



Welcoming Feedback – Building Self-Awareness and Comfort with Critique

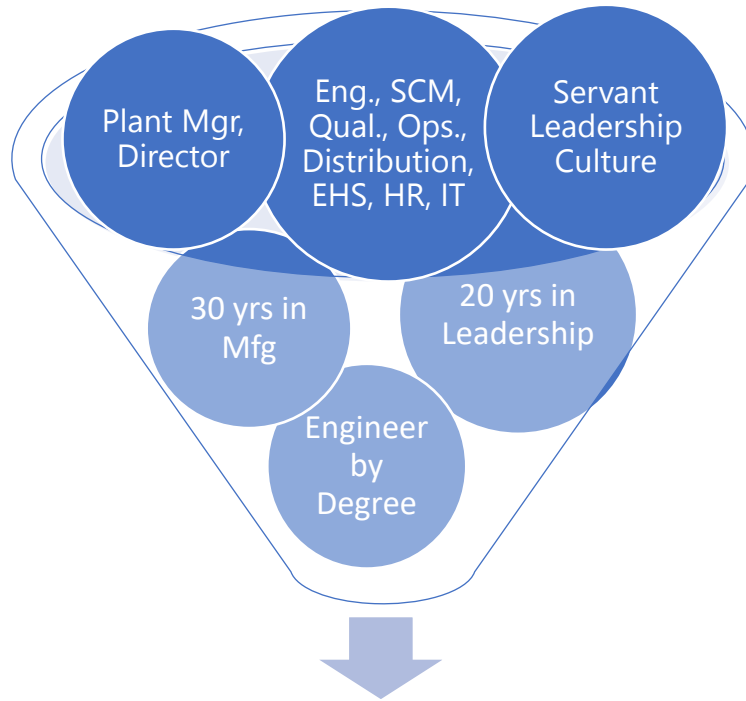
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The Premise

- Self-awareness is the first step in development
- Being good at receiving feedback is key
- Feedback is a learned skill

