



NATIONAL ASSOCIATION OF
Community Health Centers®

NACHC's 2022 Health Center Leadership 4-part Webinar Series

October 26, 2022 – Session 4

Foundations of Becoming A Leader

Giving and Receiving Feedback

Sponsored by:

Johnson & Johnson

NACHC's STRATEGIC PILLARS

1



Equity and Social Justice

Center everything we do in a renewed commitment to equity and social justice

2



Empowered Infrastructure

Strengthen and reinforce the infrastructure for leading and coordinating the Community Health Center movement, notably consumer boards and NACHC itself

3



Skilled and Mission-driven Workforce

Develop a highly skilled, adaptive, and mission-driven workforce reflecting the communities served

4



Reliable and Sustainable Funding

Secure reliable and sustainable funding to meet increasing demands for Community Health Center services

5



Improved Care Models

Update and improve care models to meet the evolving needs of the communities served

6



Supportive Partnerships

Cultivate new and strengthen existing mutually beneficial partnerships to advance the shared mission of improving community health

To learn more about NACHC's Strategic Pillars visit <https://www.nachc.org/about/about-nachc/>

THE NACHC MISSION

America's Voice for Community Health Care

The National Association of Community Health Centers (NACHC) was founded in 1971 to promote efficient, high quality, comprehensive health care that is accessible, culturally and linguistically competent, community directed, and patient centered for all.





CEEK a Better Way[®]... to Give & Receive Feedback

October 26, 2022

Virtual Session



CEEK a Better Way[®]

Supported by CEEK LLC

Helping Organizations
Redefine and Pursue Wellness



Today's Learning Objectives

- Enhance self-awareness in how well you give and receive feedback
- Utilize a feedback model to give more timely, specific, and actionable feedback
- Learn the distinction between a Fixed and Growth mindset & relation to feedback
- Develop an action plan to improve how to give and receive feedback



“We all need people who give us feedback. That’s how we improve.”

–Bill Gates, Co-Founder of Microsoft



Workshop Agenda

Estimated Time	Discussion Topic/Session
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5 min	Welcome & Overview
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20 min	Why is Feedback Important
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25 min	Giving Feedback
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20 min	The Impact of our Praise
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15 min	Receiving Feedback
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5 min	Summary and Closing
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Let's Center First



Giving Feedback



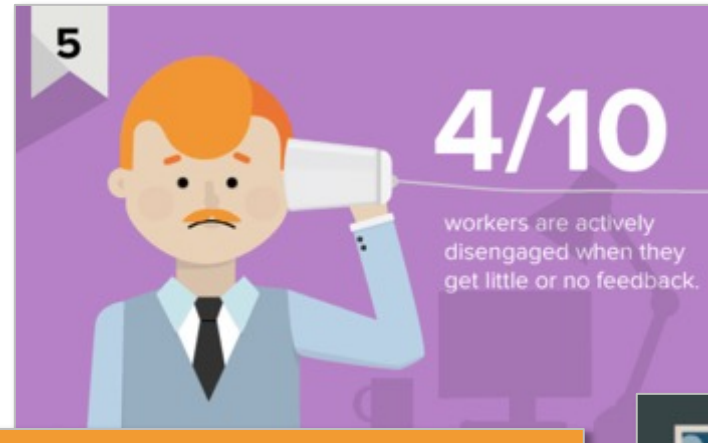
REFLECTION



1. What is one thing you did in the past week that makes you feel proud?
2. What is one thing you did in the past week that you could have done better?
3. When was the last time you gave someone feedback (yesterday, last week, last month, last quarter, last year, too long to remember)?



Why is feedback important?



Statistics from OfficeVibe - <https://www.officevibe.com/blog/infographic-employee-feedback>

Feedback – DO's

“Sometimes you can't see yourself clearly until you see yourselves through the eyes of others.”

– Ellen DeGeneres, American comedian, television host, actress, writer, and producer

**Ask
Permission**

**Be Specific
and Timely**

**Create the Right
Environment**

**Offer
Suggestions**

**Engage with
Intent to Improve**



**Engage in
Open Dialog**

**Be Kind,
Respectful**

**Limit Feedback to
Areas They Can Change**

**Use “I”
Statements**

**Give Space for
Response**

Feedback – DON'Ts

“The delicate balance of mentoring someone is not creating them in your own image, but giving them the opportunity to create themselves.”

