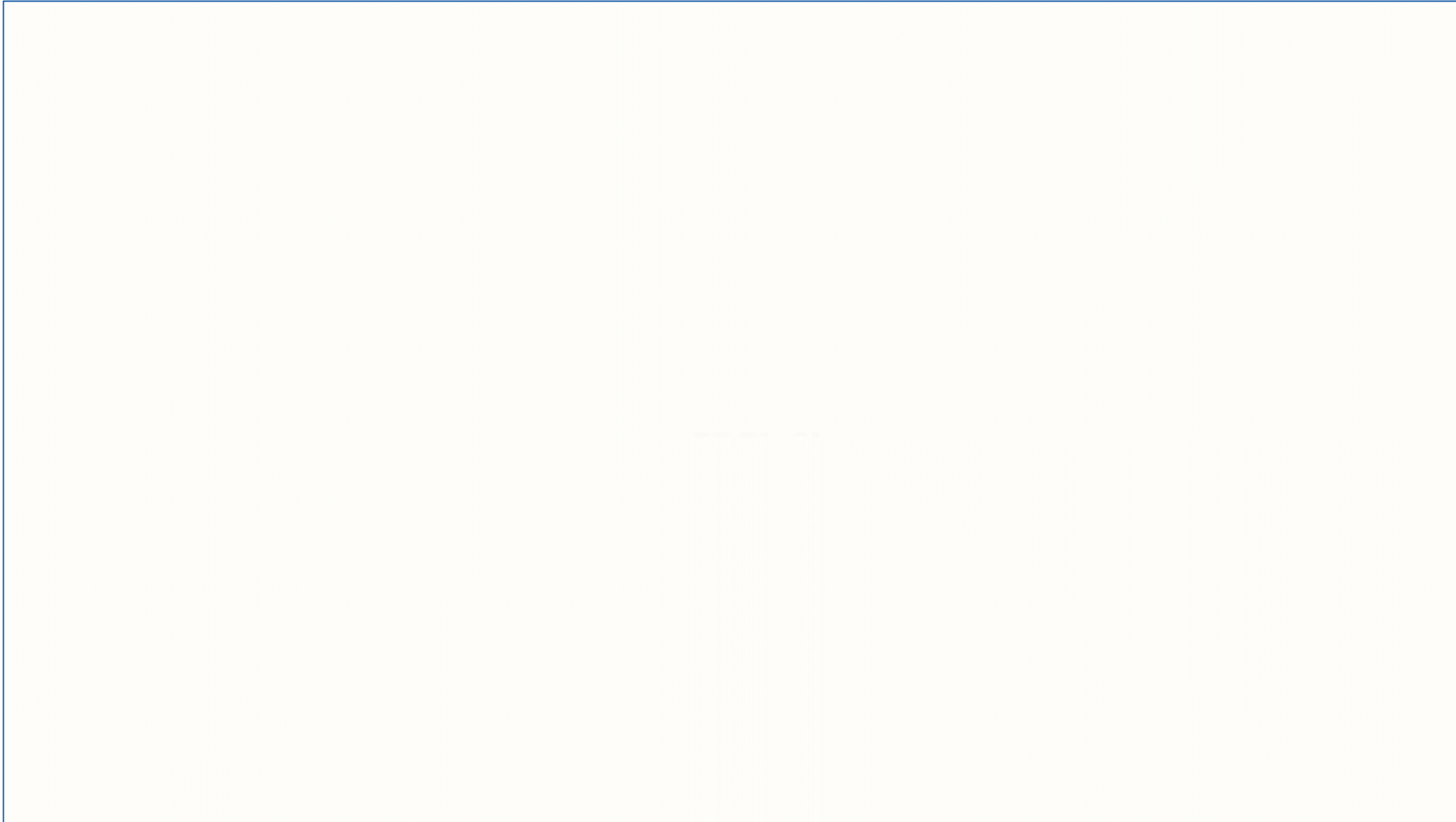
- ⦿ How Michelin is approaching management quality and creating an environment that fosters employee engagement
- ⦿ Ways for managers and employees to structure feedback processes
- ⦿ How to create space where people feel comfortable giving and receiving feedback



# ***The importance of manager quality***

- ⦿ Managers are vital in making employees feel valued
- ⦿ People join a company, leave managers
- ⦿ Expected behaviors from managers and employees to deliver results and retain employees







Michelin created a leadership model that fosters leadership behaviors essential to our success.