My Background

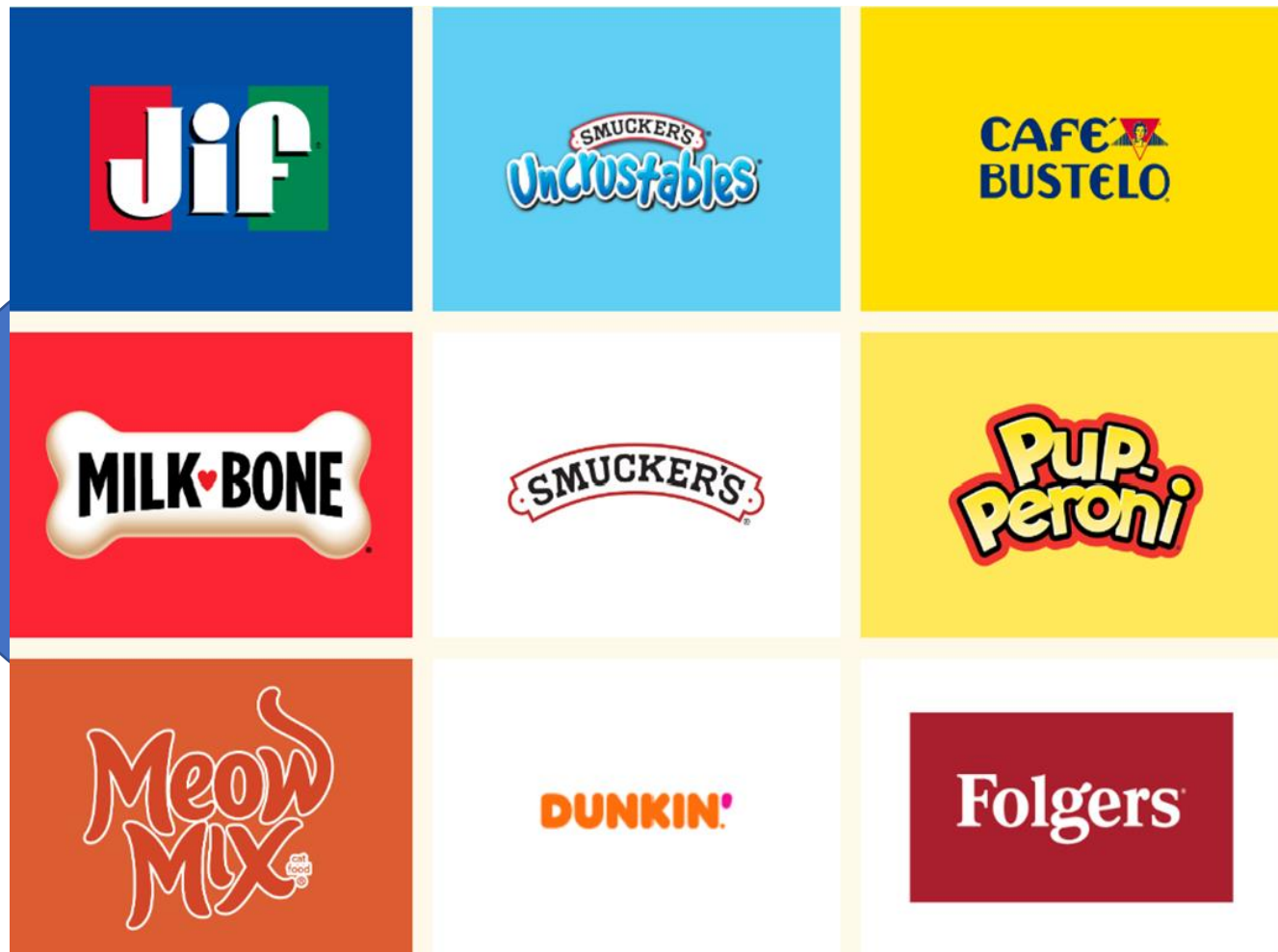


My Leadership View

- Assume good intent – people want to win
- Systems thinker
- Leadership behavior drives culture
- Being open and honest is hard in the short-term, but vital in the long-term

The background...

- The flagship plant in Orrville, OH
- CPG, ~\$8B in sales





The background...

Communication!

**Managerial
Courage!**

Ownership!

Building Trust!

**Coaching
Others!**



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Self-Awareness



Self-awareness: the will and skill to understand who we are, including things like our values, patterns, and impact on others and how others see us.

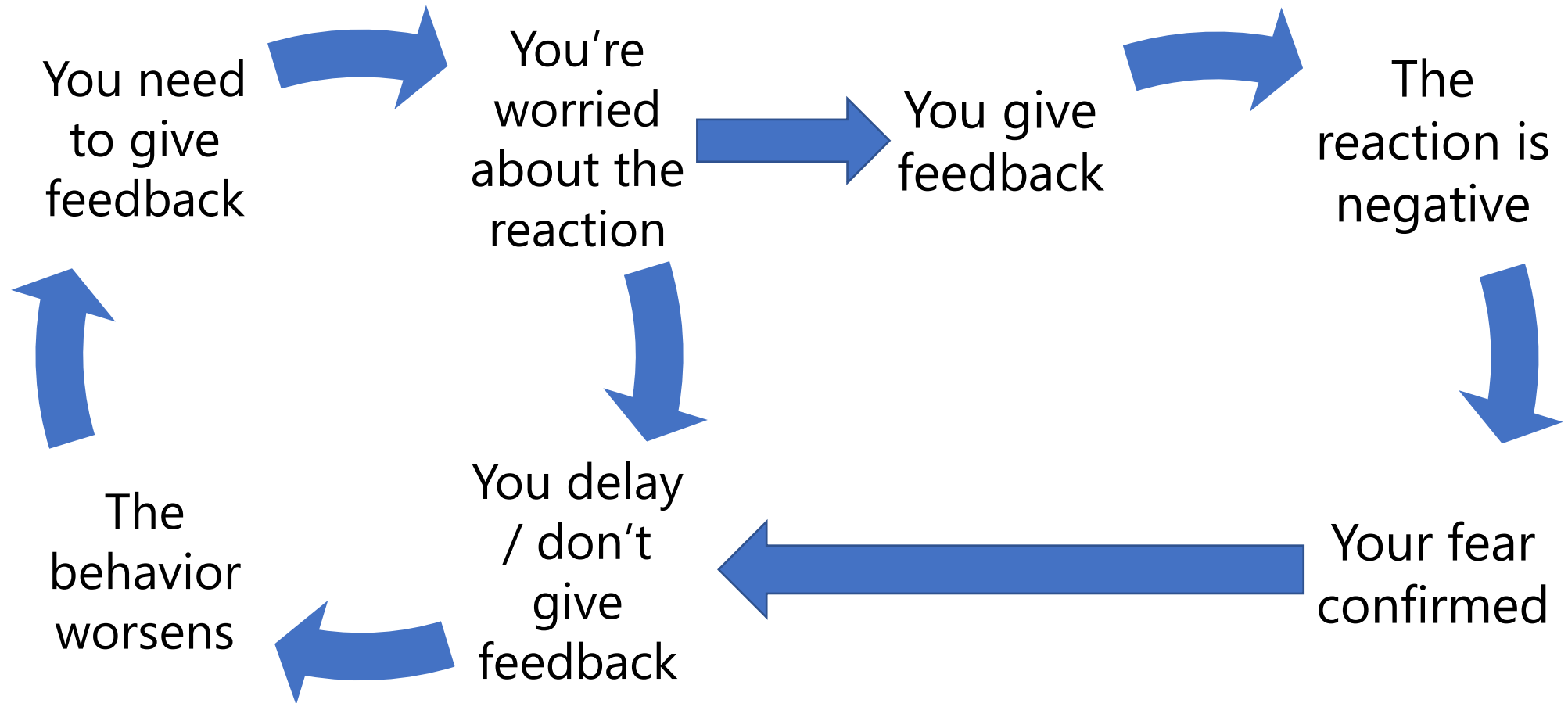
How many of us would say that we are self-aware?

