



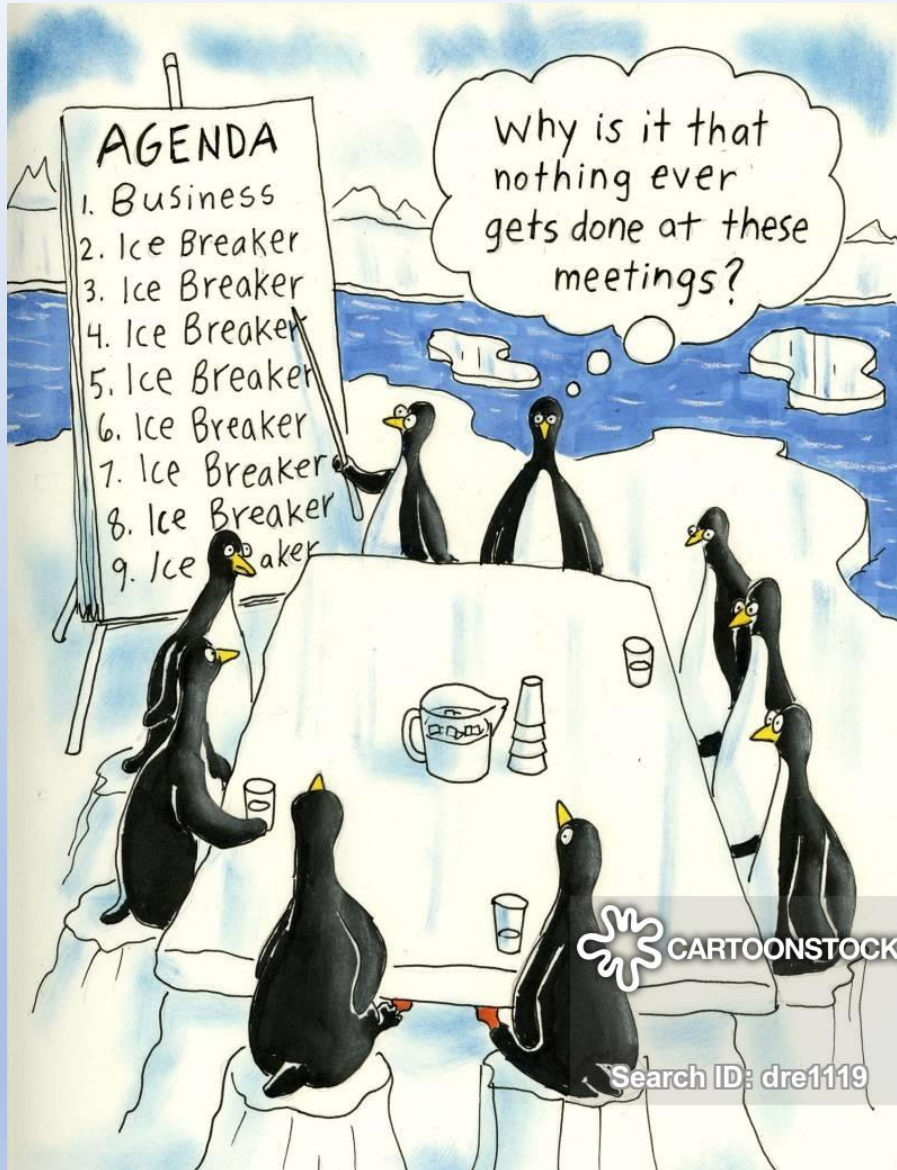
**APPEL**

An Chleamhnacht um Fhoghlaim ó  
Thaithí Chleachtadh na Córaisíochta

Affiliation for Pharmacy  
Practice Experiential Learning

# APPEL Network Delivering Feedback in a positive manner

October 2020



# Agenda:

Introduction – Our role

Coaching & Communication

Delivering feedback positively

Managing Conflict in a positive manner



# Effective Leadership



Self Awareness

Trusting / Trustworthy

Potential

Clarity

Empathy

Supportive

Patience

Optimism / Inspiring

Positive & Encouraging



# Effective Leadership

Understanding our role

Guidance & Mentorship

Agree upfront

Be consistent



# Coaching & Development



“Developing a person’s knowledge, skills and confidence  
so that their performance improves,  
leading to both their objectives and the objectives of the business”.