–Steven Spielberg, American director, producer, and screenwriter

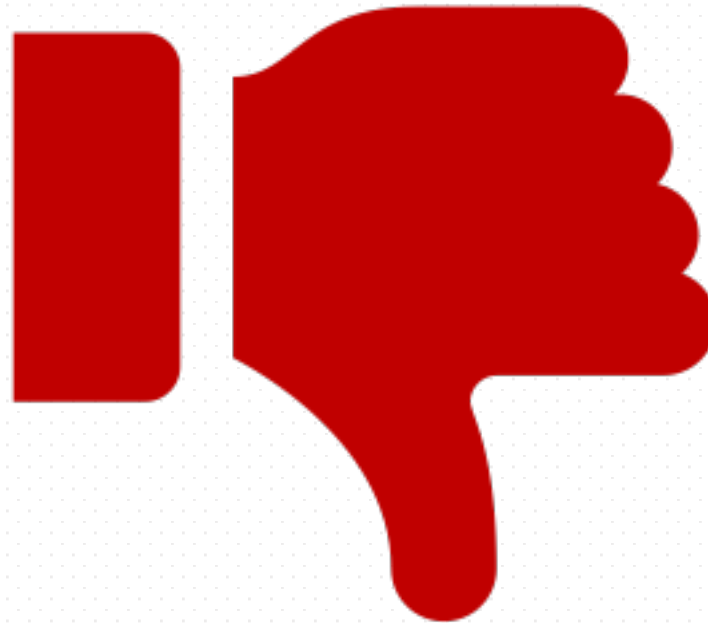
Make it Personal

**Address Multiple Issues
in One Discussion**

**Only Give Feedback
When There is an Issue**

Delay the Feedback

Make it an Attack



Forget to Explain WHY

**Use Generalizations
like “Always” or “Never”**

Speak for Others

**Use Threats or
Sarcasm**

**Wait for a formal
review**



SBI-R Feedback Model



SBI Model originally developed by the Center for Creative Leadership - <https://www.ccl.org/>



SBI-R Feedback Model



“During yesterday morning’s product safety meeting, when you gave your presentation...”

“During our Program Management meeting on Monday afternoon...”

SBI Model originally developed by the Center for Creative Leadership - <https://www.ccl.org/>

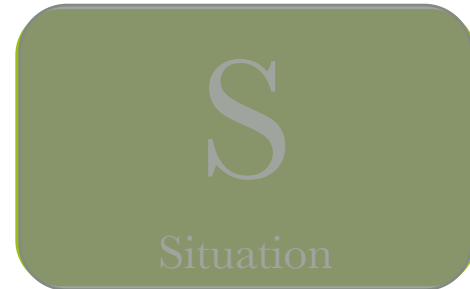
REFLECTION



Think of someone for whom you need to provide feedback.

1. Write down the situation.

SBI-R Feedback Model



“During yesterday morning’s product safety meeting, when you gave your presentation...”

“During our Program Management meeting on Monday afternoon...”



“...you were uncertain about two of the slides, and your data on prevalence of adverse events was unclear.”

“...you ensured that everyone had information and schedules in advance. You updated the status of all work-streams and clearly conveyed the impact of delayed milestones on the bigger picture. ”



SBI Model originally developed by the Center for Creative Leadership - <https://www.ccl.org/>