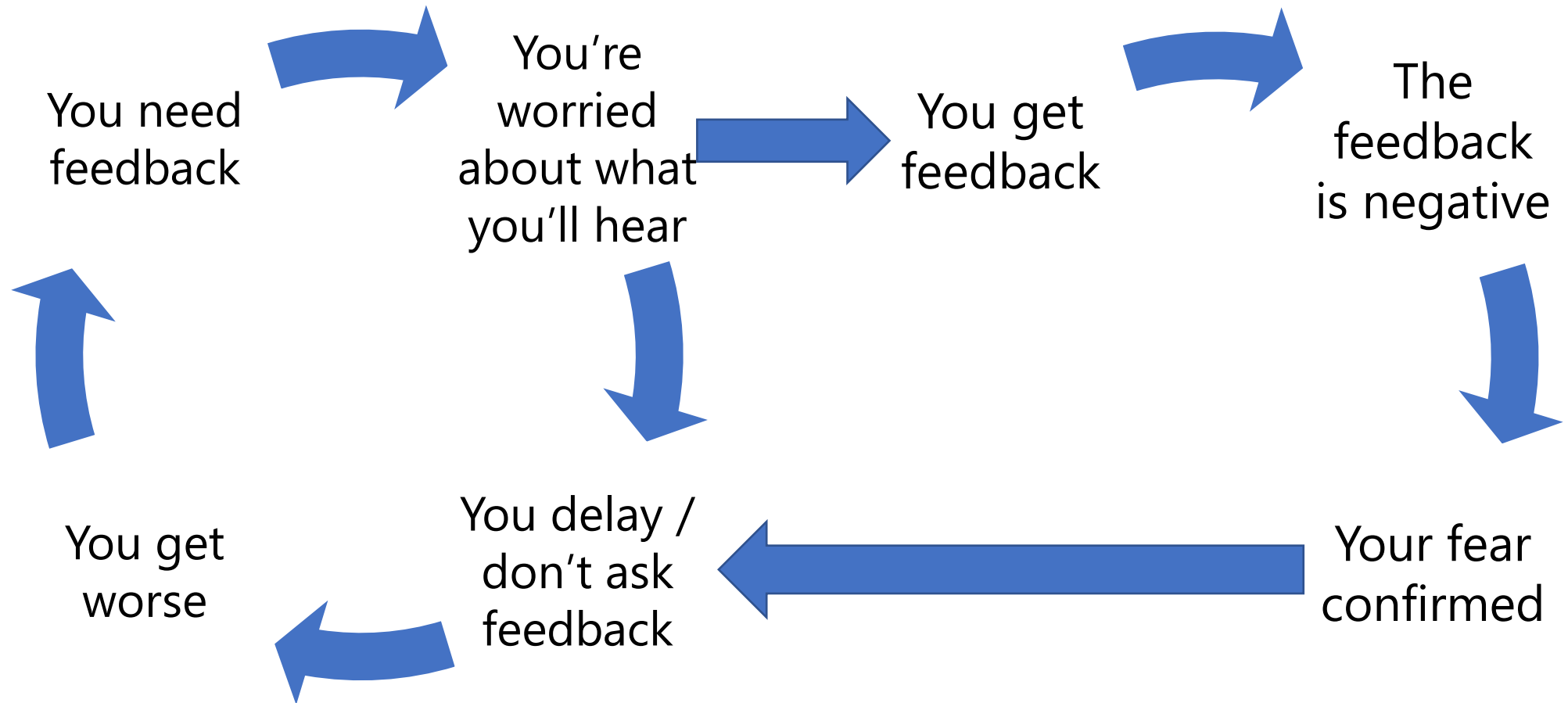
*Build the skill of effectively
asking for and receiving feedback.*

Does this have a business impact...?

It's having a business
impact AND our Senior
Leaders are telling us so!