# Coaching & Development



## Coaching **SHOULDN'T** BE:

Once off / Once a year

At review time only

Only for when there's a problem



# Coaching & Development



## Coaching **SHOULD BE:**

Continuous

Used by high achievers – Targets Peak Performance

Most important job of a Leader





# How to coach effectively:



## Start with the relationship:

Takes time

Build trust, be transparent

Demonstrate empathy

Be curious – ask better questions

Be clear, be patient





# How to coach effectively:



Start with the relationship

**Provide Assessment:**

Focus on strengths!

Ask before you tell

Open ended questions

Help with self-awareness

Be present



# How to coach effectively:



Start with the relationship

Provide Assessment

**Support & Encourage:**

Listen & be open

Allow to vent frustrations

Encourage to make (the right) mistakes

Build confidence

Recognise success OFTEN



# How to coach effectively:



Start with the relationship

Provide Assessment

Support & Encourage

**Getting practical:**

Help to SET goals

Paint the right picture

Develop your processes

Drive the right ACTIVITY

Be relentless



# How to coach effectively:



Start with the relationship

Provide Assessment

Support & Encourage

**Getting practical:**

Observe / Listen

Time with people

Discussion / Role Play

Pair up with a colleague

Re train



# Allocating time:



What should we talk about?

Daily:

Current Issues

Today's customers

Urgent items

Action points



# Allocating time:



What should we talk about?

Weekly:

Well done / what are you happy with?

What challenges did you have?

How can I help?

What are your goals for next week?



# Further points on coaching:



If it's urgent, you've left it too late

Prioritise coaching

Create the Culture

Do it often – weekly meetings good time to review

Document always





# Effective Communication

Using our Communication Skills BETTER

Perspective of others

Understanding real meaning

Being understood better





## Words matter!

We communicate mostly with negativity!

Great communication is communication with positivity!



# Words matter!

## Negative habits:

Unfortunately...

I'm afraid...

I can't...

To be honest...

You shouldn't have...

That's not good enough...

Not my fault / job / department...



# Thank you!







**Always a Positive way of saying anything:**

Talk about what you DO want – not what you DON'T

Appreciate EFFORT!

Acknowledge IMPROVEMENT!



## ***Effective Communication - Question 1:***

Communication as a leader is about how you make people feel.

Do you raise people's confidence and self-esteem when you interact with them?

Or could you be doing the opposite without realising it?

Do you feel this is your responsibility?



## ***Effective Communication - Question 2:***

Do you feel you communicate with clarity?

Do you take responsibility to ensure that your message has been understood?

How do you feel that you can do this?





### ***Effective Communication - Question 3:***

Do you listen enough to understand others' perspectives with empathy?

Do you take responsibility to ensure that you have correctly understood?

How do you feel that you can do this?



# Managing conflict



What IS conflict?

Healthy disagreement

Diversity of opinion

When two people talk AT each other, and NEITHER feels heard



# Managing conflict



What IS conflict?

