



## Coaching, Evaluating and Delivering Constructive Feedback – Learning Series

### Topic VII: Active Listening

#### Topic V - Feedback Scenarios Worksheet - Key

Delivering feedback is an important component of the coaching relationship. To support your ability to provide clear and concise feedback, the EARN (i.e., Event, Action, Result, Next Steps) Feedback Process was presented.

**This worksheet will guide you through a few scenarios** to help you identify the components of the EARN Feedback Process and the elements of strong feedback statements.

**Note:** *You do not need to submit your worksheet; the Answer Key will be sent within the next week.*

1. **Feedback Scenario:** Alex is Vidia's manager. Recently Vidia has been working long hours to finish up a complex report that is due at the end of the month. Alex wants to recognize Vidia's ownership of this complicated work and her commitment to handing in quality work. During their weekly one-on-one meeting, Alex says to Vidia, "Over the past month, you've been doing a great job on the report." and they move to the next topic.

**Question:** What component(s) of the EARN Feedback Process did Alex not address in his conversation with Vidia?

**a. Result & Next Steps**

*The correct answer is **a. Results & Next Steps**. Alex provided motivational feedback to address the **Event & Action** related to Vidia's ownership of the report. However, he stopped short of clarifying the **Result** – Vidia clearly owns her work and is committed to submitting a well-written report, and the **Next Steps** – Alex should encourage Vidia to demonstrate the same ownership and commitment to her future work.*

*To address the feedback fully, Alex could have said, "Over the past month, you've been doing a great job on the report. It's obvious that you own your work and are committed to submitting a well-written report. Please continue to show the same ownership and commitment to future work."*

*When providing motivational feedback, it's easy to assume that your staff understands the positive results innate in his or her actions and the implication that those actions should continue. However, it's always best to clarify. For example, Vidia could assume that a "great job" meant Alex appreciates her attention to detail or the format she's using. Being specific enables the employee to continue the precise actions you want to reinforce and leaves nothing to question!*

- b. Result**
- c. Action & Result**
- d. Next Steps**

2. **Feedback Scenario:** In the past week, Rob has been late to work twice. Rob's manager, Charlie, is concerned because Rob has a lot on his plate. Charlie stops by Rob's desk to check in, and since there's no one else around, he takes the opportunity to ask Rob about his tardiness. "You were late. Are you getting everything done?"

**Question:** Which component(s) of the EARN Feedback Process did Charlie not address in his conversation with Rob?

- a. Event, Action, Result & Next Steps
- b. Action, Result & Next Steps
- c. Event & Result

*The correct answer is **c. Event & Result**. Charlie provided developmental feedback to address the **Action & Next Steps** surrounding Rob's late arrivals. However, Charlie does not confirm the **Event** – Rob was late twice this week, or the **Result** – Rob may not be able to keep up with his workload. To completely address the feedback, Charlie could have said, "Rob, you've been late to work two day this week. I'm concerned that with your current workload even a few lost hours could put you behind. Please make an effort to make it to work on time in the future."*

*When providing developmental feedback, it's important to be clear and address the issue fully. Rob may not know Charlie was aware he was late two days. Also, it's likely that there are many implications – above and beyond not getting his work done – to Rob being late. Being thorough when discussing issues will prevent frustration and continuation of the situation.*

- d. Result & Next Steps

3. **Feedback Scenario:** At a recognition ceremony last night, Dana received a prestigious award for work she's been championing in her Agency for years. When her boss, Mike, sees her the next day, he shakes her hand and says, "Good job!"

**Question:** Which component(s) of the EARN Feedback Process did Mike not address in his conversation with Dana?

- a. Event, Action & Next Steps
- b. Event & Actions
- c. Event & Result
- d. Event, Action, Result & Next Steps

*The correct answer is **d. Event, Action, Result & Next Steps**. In providing such a general congratulations to Dana, Mike doesn't take full advantage of the opportunity to acknowledge her accomplishment and reinforce her behavior.*

*In addition to saying, "Good job!" and shaking her hand, Mike could have said, "Last night at the awards ceremony, you were honored with a very prestigious award. You've made me and our entire organization very proud. Please continue with this important work and making a lasting impression on our Agency."*