Skills4Retail
Building sustainable growth



Workshop 5: Performance Conversations and Managing Growth

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ICE Breaker



- Break into 4 even groups

- Fun exercise to arrange from right to left as a group with a score for the fastest:
  - Shoes Size – Largest to Smallest
  - Years in Current Role – Most to Least
  - Retail “Start Year” – Earliest to Most Recent
  - Length of Name (First + Surname Letters Combined) – Longest to Shortest

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Coaching & Performance Management: Two Sides of the Same Coin

- Coaching conversations are the vehicle through which performance is managed.
- Performance management isn’t a form — it’s a relationship built on continuous dialogue.
- Today, we explore how goal setting, feedback, development, and accountability support high performance.

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From Conversations to Culture — The Coaching-Performance Continuum

- Feedback is the Foundation: Builds trust, safety, and a culture of learning.
- Features of Effective Feedback: Structure for Giving Feedback
- Future-Focused Development
- Coaching vs Directive Conversations
- Setting Energising Goals (Towards goals)
- The Role of Recognition (Losada Ratio)

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Building Trust and Psychological Safety



Regular feedback fosters trust among team members, creating a supportive and open work environment.

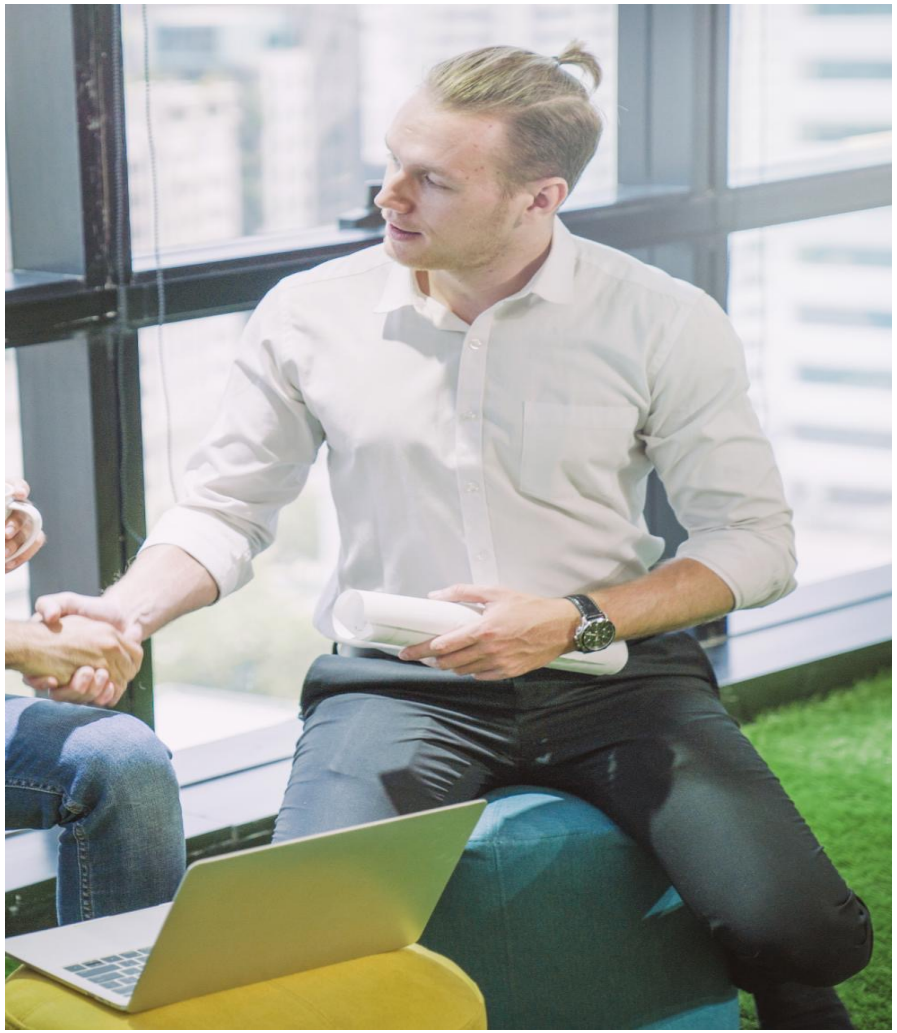
Providing consistent and **constructive** feedback shows that leaders are invested in employee growth and development.