REFLECTION

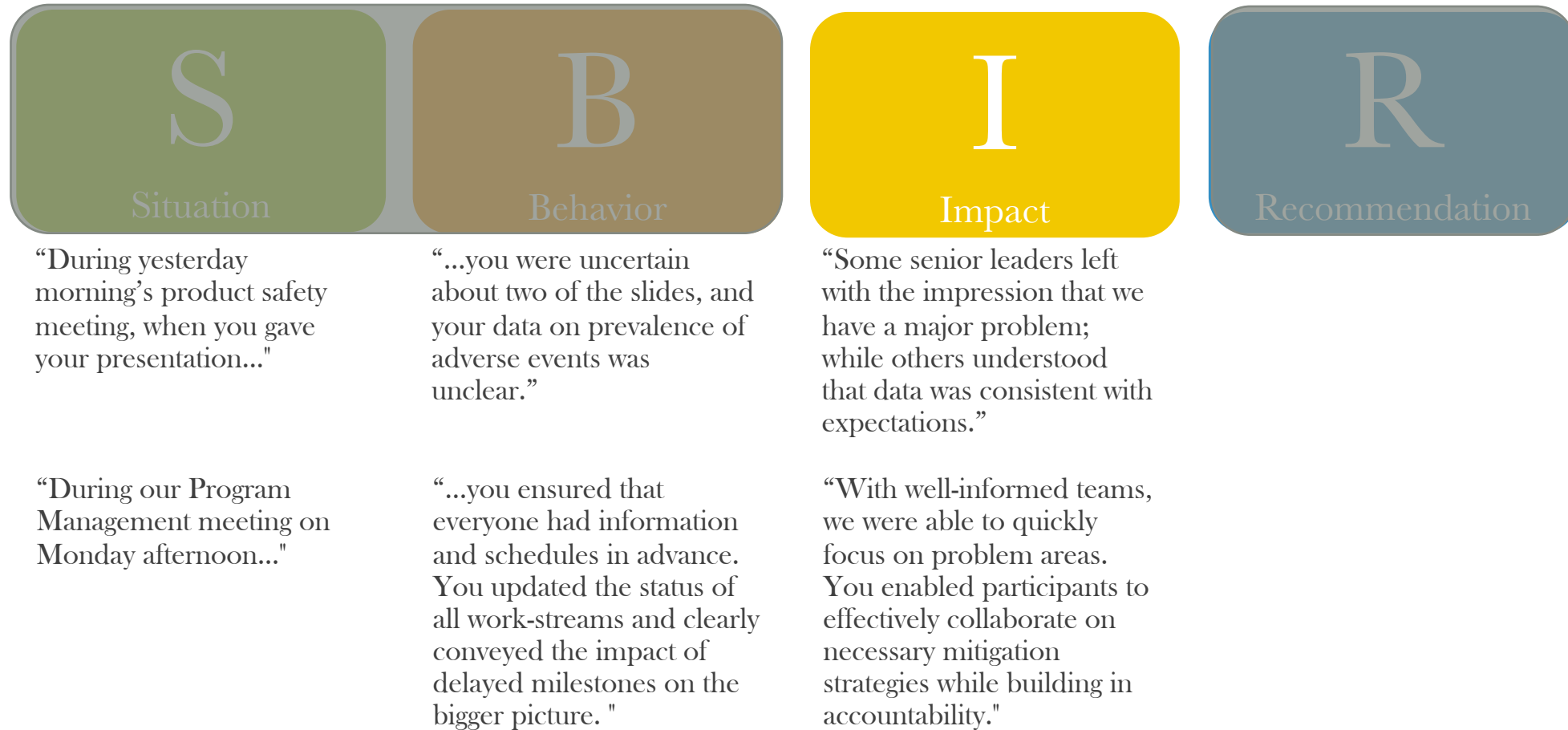


Thinking of the same person for whom you need to provide feedback.

1. Describe the observable behavior.



SBI-R Feedback Model



SBI Model originally developed by the Center for Creative Leadership - <https://www.ccl.org/>