Let's take a closer look ...

# ICARE

## LEADERSHIP MODEL





# ***Harnessing your role as a leader***

- ⦿ Awareness is the beginning of the journey
- ⦿ Vulnerability is a point of connection
- ⦿ Building the connection helps you become an empathic leader
- ⦿ The human connection builds trust, creating an environment for constructive two-way feedback







# ***Feedback processes***

- ⦿ **Where do I begin with feedback?**
- ⦿ **Feedback takes on many forms. It's not just performance management.**
  - **1-to-1 coaching**
  - **Skills assessments**
  - **Development opportunities**
  - **Recognition**
  - **Career interests and growth**
  
- ⦿ **What if we don't have rapport?**



# Psychological safety in the workplace

## Attitude of Risk and Failure



- Sense of empowerment
- Accountability
- Ongoing feedback sessions (360 Degrees)

## Open Conversation



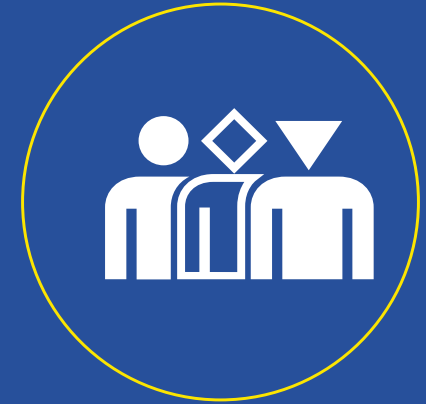
- Encourage "uncomfortable" dialogue
- Create forums in which topics are brought to the forefront
- Push for empathy

## Willingness to Help



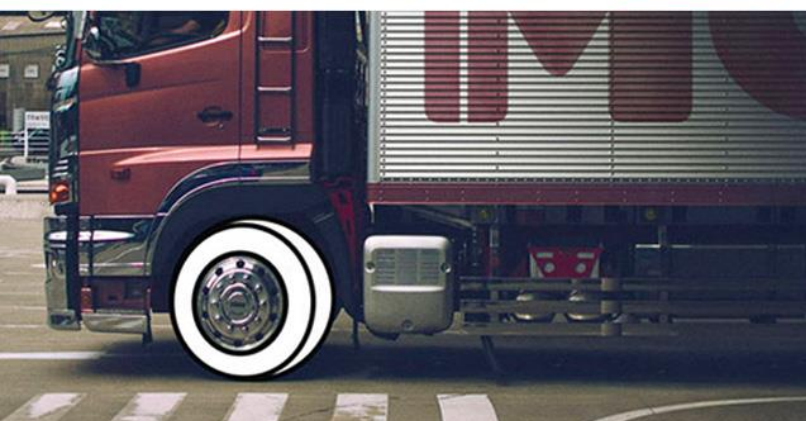
- Model the behaviors you seek
- Promote "asking for help" as a positive behavior; a sign of strength

## Inclusivity and Diversity



- Be intentional in the construction of your team
- Model and embrace differences as a vehicle to sustained success





# ***Resources to consider***

- ⦿ **Executive support for managers is key**
  - **Development resources and toolkits**
  - **Learning and training programs**
  - **Mentoring programs**
  - **Peer-coaches**
  - **Role-playing**