Regular feedback not only enhances performance but also **strengthens relationships** within the team, leading to improved collaboration.

Psychological safety fosters an environment where employees **freely express** their thoughts and ideas without fear of judgment, leading to **innovative solutions** and improved processes.

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Role of Managers in Setting the Tone for Feedback



Managers are essential in establishing a **culture** where feedback is encouraged and valued, ensuring everyone feels heard.

By **demonstrating** open communication, managers can **lead** by example and encourage their teams to share their thoughts and ideas.

A **manager's approach** to feedback can build trust, making team members feel safe to express their opinions and concerns.

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Features of Effective Feedback

Specificity and Immediacy of Feedback



Importance of Specific Feedback

Specific feedback helps individuals understand exactly what actions to take, leading to clearer improvement paths.

Timeliness of Feedback

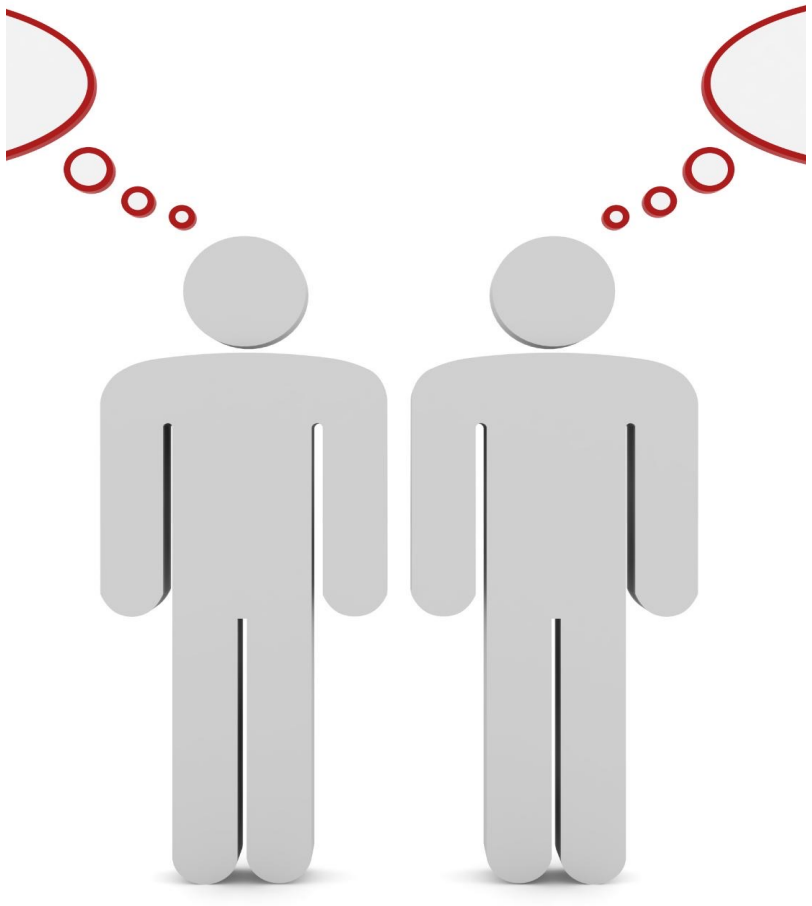
Timely feedback reinforces learning and behavior modification, ensuring that individuals can act on the information promptly.

Reinforcing Positive Behaviors

Providing immediate feedback on positive actions encourages individuals to continue those behaviors and build confidence.

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Descriptive versus Judgmental Feedback



Descriptive feedback is rooted in observable facts, which helps individuals understand their performance without emotional bias.