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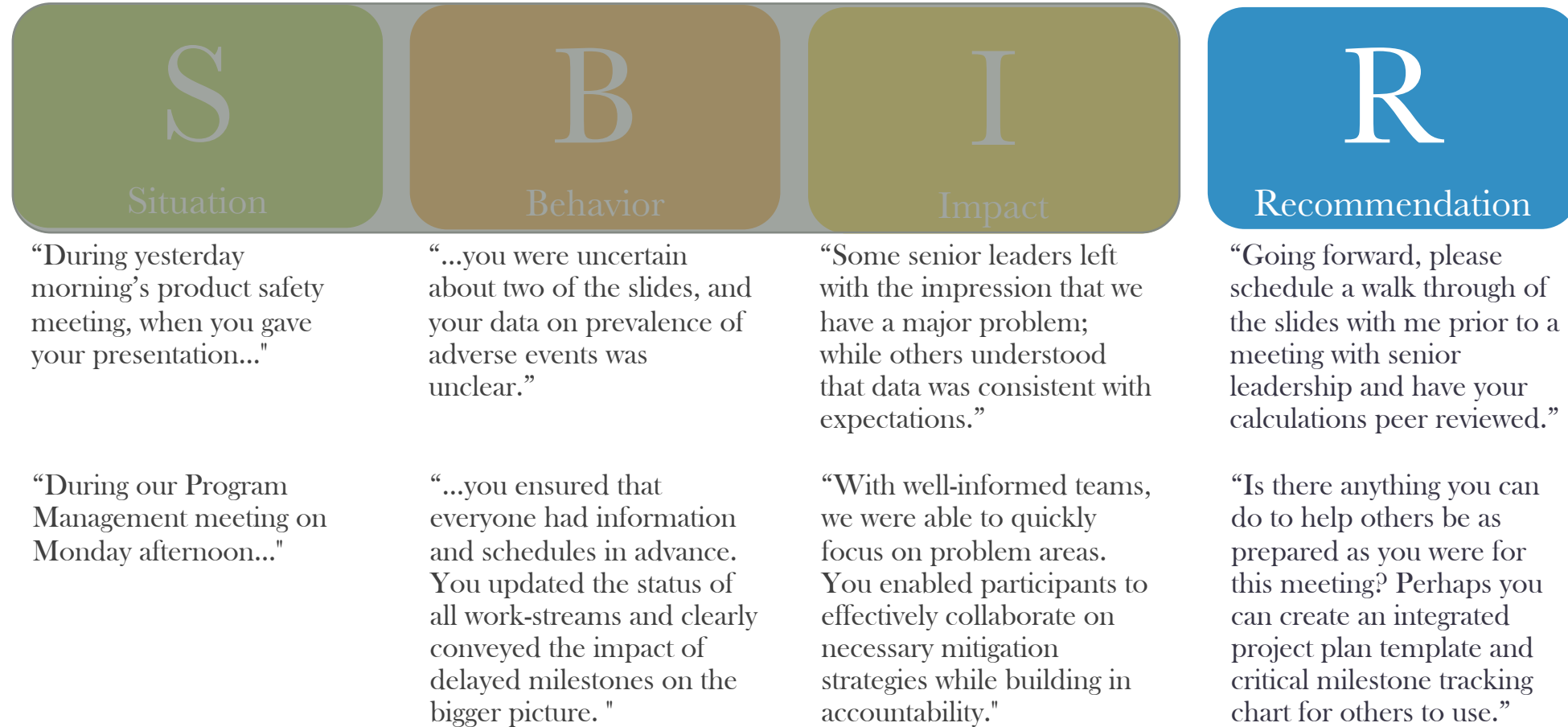


Thinking of the same person for whom you need to provide feedback.

1. Detail the impact.



SBI-R Feedback Model



SBI Model originally developed by the Center for Creative Leadership - <https://www.ccl.org/>

REFLECTION



Thinking of the same person for whom you need to provide feedback.

1. Write down what you would request or recommend.

SBI-R Feedback Model



“During yesterday morning’s product safety meeting, when you gave your presentation...”

“During our Program Management meeting on Monday afternoon...”



“...you were uncertain about two of the slides, and your data on prevalence of adverse events was unclear.”

“...you ensured that everyone had information and schedules in advance. You updated the status of all work-streams and clearly conveyed the impact of delayed milestones on the bigger picture. ”



“Some senior leaders left with the impression that we have a major problem; while others understood that data was consistent with expectations.”

“With well-informed teams, we were able to quickly focus on problem areas. You enabled participants to effectively collaborate on necessary mitigation strategies while building in accountability.”



“Going forward, please schedule a walk through of the slides with me prior to a meeting with senior leadership and have your calculations peer reviewed.”

“Is there anything you can do to help others be as prepared as you were for this meeting? Perhaps you can create an integrated project plan template and critical milestone tracking chart for others to use.”

SBI Model originally developed by the Center for Creative Leadership - <https://www.ccl.org/>

REFLECTION



1. What do you find useful about the SBIR model?

2. What might you do different when giving feedback the next time?



How effective is your praise?

