

# THE IMPACT OF YOUR ATTITUDE

This is an interactive exercise that looks at giving each other feedback. Feedback should not just happen in formal meetings, or only come from a manager. Peer to peer informal feedback allows for more timely feedback to recognise successes and/or help others improve. The more an individual gets used to giving and receiving feedback the easier it gets and the stronger the team becomes in serving our customers. It's all about having the right attitude to bettering ourselves.



## THE PEER FEEDBACK MODEL:

- P** **Permission** – Ask the person for permission to give some feedback. This is important because it will ensure the person is open to receiving the feedback and will actively listen.
- E** **Explain** – State the behaviour you have observed, positive or negative, noting the 3 golden rules: specific, factual, behaviour.
- E** **Effect** – Outline the effect this behaviour had on others or on performance.
- R** **Result** – Describe the behaviour you would like to see as a result of this feedback.  
Positive observations – Keep doing,  
Negative observations – Stop or Start.

## WHAT YOU NEED:

- 1 Have what this module looks at and video on the screen ready to play.
- 2 Room for the team to be together in pairs or small groups.
- 3 Exercise sheets to share.

## THE EXERCISE:

- Start the exercise by playing the video and explaining the purpose of the session.
- Ask the team to think of an occasion where they might have wanted to give a colleague feedback. You might have to prompt the team and you will need to have some common examples you have seen in the past ready e.g. overheard talking to a customer and being blunt, giving the wrong impression to a customer, choosing the wrong words for an email, not making eye contact etc.
- Talk through an example:  
Feedback can be as simple as a quick interchange, for example, while making a coffee:
  - Mary (employee): “Is it okay if I mention something?”
  - Jane (her boss): “Yes, sure”
  - Mary (laughing): “You remind me of my mum.”
  - Jane (her boss): “Really, why?”
  - Mary: “She gets really snappy with me when she’s stressed too, and I felt you did that a little in this morning’s meeting. I was okay with it, but I don’t think it looked good with the client.”
  - Jane: “Oh, I’m so sorry, have I been snapping at you? I am a bit stressed, but I’ll try not to do it in future. Thank you for telling me, and I’m sorry you needed to.”
  - Mary: “That’s okay, remember you can ask me for help before a client meeting which might make it less stressful for you.”
- Here, Mary had quite casually raised a behavioural issue with Jane. Jane realised that she was fortunate that Mary had recognised the behavioural pattern from a familiar situation and drawn her own conclusions. Jane recognised that not everyone she would ever work with would do the same. Having been made aware of her behaviour, she chose to change it. Mary had also casually given feedback in line with all the rules: it was about Jane’s recent **behaviour**, and so was **specific** and **factual**.

### THE EXERCISE CONTINUED:

- Handout the exercise sheet and talk to the team how the **PEER feedback model** was used in this informal situation – Permission, Explanation, the Effect, the Result.
- Once the team have some examples, split the team into pairs and get them to practice both giving and receiving feedback using the PEER feedback model.
- After a few minutes of practice ask if anyone wants to share their example role play, or if the team are not comfortable to do so, ask them what went well? Was it how someone approached the subject or the phrases they used? How did they demonstrate the right attitude to the issue?

### TIPS:

- Share the story:

A receptionist was having a bad day and she didn't feel like smiling much and her customers all seemed to be difficult. One customer could not remember the full name of the person they were visiting and was holding up the other people waiting at reception. The security colleague noticed this and calmly stepped in to help by suggesting the customer used the reception Wi-fi to look up her appointment on the laptop she had under her arm. This defused the situation for both the receptionist and the customer. The security guard spoke to the receptionist later that day and said you remind me of my wife when she has a bad day, she stops smiling and chatting and then wonders why no one is smiling at her?

- Ask the team:

Did he use the PEER model correctly? What will you do next time a colleague gives you feedback?  
**Will you have the right attitude to accept it?**

### TO CONCLUDE:

- Always ask the team at the end of the session, is there anything that they will **Stop** doing, **Start** doing or more importantly **Keep** doing to improve the customer experience? Note down any 'promises' individuals make as you can use these in future conversations with team members to keep the momentum going between modules.



In short, feedback is a tool for personal development as it allows individuals to communicate to each other the impact of their behaviour and the reality of their performance. It's essential to foster a culture where feedback is viewed by colleagues through a positive lens if you want to build a high-performing team. When we are open and honest and have the right attitude, we can be at our best for each other and for our customers.