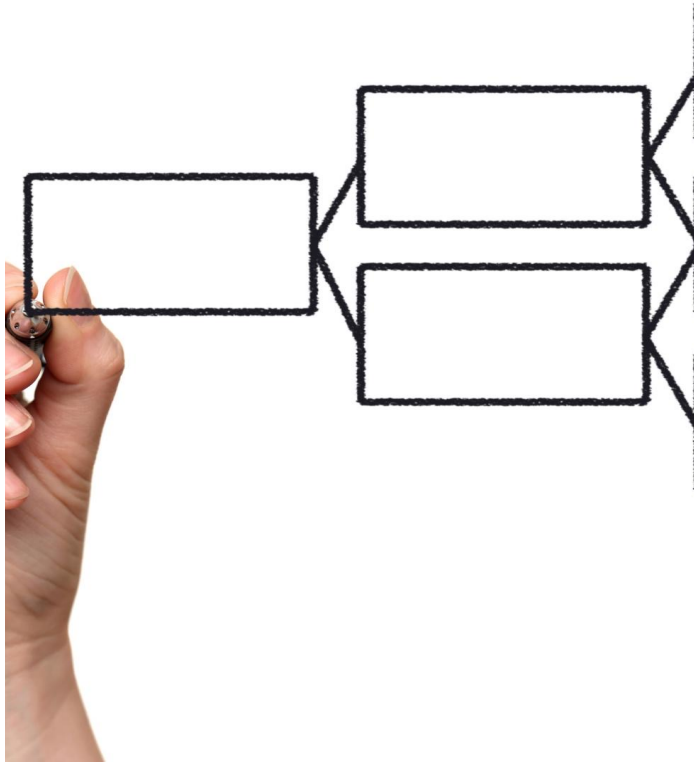
Judgmental feedback can be harmful as it often reflects personal opinions, potentially leading to defensiveness and misunderstanding.

Focusing on descriptive feedback fosters a **growth** mindset, motivating individuals to improve while feeling supported.

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Structure for Giving Feedback

Introduction to the SBI Model (Situation – Behavior – Impact)



The **SBI model** provides a framework that structures feedback by focusing on clear definitions of **situation**, **behavior**, and **impact**.

By ensuring feedback is specific and contextual, the SBI model enhances the clarity and effectiveness of communication.

The model makes it easier for recipients to **grasp** the feedback by relating it to **specific** situations and behaviors.

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Making Feedback Clear and Actionable



Clear feedback helps individuals understand what is required for improvement and fosters a productive environment.

Providing **actionable steps** makes it easier for individuals to implement feedback and make necessary changes effectively.

When feedback is specific and clear, it increases the likelihood of **acceptance** and improvement in performance.

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Feedforward: Improving Future Outcomes

Focusing on Growth Rather than Critique



Cultivating a **growth mindset** encourages individuals to view challenges as opportunities for development and learning.

Framing feedback **positively** helps individuals understand their potential and motivates them to improve continuously.

Emphasizing **continuous improvement** fosters a proactive approach to personal and professional development within the organization.

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Framing Feedback Around Solutions



Feedback should focus on **solutions** rather than just highlighting problems. This approach promotes positive change.

Encouraging team members to contribute solutions fosters a **collaborative environment** that enhances teamwork.