The Impact of Praise

111 undergraduates completed a puzzle task

1. Person praise: “Great! You’re really good at these!” after the first puzzle; “Excellent! You must have a natural talent.” after the second.
2. Process praise: “Great! It seems like you put a lot of effort into these”; “Excellent! You must be using some really effective strategies.”
3. On the third puzzle, participants received a score lower than average and were told **“You didn’t do as well on this last one.”**
4. Participants then completed a questionnaire assessing intrinsic motivation, perceived competence, contingent self-worth, and performance attributions.

Haimovitz, K. and Henderlong Corpus, J., (2011). Effects of Praise on Motivation in Emerging Adulthood. Paper presented at the annual meeting of the American Educational Research Association, New Orleans, LA, April 2011

Figure 1. Effects of Praise on Intrinsic Motivation

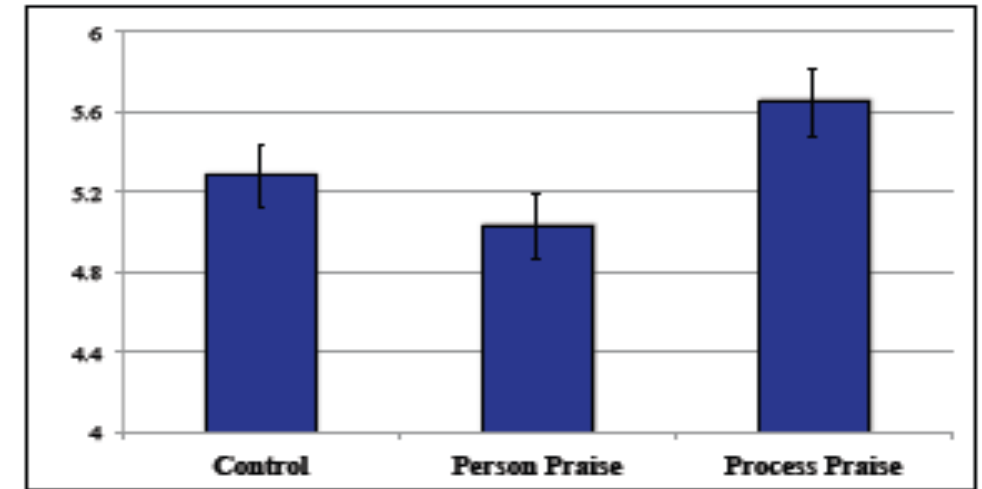
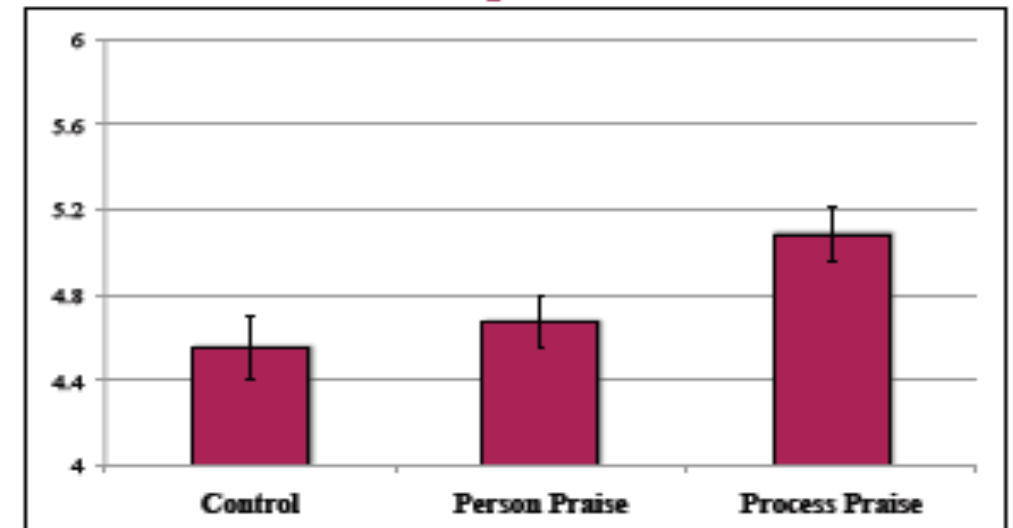


Figure 3. Effects of Praise on Perceived Competence



Process versus Person Praise or Criticism

PROCESS



- Focus – What the person is doing
- Intent – Asks a question
- Impacts – Self efficacy

PERSON



- Focus – Who the person is
- Intent – Makes a judgment
- Impacts – Self esteem

“Smart is something I do”

REFLECTION



1. How are you providing praise? Is it person focused, or process focused?
2. Review the feedback you wrote down for the SBIR activity. Do you need to make any changes to ensure it is process focused, not person focused?
3. What is one action or step you will take to better give feedback?

