ASPECTS OF EFFECTIVE FEEDBACK IN EXECUTIVE COACHING

Research, Models, Interviews, and Application

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AGENDA

- Introduction
- Overview of Research
- General Feedback Principles
- Three Prominent Feedback Models
- Applied Feedback Techniques and Approaches
- Recommendations
- Conclusion
What are the key points developing coaches should know to effectively use feedback in their practices?
OVERVIEW OF RESEARCH

- Funnel approach
- We reviewed information about feedback in general
- Reviewed the literature
- Chose 3 models to summarize with regards to executive coaching.
- Interviewed 17 experienced coaches
Useful feedback is:
- Clear & direct
- Specific versus general or vague
- Behavior or process-focused versus person-focused
- Timely
THREE PROMINENT FEEDBACK MODELS

- Control Theory and the Self-Regulation Model of Feedback
- Gregory, Levy, and Jeffers Model of Feedback in Executive Coaching
- Johari Window
CONTROL THEORY AND THE SELF-REGULATION MODEL OF FEEDBACK

- Clients can control or self-regulate their behavior

- Feedback is the stimulus for behavioral change

- Clients need to eliminate discrepancies

- Coaches can assist clients with self-regulation through feedback

Figure 4. A new model of the feedback process in executive coaching.
JOHARI WINDOW AS A FEEDBACK MODEL

- Disclosure Feedback Model
  - Mind – Known and Unknown
  - Quadrants

- Assessment Tool

- Value
  - Application for the Coach
  - Value for the Client

COMPARING/CONTRASTING THE MODELS

Similarities
- Feedback is a stimulus
- Context/system as important
- Clients have choices

Differences
- Clients need to eliminate discrepancies versus choosing to do so
- Context determines the success of feedback versus context is an important consideration
APPLIED FEEDBACK TECHNIQUES AND APPROACHES – EXECUTIVE COACH INTERVIEWS

Completed Interviews with 17 Executive Coaches
DIVERSE GROUP OF COACHES

- Coaches-in-residence with the MSEC program
- International Coaches
- Coaches with the Center for Creative Leadership
- Coaches in different areas of the country
- Coaches with a variety of experience
Interview Statements

- Tell me about your feedback approach with clients.

- What feedback model(s), research, or philosophy shapes your feedback approach?

- How has your feedback approach with clients evolved during your coaching career?

- As a developing coach, what are the top three to five elements of a feedback process that I should incorporate into my coaching practice?
Interview Results

1. Tell me about your feedback approach with client
   - Honest, direct
   - Frame and reframe
   - Focus on the client’s agenda

2. What model(s), research, or philosophy shapes your feedback approach?
   - Education, religion, reading
   - Researchers / Authors - Satir, Goldsmith, Buckingham, Goleman, Maxwell
   - Models – CCL, Johari Window, personal design
INTERVIEW RESULTS

3. How has your feedback approach with clients evolved during your coaching career?
   - Evolution occurs with experience
   - Increasingly direct, specific, clear
   - Move toward resistance; able to untangle information

4. As a developing coach, what are the top three to five elements of a feedback process that I should incorporate into my coaching practice?

   Summarized the Findings into Three Categories:
   - Enhancing the Feedback Process with Clients
   - Information Relative to the Client
   - Recommendations for the Coach
SUMMARIZED FINDINGS

Enhancing the Feedback Process:
- Be honest and direct with the client and do not make feedback personal; keep it simple and clear.
- Focus feedback on topics important to the client; look for patterns and check for clarity.
- Watch for language that could be perceived as judgmental.
- Be aware of culture when providing feedback, both client’s and your own.

About the Client:
- Teach clients to get their own feedback, to build alliances, and a support network; allies.
- Visit the client in their environment; shadow the client.
- Move toward resistance; discover what is getting in the way of success for the client.
- Understand and leverage the client’s values for change.
- Review client objectives, measures, and desired outcomes routinely.

For the Coach:
- Establish a level of trust with the client; keep the confidentiality.
- Practice using metaphors and examples, while taking some chances and risks.
- Trust your gut, your instincts, and be upfront with the client when stuck.
- Learn to be an excellent questioner.
- Develop a framework and use it to keep coaching sessions on track.
- Have a coaching supervisor or coach for yourself; make sure you are developing.
OVERALL RECOMMENDATIONS

For Developing Coaches:

- Find a Feedback Model That Works for You
- Consider Client Context
- Tailor Feedback to Meet the Client Where They Are
- Practice, Practice, Practice
- Continue Personal Growth and Development
- Learn to Seek Feedback for Yourself
To effectively use feedback in their practices, developing coaches should:

- **Build and maintain a strong network within executive coaching**
- **Leverage growth and continuous learning**