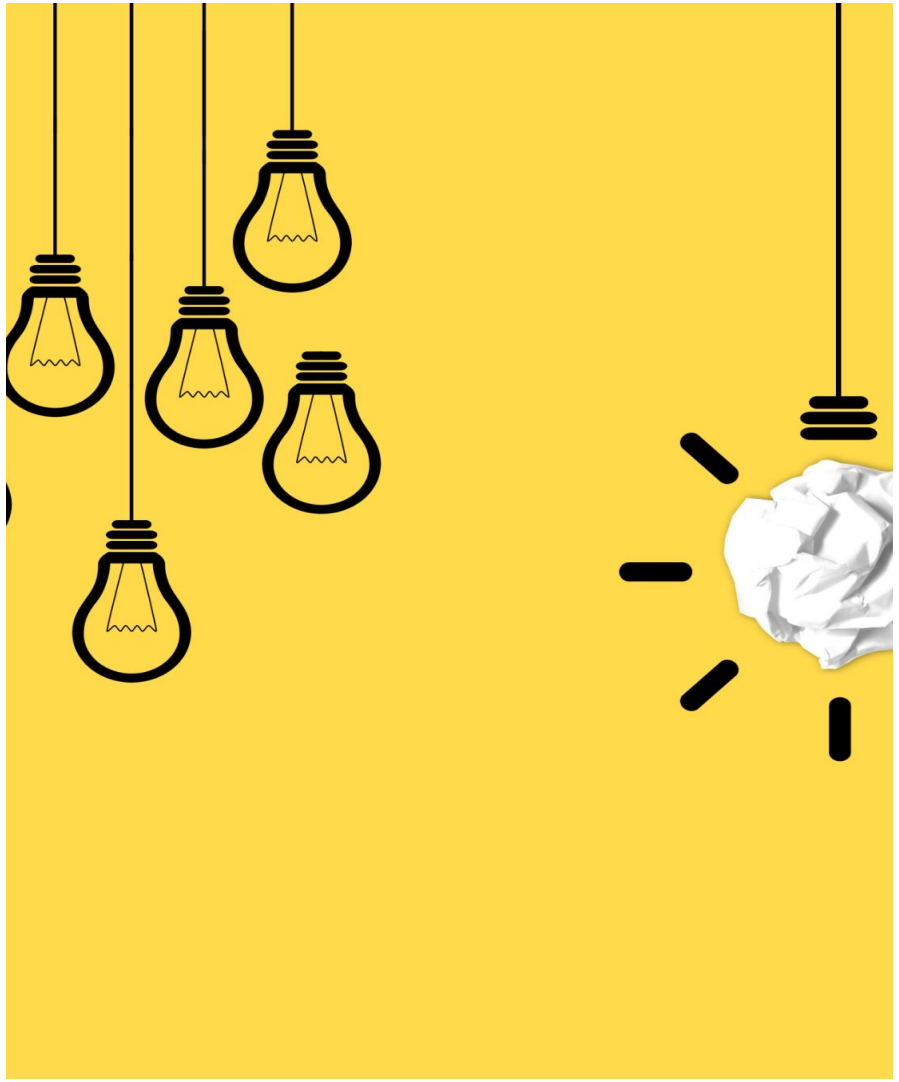
Empowering employees to think critically about solutions increases their engagement and investment in the workplace.

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Coaching vs Directive Conversations

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Differences Between Telling and Empowering



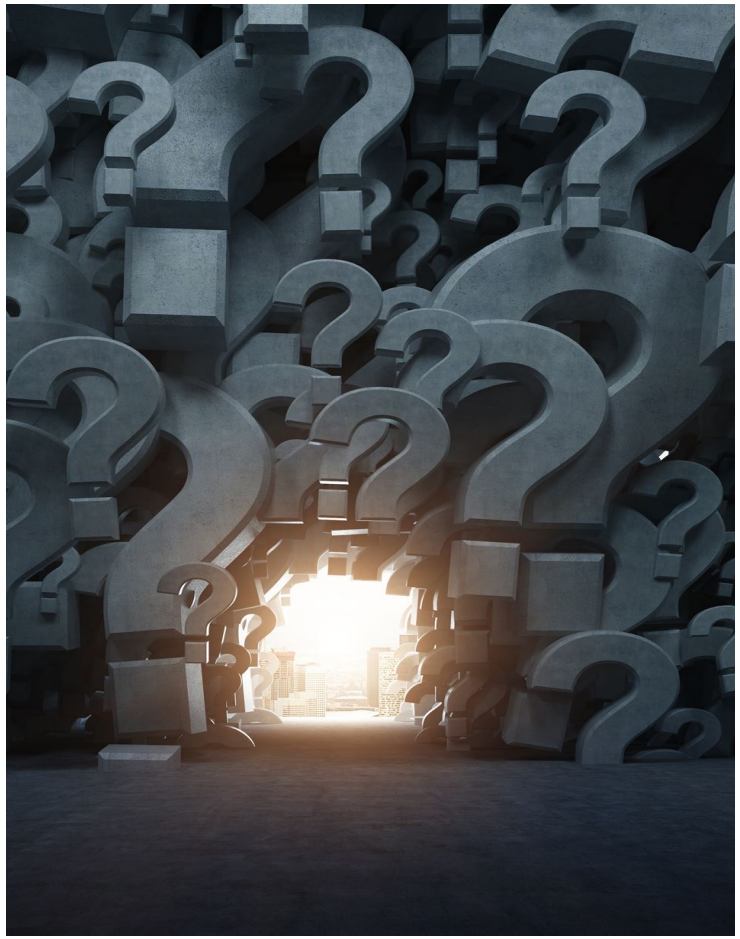
Telling someone what to do often limits their ability to think **creatively and independently**, leading to a lack of innovation.