A close-up photograph of a person's hands, wearing a white long-sleeved shirt, gently cupping a bunch of ripe, dark blue grapes. Two large, vibrant green leaves are attached to the top of the grape cluster. The background is softly blurred, showing more greenery. The overall mood is one of care and nurturing.

Receiving Feedback

REFLECTION

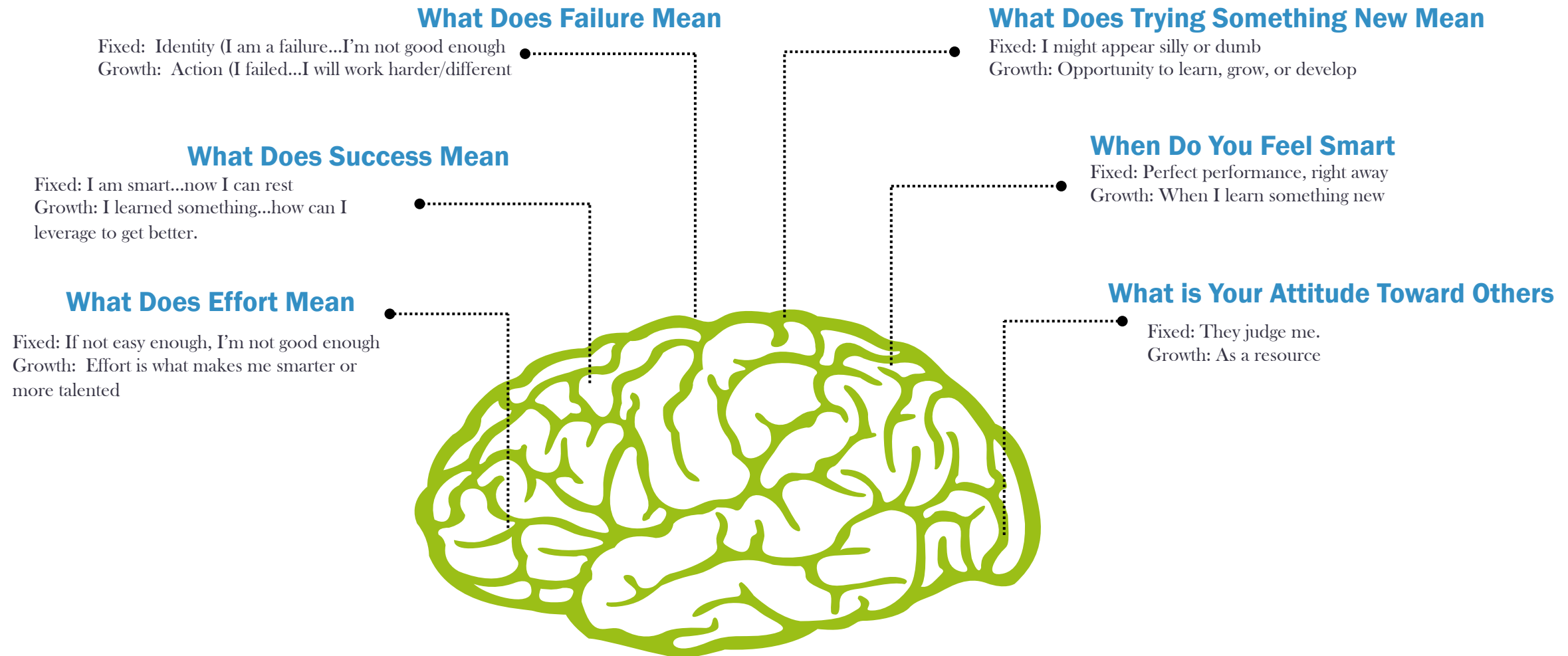


1. When was the last time you received feedback?
2. What type of feedback are you getting from others?
3. How well, or poorly, are you receiving feedback from others?



How we Respond – Fixed versus Growth Mindset

Are you “Judging” (outcome) or “Learning” (process)?





