Effective Feedback

The Fastest Way to Improve and Empower the Change Process

Feedback Loop

Use THIS QR CODE to access the MEGA 2015 Online Conference Planner

OR visit http://goo.gl/L6C5Tt
The Research and Development Section is responsible for utilizing data to examine how current initiatives and educational practices by the ALSDE and/or LEA impact students’ academic and social development.

Miranda Bissoo, Ed.D
Education Specialist
mbissoo@alsde.edu
334-242-9742
Effective Feedback

The Fastest Way to Improve and Empower the Change Process
Effective Feedback

The Fastest Way to Improve and Empower the Change Process

Input → Process → Output

The Leader → Feedback → The Employee
Effective Feedback
The Fastest Way to Improve and Empower the Change Process

CONSISTENCY
It’s Only a Virtue if You’re Not a Screwup.
Effective Feedback
The Fastest Way to Improve and Empower the Change Process

What is Feedback?

Not advice
Not praise
Not evaluation

Feedback is information about progress toward pre-determined goal(s).

What is the Leadership’s Role?

To create feedback systems that improve, rather than diminish, performance.

Effective Feedback

The Fastest Way to Improve and Empower the Change Process

• Components of a feedback loop
• Influencing Factors
• Best Practices
Effective Feedback
The Fastest Way to Improve and Empower the Change Process

http://ginimartinez.com/want-control-over-your-body-listen-to-closely-to-your-feedback-loops/
Effective Feedback

The Fastest Way to Improve and Empower the Change Process

1. Evidence: Data collection processes

2. Relevance: Relay information in the relevant context

3. Consequence: Recognize consequences

4. Action: Corrective actions/plans

http://ginimartinez.com/want-control-over-your-body-listen-to-closely-to-your-feedback-loops/
Effective Feedback
The Fastest Way to Improve and Empower the Change Process

Organizational Culture and Climate

Culture refers to the personality (common set of expectations) of the organization.

Climate refers to the spirit/attitude/mood of the organization.
Effective Feedback
The Fastest Way to Improve and Empower the Change Process

Group Dynamics

Poor Group Dynamics
- Weak Leadership
- Excessive deference to authority
- Blocking (the aggressor, the negator, the withdrawer, the recognition seeker, and the joker)
- Free riding
- Evaluation apprehension

Improving Team Dynamics
- Know your team
- Tackle problems quickly
- Define roles and responsibilities
- Break down barriers
- Focus on communication
- Pay attention

http://www.mindtools.com/pages/article/improving-group-dynamics.htm
## Abilene Paradox

### Symptoms
- One on one opinions differ from the group’s decision
- Members are discouraged to dissent
- Members seem frustrated or resentful toward management and other team leaders
- Members avoid responsibility or even attempt to blame others
- Members exhibit a lack of trust
- All decisions require unanimous agreement
- Very little dissent from group opinion is observed

### Causes
- Action Anxiety
- Negative Fantasies
- Real Risk
- Separation Anxiety
- the Psychological Reversal of Risk and Certainty

### Solutions
- Identify Groupthink signals within your organization
- Make room for disagreement
- Avoid language that plays on our tendency to agree with groups
- Don’t use “rule by committee” where everyone must agree
- Re-configure groups
- Create avenues for staff to voice their opinions

---


# Effective Feedback

*The Fastest Way to Improve and Empower the Change Process*

## Group Think

<table>
<thead>
<tr>
<th>Symptoms</th>
<th>Causes</th>
<th>Solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Overestimations of the group</td>
<td>• High group cohesiveness</td>
<td>• Each member a “critical evaluator”</td>
</tr>
<tr>
<td>Illusions of invulnerability</td>
<td>deindividuation</td>
<td>• Leaders should not express an opinion when</td>
</tr>
<tr>
<td>Unquestioned beliefs</td>
<td>Structural faults</td>
<td>assigning group tasks.</td>
</tr>
<tr>
<td>• Closed-mindedness</td>
<td>Insulation of the group</td>
<td>• Leaders not be present during group</td>
</tr>
<tr>
<td>Rationalizing</td>
<td>Lack of impartial leadership</td>
<td>meetings</td>
</tr>
<tr>
<td>Stereotyping</td>
<td>Lack of norms requiring</td>
<td>• Set up multiple groups working on</td>
</tr>
<tr>
<td>• Pressure toward uniformity</td>
<td>methodological procedures</td>
<td>the same problem</td>
</tr>
<tr>
<td>Self-censorship</td>
<td>Homogeneity of members’ social</td>
<td>• Examine all effective alternatives</td>
</tr>
<tr>
<td>Illusions of unanimity</td>
<td>backgrounds/ideology</td>
<td>• Discuss ideas with trusted people</td>
</tr>
<tr>
<td>Direct pressure to conform</td>
<td>Situational context</td>
<td>outside the group</td>
</tr>
<tr>
<td>Mindguards</td>
<td>Highly stressful external threats</td>
<td>• Invite outside experts</td>
</tr>
<tr>
<td></td>
<td>Recent failures</td>
<td>• One member should be the “devil’s</td>
</tr>
<tr>
<td></td>
<td>Excessive difficulties on decision-</td>
<td>advocate”</td>
</tr>
<tr>
<td></td>
<td>making task</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Moral dilemmas</td>
<td></td>
</tr>
</tbody>
</table>
Before creating a new mechanism from scratch, it’s usually a good idea to scan existing sources of information – you may find that you can simply add onto or repurpose existing mechanisms.

<table>
<thead>
<tr>
<th>Description</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Surveys</strong></td>
<td>Asking a series of questions via email, telephone, or mail.</td>
</tr>
<tr>
<td><strong>Site Visits</strong></td>
<td>Traveling to one or more sites to make direct observations.</td>
</tr>
<tr>
<td><strong>Interviews</strong></td>
<td>Asking select individuals a series of questions, usually in person or via telephone.</td>
</tr>
<tr>
<td><strong>Focus Groups</strong></td>
<td>Gathering select individuals together to ask them questions and observe their discussions.</td>
</tr>
<tr>
<td><strong>Narrative Reports</strong></td>
<td>Requesting written reports that address one or more questions.</td>
</tr>
<tr>
<td><strong>Raw Data Sources</strong></td>
<td>Using sources that contain raw, unfiltered data.</td>
</tr>
</tbody>
</table>

Best Practices

✓ Goal-Referenced
✓ Tangible and Transparent
✓ Actionable
✓ User-Friendly
✓ Timely
✓ Ongoing
✓ Consistent
Effective Feedback

The Fastest Way to Improve and Empower the Change Process

✓ Create feedback systems that improve, rather than diminish, performance.

✓ Create an organizational climate that’s safe for asking questions, getting feedback, and learning new things.

✓ Let employees know that whenever they have questions they can and should reach out to their supervisors and others in higher-level positions.
Effective Feedback
The Fastest Way to Improve and Empower the Change Process

Tradition
Just because you’ve always done it that way doesn’t mean it’s not incredibly stupid.