Empowering individuals through coaching fosters a sense of **ownership and accountability**, which enhances motivation and commitment.

Empowerment encourages a **growth mindset**, allowing individuals to embrace challenges and learn from experiences.

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Unlocking Potential Through Key Communication Skills



- Building Rapport
- Active Listening
- Impactful questions
- Paraphrasing and Summarising

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Unlocking Potential Through the WEGROW Model



- Welcome & Engage
- Goal
- Reality
- Options
- Will

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Balancing Directive Feedback with Coaching



Importance of Balance

Striking the right balance between directive feedback and coaching is essential for effective communication in the workplace.

Directive Feedback

Directive feedback provides clear guidance and expectations, helping individuals understand their roles and responsibilities.

Coaching for Growth

Coaching fosters personal and professional growth, encouraging individuals to develop their skills and capabilities.

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Recognition and Motivation

The Importance of Recognizing Effort and Progress



Reinforcing Positive Behaviours

Acknowledging effort encourages individuals to continue their positive contributions, fostering an environment of motivation.



Culture of Appreciation

Creating a culture of appreciation enhances relationships and strengthens team dynamics, leading to a more cohesive work environment.



Genuine Recognition

Genuine praise fosters trust and motivates employees to maintain high performance levels.

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Fueling Intrinsic Motivation Through Recognition



Timely Recognition

Recognition that is timely helps employees feel acknowledged for their efforts, enhancing their motivation.

Specific Acknowledgment

Being specific in recognition allows employees to understand exactly what behaviors are valued, reinforcing positive actions.

Enhanced Engagement

When employees feel valued through recognition, their engagement levels and commitment to their work significantly increase.

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Practice Feedback

Practice 5 (Appendix 5.1)

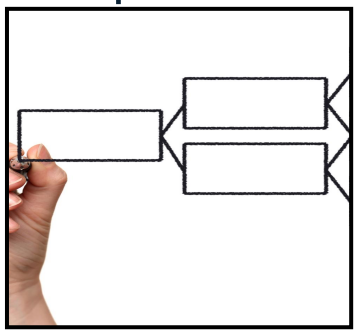
Objective:

1.Practice and refine Feedback Skills

2.Navigate a realistic workplace scenario to build confidence in difficult conversations.

3.Use structured feedback to identify areas for improvement.

Situation, Behaviour, Impact



Rapport Building



Active Listening



Impactful Questions



Paraphrasing / Summarizing



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Structure

1.Participants are divided into triads.
2.Time Allocation for execution of roles



Time	Coach	Coachee	Observer
0-2	Role Familiarity	Role Familiarity	Role Familiarity
2-10	Perform Role	Perform Role	Perform Role
10-15		Class Discussion	
15-17	Role Familiarity	Role Familiarity	Role Familiarity
17-25	Perform Role	Perform Role	Perform Role
25-27	Role Familiarity	Role Familiarity	Role Familiarity
27-35	Perform Role	Perform Role	Perform Role

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Discussion & Key takeaways from practice

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Assignment Review - Invite reflection + 1:1 clarification

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