The Impact of our Mindset



- People with a fixed mindset believe their abilities are established and can't change much
- People with a growth mindset know that they can learn and grow if they invest enough effort.
- Mindsets become self-fulfilling prophecies. If you think you can improve you will and vice versa
- Mindsets are learned and can be changed
- How we praise or critique plays a significant role in affecting mindset

Fixed or Growth Mindset?



REFLECTION



1. When receiving feedback, is there an area where you might need to adopt a growth mindset?

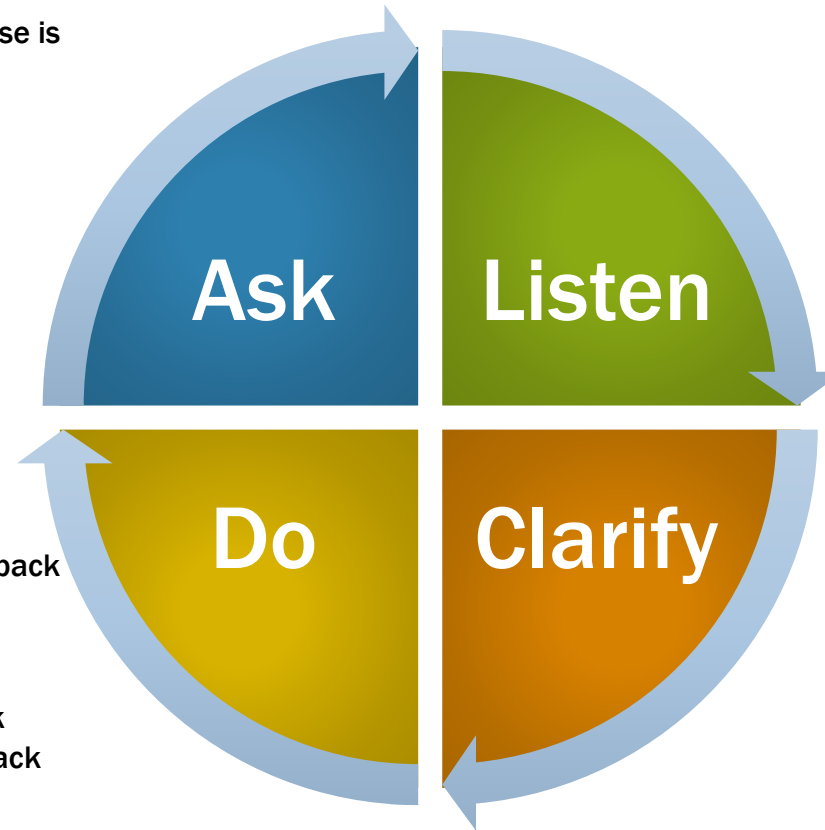
2. What is one thing you will do to become more comfortable with receiving feedback?

Soliciting Feedback



Seeking Feedback

- Ask yourself what the purpose is
- Ask in real time
- Ask specific questions
- Ask a variety of people
- Ask for feedback directly
- Ask for feedback often



Acting on Feedback

- Thank the giver for the feedback
- Assess the feedback
- Seek guidance
- Do follow up
- Engage in ongoing feedback
- Give feedback on the feedback

Receiving Feedback

- Listen without judgment (take a deep breath)
- Practice active listening
- Listen for facts and accuracy
- Listen with openness (control your emotions)
- Assume positive intent
- Don't forget that giving honest feedback isn't easy for the giver

Responding to Feedback

- Clarify with inquiry
- Clarify/State your understanding
- Clarify if there is anything else
- Clarify if you can have time
- Seek specifics
- Identify opportunities for improvement

