Delivering Feedback ([Learning & Development Portal](#))

**Overview**
Giving feedback doesn’t have to be terrifying, but you do need to prepare. Get your motives, your purpose, and your plan in place before you open your mouth - and know what you’ll do if it doesn’t go well. In this course, you’ll learn how decide whether feedback is appropriate or not, where it’s appropriate, and how to ensure it makes a positive contribution to the development of the individual, the team, and the organization as a whole. You’ll also get some tips on how to handle situations where someone reacts badly to your feedback.

**Forward Thinking and Planning**
One of the key ways you can have a positive impact on your team and the organization is by operating more as a “Coach” than a “Manager”. A study conducted by Bersin & Associates showed that organizations with senior leaders who coach effectively and frequently improve their business results by 21 percent as compared to those who never coach.

### Shifting from Supervisor to Coach

<table>
<thead>
<tr>
<th>What it is NOT</th>
<th>What it IS</th>
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<tbody>
<tr>
<td>• It is <em>not</em> therapy!</td>
<td>• Deals with the future</td>
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<tr>
<td>• It does <em>not</em> focus on the past</td>
<td>• Creates a future in keeping with a person’s vision and goals</td>
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<td>• It is <em>not</em> about competition against others</td>
<td>• Includes teamwork, going for the goal and being your best</td>
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<td>• Focuses on strengthening skills and unlocking one’s potential</td>
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### The Role of a Coach

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<th>Who is the COACH?</th>
<th>Who is the CLIENT?</th>
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<tbody>
<tr>
<td>• Supervisor (You!)</td>
<td>• Anyone looking or needing to make improvements in their performance.</td>
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<tr>
<td>• HR Partner</td>
<td>• Anyone looking to develop professionally.</td>
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<td>• Supervisor, manager or colleague with proven track record of effective coaching</td>
<td>• Anyone needing to talk through a specific situation at work.</td>
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<td>• Professional coach outside the organization</td>
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There are numerous advantages for supervisors who make an effort to coach their employees, including the following four value-added skills:

1. **Employee Motivation**: Sharing the intent and purpose behind the coaching process—i.e. accomplishments, growth, strategic planning.

2. **Leadership**: Encouraging employees to complete a self-assessment so conversations becomes a meaningful two-way discussion and spend more time looking to the future.

3. **Strategic Planning**: Translating vision into realistic business strategies and goals/objectives.

4. **Change Management**: Listening to employee’s point of view and asking questions that gain insight and data to assess where they need support, improved processes, added resources.

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**Support Services & Resources**

**Individual Support**

Including:
- Review performance narratives
- Help develop SMARTER goals
- Identify learning and growth opportunities for the Career Development Plan
- Provide talent conversation coaching

**Team Collaboration**

Including:
- Conduct info sessions for large departments
- Provide calibration meeting consulting

Email nt-stakes@uncc.edu to request any of the above individual or team services.