“Conflict is inevitable – Combat is optional”



# Managing conflict

## How does conflict arise?

Conflicting goals

Lack of resources

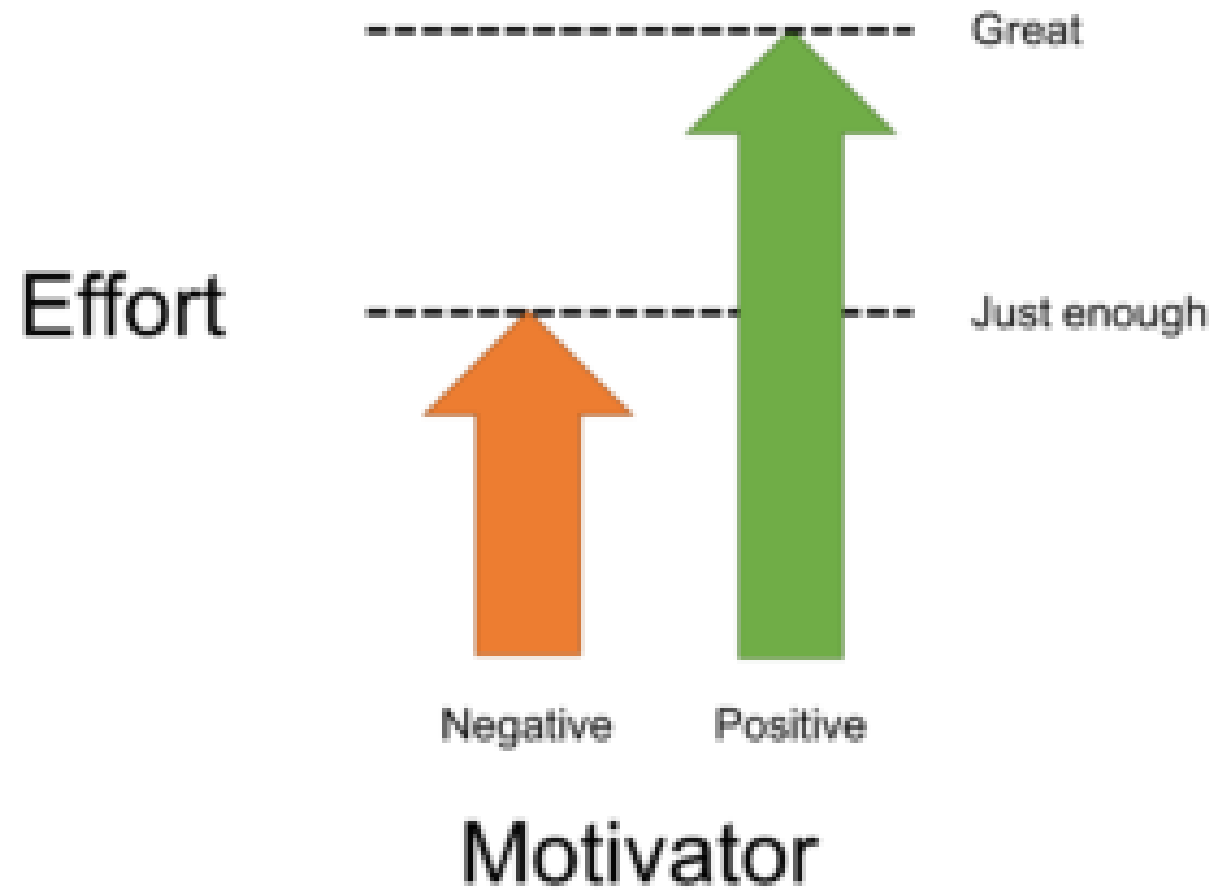
Personality clashes / poor chemistry / lack of respect

Perception of unfairness / not listening

Negativity / ineffective communication



# Managing conflict



# Managing conflict



“I’m going to get my way!”

WIN / LOSE

“I’ll just let them win...”

LOSE / WIN

“I’m tired of conflict...”

LOSE / LOSE

“I’ll compromise – we’ll meet in the middle!”

LOSE / LOSE



# Resolving conflict positively:



Practice Empathy: Listen (really listen) & find common ground

People want to FEEL Fairness, and to FEEL Heard

Find something to Appreciate / Respect / Agree (positive language)

Focus on the situation – not the individual

Prioritise – choose win-win





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