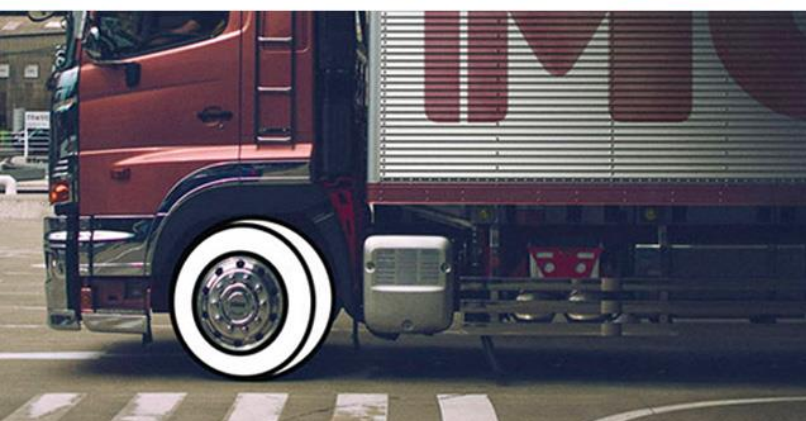




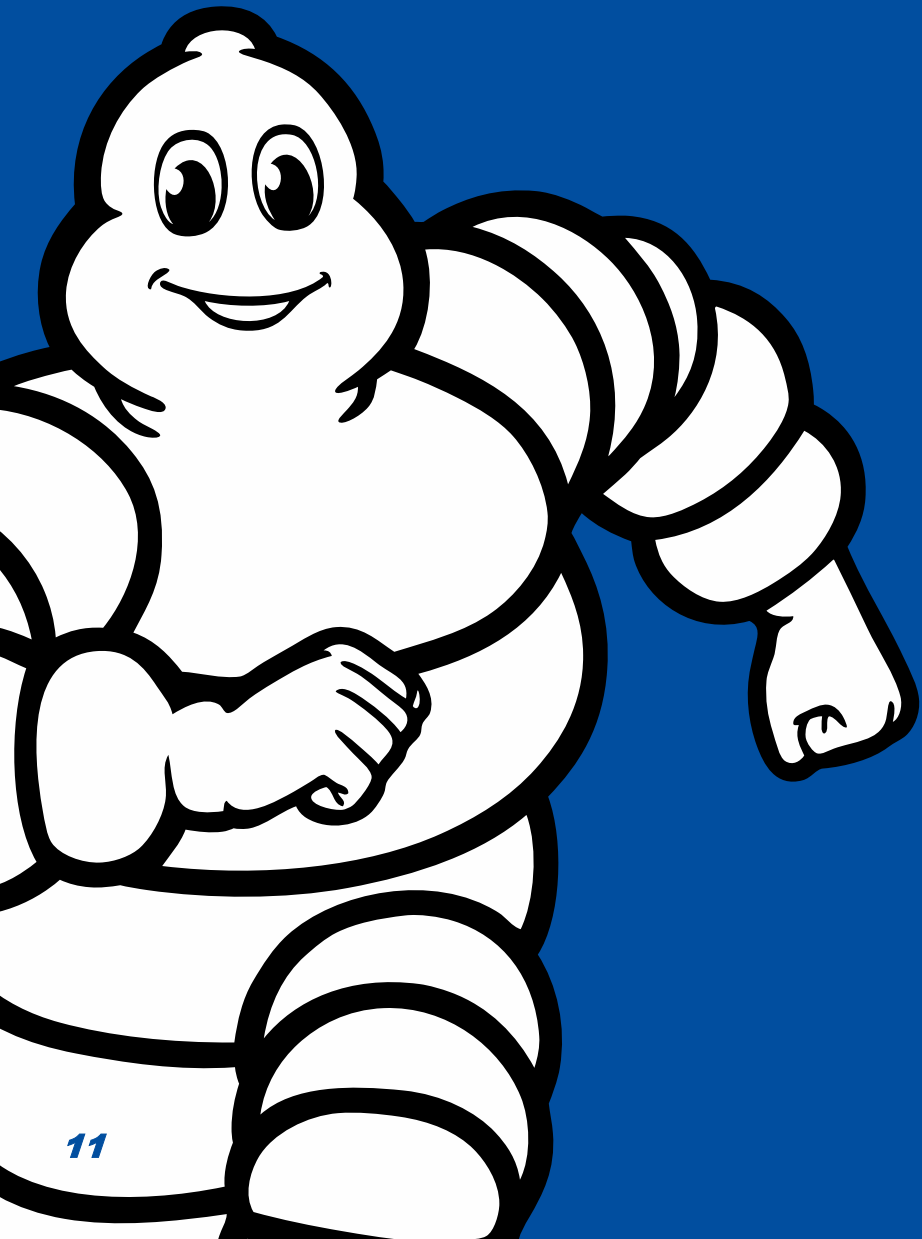
# ***How to stay on the development journey***

***Even when things are going great***

- ⦿ **Teams change often**
- ⦿ **What's your leadership brand?**
- ⦿ **Look for weak signals in feedback**







***If your actions inspire  
others to dream more,  
learn more, do more and  
become more, you are a  
leader.***

*John Quincy Adams*