FEEDBACK AND COACHING IN THE DIGITAL AGE

Texts, emails, and online web platforms can be a great way to share positive feedback and coach. The same principles apply—you just need to be more explicit about each step.

As you use digital media to give feedback and coach, remember to:

- Ask yourself why you are using digital media. What is your desired outcome? Can this conversation happen face-to-face?

- Declare your intent. Share why you are giving the feedback before you give it. For example, "I'd like to let you know how much I appreciated the extra effort you made," or "I want to check my understanding of the budget you submitted."

- Make the problem the problem, not the person. Rather than "You did a poor job on the analysis," try "The analysis would have had more impact with additional data."

- Use emoticons and emojis as needed to share your intended feelings and emotions. Don't overdo it, but have some fun!

- Proofread before you hit "send," and watch out for unintended autocorrects.

- Pause, or even step away from your device, before sending. Ask yourself, "Is this *still* the message I want to send? How could it be misinterpreted?"

Choose the **right medium** for the message.

> **REMEMBER:**
> We interpret much more from what we see and hear than what we read. When you can't see the other person's face or body language or hear the tone of voice, it's much easier to misinterpret a person's feelings and motives—we are more likely to "downgrade" the feedback. Positive messages can be interpreted as neutral. Neutral messages can be interpreted as negative.

Great job this morning! Your presentation was so well prepared. It got everyone pumped about the new project! 👍

Feedback and Coaching in the Digital Age EXAMPLES

Your work on the new orientation program is outstanding. It's going to make such a difference to the interns we have coming in June. Thank you for being such a great role model of our values!

"I'm checking my understanding of the budget you submitted…"

"I wanted to share some feedback on the draft hiring proposal you submitted that I hope will be helpful. While I sense the team's need for two new hires, I don't think the business case is there yet. Some ideas to consider: If you had these new positions in place, how would the division benefit? How can you make the connection back to our overall strategy of a differentiated customer experience? Is there a way to show the payoff in six months? Let me know if you want to connect to discuss some more."

I have an opportunity on our team that I think could be a great fit for you and let you use more of your analytical skills. Let's talk about this during our one-on-one this week.

"I want to let you know how much I appreciate the extra effort you made to take care of the location mix-up. Our client was very impressed by your follow-through."

"There seems to be a very long turnaround between when we submit our work orders and when they are assigned to someone. This is leading to a lot of very unhappy customers. What are your thoughts on why this is happening, and what we can do to fix it?"

"I wanted to tell you how impressed I was with your presentation to the Ops team. Your changes were very clear and you answered all their questions simply and effectively. I think they understand now why we have to make this change. This is a huge step forward. Thank you! ☺"

"Tell me more about what you mean when you say you'd like the team to be more innovative."

> The Client Service team wants more time to think about our proposal, but I think they've had plenty of time already.

> Sounds like they still have some concerns.

> They think the rollout will be too disruptive.

> What are your thoughts about that?

> I think it can be done in six weeks—five if everything goes to plan.

> Sounds like you can see it, but they can't. Anything else you can do to assuage their concerns?

> Hmm… Let me go back and meet with their operations lead. I'll see if we can come up with a better transition plan.