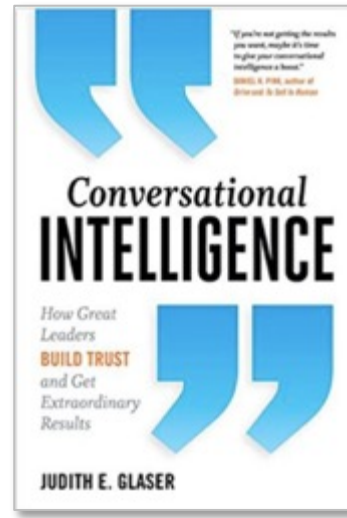
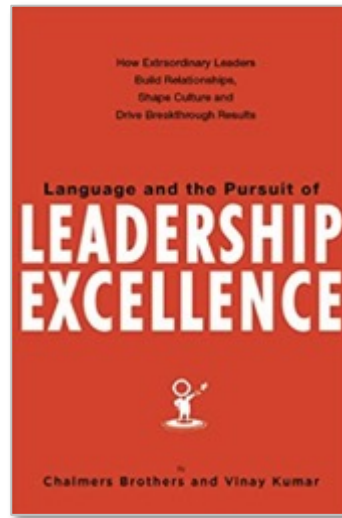
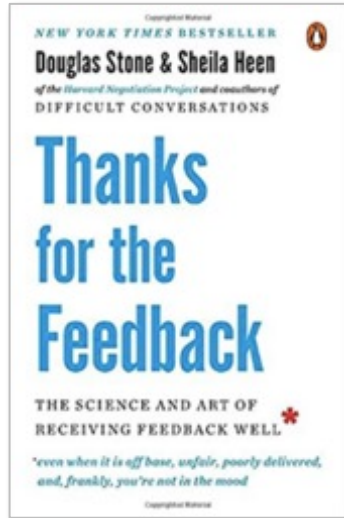
Several aspects taken Michelle St. Claire's Soliciting Feedback Model

Top 10 Takeaways


1. Feedback is a gift. Give it. Receive it.
2. Feedback can and should be a time saver.
3. Feedback impacts engagement...more feedback, higher employee engagement.
4. Be aware of the do's and don'ts of feedback.
5. Give better feedback by using the SBI-R feedback model.
6. When giving feedback, focus on the process not the person.
7. Adopt a growth mindset when receiving feedback.
8. Be a feedback seeker.
9. Create a culture where feedback is simply part of what you do.
10. Practice!!!



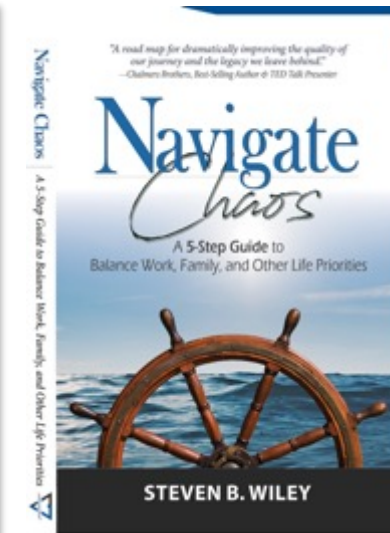
Resources



Officevibe article



<https://www.officevibe.com/blog/infographic-employee-feedback>



Positive Psychology Certification Program Now Enrolling for Spring 2019! [Learn More](#)




<http://theflourishingcenter.com>

Harvard Business Review Article



<https://hbr.org/2002/09/a-better-way-to-deliver-bad-news>

Sheila Heen – Ted Talk
How to use others' feedback to learn and grow



https://www.youtube.com/watch?v=FQNbaKkYk_Q

Harvard Business Review Article



<https://hbr.org/2016/10/give-your-team-more-effective-positive-feedback>

THANK YOU FOR YOUR PARTICIPATION

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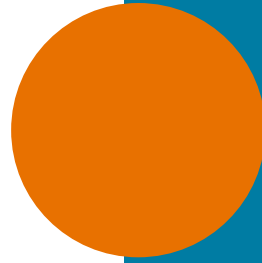
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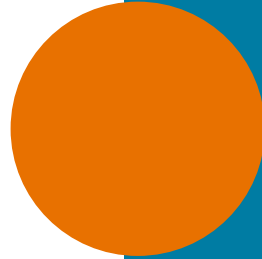
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Addition NACHC Resources

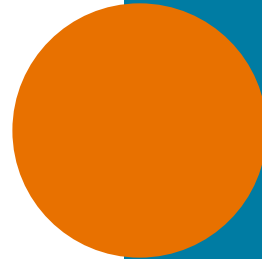
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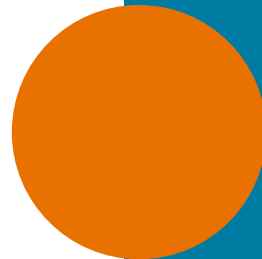
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