

A simple way to give more-inclusive feedback

Video Transcript:

Daniel Martin, Senior Solution Architect and Inclusion Expert, FranklinCovey:

What if your favorite movie ended right when the hero ran into trouble? Something goes wrong, or they make a mistake, and boom — the credits roll.

Worst movie ever, right?

We *want* to finish the story, because it's when the hero overcomes the challenge that they become the best version of themselves. But as leaders, sometimes we stop the story right when it could get really good — especially with a team member we see as disengaged or we just don't connect with.

When that person makes a mistake or their work doesn't meet expectations, and we give them what's called *evaluative feedback*. It's focused on the past and what went wrong — and that's the end of the story.

But one cornerstone of inclusive leadership is the idea that *every* person has the potential to grow. And it's your job as a leader to help them develop.

Now, when you're giving feedback, you have to point out the thing that went wrong. But don't stop there. Give what's called *developmental feedback*. It's focused on the future and what they might do differently next time.

You might say:

"You know, this isn't up to our standard, and here's why. But let's talk about some things you could try going forward. What ideas do you have?"

When you give this kind of developmental feedback, you communicate your belief in their capability. They'll feel supported and more confident.

My favorite endings are the ones where the hero overcomes the challenge that defeated them before. You can help your team members do this when you give developmental feedback.



Daniel Martin is a FranklinCovey Senior Solution Architect and Inclusion Expert who brings a unique blend of business acumen, creative thinking, and emotional intelligence to every engagement. He has also been a sales leader at PepsiCo, where he developed teams and mentored new leaders, and a meditation teacher. Daniel loves to push leaders to challenge the way they see themselves, their teams, and the work they do.