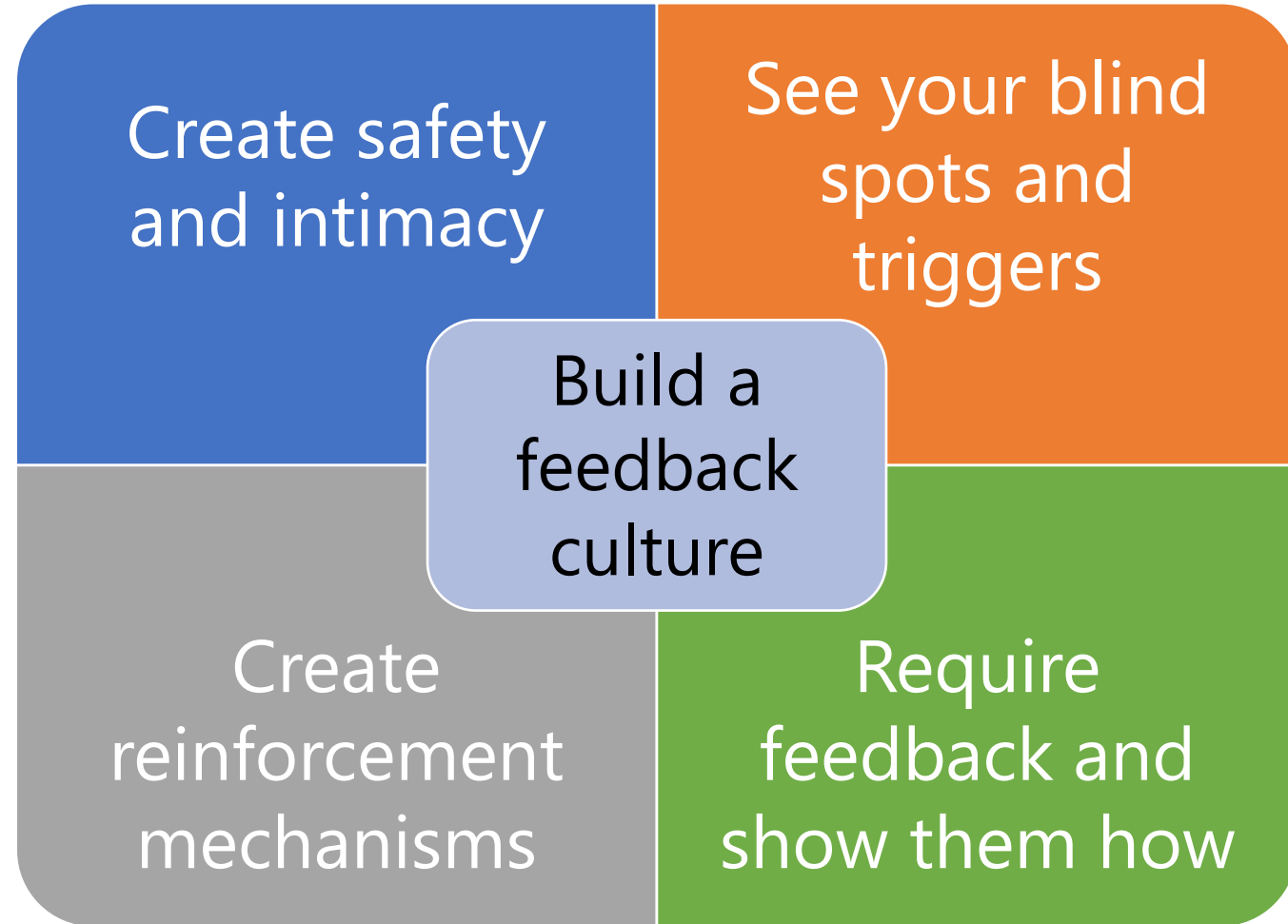
Our Senior Leaders updated our *Basic Beliefs* to include Feedback







How do get others to open up?





How do get others to open up?



- Create a teaching structure that lends itself to this
- Create trust by admitting your own mistakes and sharing stories of failure

Create safety and intimacy

Build a feedback culture

- Class every 6 weeks
- 2-hour, small group discussion
 - 2 facilitators, ~10 total participants
 - Break out groups
- No PowerPoint, all discussion
- All sessions have pre-work and post-work
- Facilitators were Plant Leadership Team members who went through a train the trainer
- Facilitators went first
- On their shift, near the start of their shift
- Everyone is assigned a Coach, coaching happens every 2 weeks



How do get others to open up?



- Create a teaching structure that lends itself to this
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Create safety and intimacy

See your blind spots and triggers

- Discuss sources of your ego and insecurities

Build a feedback culture



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Build a feedback culture

Require feedback and show them how

- 360 Feedback required, face to face
- One thing to keep, one thing to stop
- Thank you, tell me more

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Build a feedback culture

- We discussed the feedback in depth – who, what, how
- Built a development plan around it
- Coaching sessions reviewed progress

Create reinforcement mechanisms

Require feedback and show them how

- 360 Feedback required, face to face
- One thing to keep, one thing to stop
- Thank you, tell me more

This has to be aligned to your culture



What was the impact?



We received some unbelievable qualitative feedback



About 80% of our leaders have shown a marked improvement



The best performance rating calibration





Thank you for your time!