



**NHRMA 24**

86TH ANNUAL CONFERENCE + TRADESHOW

**CS03**

# **They Still Can't Fix What They Don't Know**

# They **Still** Can't Fix What They Don't Know

---

*Thriving Cultures, Empowering Feedback*



**Dr. Wade Larson, SHRM-SCP**  
Wagstaff, Inc. | Optimal Talent Dynamics

**GET SLIDES**



**#NHRMA24**

# Mistakes Happen...

## OPTIONS

✓ Excuse

✓ Blame

✓ Avoid

Same Result

GET SLIDES



#NHRMA24

**If all paths create same result,**

**...why don't we just admit  
mistakes & move on?**



GET SLIDES



#NHRMA24

**“Seriously Fun”**

# HR Contradictions

- **Constructive Criticism**
- **Voluntary Overtime**
- **Work-Life Balance**
- **Friendly Competition**
- **Positive Discipline**
- **Soft Skills**



GET SLIDES



**“Successful Failure”**

#NHRMA24

# Have You Ever Failed?



GET SLIDES



#NHRMA24

# If I Had Only Known...



GET SLIDES



#NHRMA24

# Did Someone Else Know?



GET SLIDES



#NHRMA24





# Did You Fail Because You Didn't Ask?

GET SLIDES



#NHRMA24

# **In hindsight...**

**How did it turn out?**

**Was it really a failure?**

**What happened as a result?**



# We find that...

- **Most “failures” aren’t**
- **Progress comes from failure (IF...)**
- **We judge failure by poor metrics**
- **Most standards are artificial**
- **No one has a freaking clue!!**



**Most people will change...**



**...When They Know**

# Have You Ever...?

A Tale of “Doug”

- Manager had issues
- Pages of documentation



**Did Doug know he  
had a problem?**



# Blind Spots

50%+ of Life is “Behind” Us

# ***Would you want to know if...***

- You hurt someone's feelings?
- Your work doesn't meet expectations?
- A customer complains about your work?



**Most people do what they  
do because they don't  
know what they are doing  
is wrong...**







**Problem...**

**Why won't they do what we want?**

**Do they know the game?**



# Looking at the Problem...

$$P = f(KSA)^e$$

They don't perform because:

- **Don't know** (Competency, Expectations)
- **Can't** (Competency, Aptitude)
- **Won't** (Attitude)

# Fixing the Problem...



**IT STARTS WITH AWARENESS**

**REQUIRES COACHING**

**DEPENDS ON ACCOUNTABILITY**

**SUCCEEDS WITH LEARNING  
(DEVELOPMENT)**



# 1. Expectations

- **Clear**
- **Mutual**
- **Aligned**
- **Trust**

# Alignment

What should employees know, be, and do?

Individual Goals

Team Goals

What is expected as a team member?

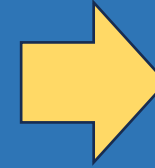
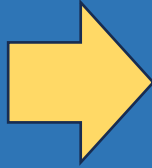
Company Goals

What is my impact as a member of the company?



# 2. Collaborative Feedback

**RECEIVING**



**DELIVERING**

**WHAT DOES IT TAKE?**

**WHAT DOES IT TAKE?**







# Why Feedback Fails

- Assumption (They know better)
- No News = Good News
- Avoidance (of Conflict)
- Value Diminishes w/ Time
- Right FB, Wrong Time
- Delivery (How)
- You May Be the ONLY One



# Why We Resist

- **FB Must Be Their Idea**
- **Avoid “Being Wrong”**
- **Avoid Embarrassment**
- **Requires “What” and “How”**
- **Selective to Accept**

# RECENT PERSPECTIVES

**47% of Employees**

I receive manager feedback “a few times or less” / year

**26% of Employees**

Strongly agree - feedback helps them work better

**34% of Employees**

Strongly agree - Manager knows what they work on

Source: *It's the Manager*, Gallup, 2019.

# OUTCOMES

## Top Reasons: TURNOVER

*(In Addition to Pay, Promotion, and Personal...)*

- Lack of Appreciation
- Poor Communication
- Low Engagement
- Lack of Development
- Conflict

**Sooner We Know,  
Sooner We Can Act**

# ACCOUNTABILITY: MANAGER COACH

- 70%
- Culture
- Coach



# **Feedback Conversations**

- **Role & Relationship**
- **Check-In**
- **Developmental Coaching**
- **Progress Review**



**Care**



**Candor**





**Same Journey, Different Perspective**







# JOIN US TOMORROW

How to Start a Revolution: 2:00 p.m.



OPTIMAL TALENT

Wade@WadeLarson.com

OptimalTalentDynamics.com



*Dr. Wade Larson*  
DR. WADE LARSON

@DrWadeLarson

GET SLIDES



#NHRMA24

**Dr. Wade Larson, SHRM-SCP**

Wagstaff, Inc. | Optimal Talent Dynamics