

Transcript | Get the Feedback That Actually Helps You Progress

1

00:00:09.760 --> 00:00:16.079

Natalia Kostenko: Hello, and welcome to this panel event on how to get the feedback that actually helps you progress.

2

00:00:16.320 --> 00:00:20.590

Natalia Kostenko: My name is Natalia Williams, and I'm an event planner here at Apolitical

3

00:00:20.860 --> 00:00:28.909

Natalia Kostenko: Today, we are looking at how public servants can seek feedback that actually helps them grow. We'll hear from three leaders.

4

00:00:28.910 --> 00:00:44.089

Natalia Kostenko: how three leaders have built feedback into their own career progression. The questions that they've learned to ask, how they work out what's genuinely worth acting on, and how they turn what they hear into a real plan for moving forward.

5

00:00:44.340 --> 00:00:58.360

Natalia Kostenko: For those of you who may be joining us for the first time, welcome. Apolitical is the world's largest online network for government, used by more than half a million public servants and policymakers across 170 countries.

6

00:00:58.690 --> 00:01:15.510

Natalia Kostenko: Apolitical is a strategic partner to governments, helping them prepare their workforces for the future. We achieve this by upskilling through short online courses and peer communities, as well as by building innovative learning tools designed for and with government.

7

00:01:15.810 --> 00:01:27.909

Natalia Kostenko: It would be great to hear from you too, so do post in the chat where you are joining us from, and what organization you work for. I'm joining from surprisingly sunny and warm London today.

8

00:01:27.910 --> 00:01:43.800

Natalia Kostenko: So it would be great to hear from you too. And now I'm going to get into a few quick bits of housekeeping before we get into today's session. So firstly, I'll mention that this event is recorded for on-demand viewing on the Apolitical website, so please don't record it yourself.

9

00:01:44.140 --> 00:02:00.620

Natalia Kostenko: We'll be using the recording to generate insights, including with AI-powered software. As this session is running on Zoom webinar, we won't collect your video and audio data, but personal data you share in the chat might be captured.

10

00:02:00.870 --> 00:02:14.750

Natalia Kostenko: Contact details for privacy concerns are in the Apolitical homepage footer. Closed captions are available in your own language, and can be toggled on and off in your screen setting. And my colleague has already posted the instructions in the chat.

11

00:02:15.280 --> 00:02:29.129

Natalia Kostenko: All right, and secondly, before we get started, I would love to introduce you to the career development community on Apolitical. It's a space to ask the questions we don't always get time for at work or at these events.

12

00:02:29.130 --> 00:02:40.380

Natalia Kostenko: On building a relationship with your manager, applying for a new role, or getting ready for a promotion. If you've ever wondered about this, this community is a great place to connect.

13

00:02:40.580 --> 00:02:42.100

Natalia Kostenko: connect with

14

00:02:42.120 --> 00:02:57.140

Natalia Kostenko: your peers in the public sector. So, my colleague is also posting a link to the community. All right, let me have a look who we have here in the room. So, I can see Ontario, Canada. Hello, Canada!

15

00:02:57.140 --> 00:03:09.320

Natalia Kostenko: Bedford UK. All right. UK, sorry. Canadians and UK. Amazing. Well, keep the introductions coming.

16

00:03:09.680 --> 00:03:12.200

Natalia Kostenko: And yeah.

17

00:03:12.520 --> 00:03:24.800

Natalia Kostenko: use the chat to communicate with your peers as well. Alright, so before we introduce our speakers, I'm going to run a few quick polls, just to get a sense of where you're coming from into today's discussion.

18

00:03:25.490 --> 00:03:38.519

Natalia Kostenko: So, let's have a look at the first poll. It should pop on your screen. All right. So, the first poll's question is, what stops you from asking for better feedback?

19

00:03:38.640 --> 00:03:42.020

Natalia Kostenko: So the options are, my manager is too busy.

20

00:03:42.470 --> 00:03:45.040

Natalia Kostenko: The second option, I don't know how to ask.

21

00:03:45.450 --> 00:03:48.760

Natalia Kostenko: The third one is I'm worried how it will come across.

22

00:03:49.360 --> 00:04:03.019

Natalia Kostenko: Or, I don't think it would change anything, and the last option is nothing, I ask regularly, which is great. Alright, I'm just gonna give you a quick, moment to reply.

23

00:04:03.350 --> 00:04:13.210

Natalia Kostenko: At the moment, it's pretty equal with the... I'm worried how it will come across being a winner.

24

00:04:14.490 --> 00:04:15.780

Natalia Kostenko: Okay.

25

00:04:17.510 --> 00:04:24.030

Natalia Kostenko: It's... It seems like it's filling slowly... let me see...

26

00:04:27.560 --> 00:04:39.600

Natalia Kostenko: Okay, well, it looks like the... I'm worried how it will come across is the biggest, blocker to ask for feedback. All right.

27

00:04:39.860 --> 00:04:44.470

Natalia Kostenko: Well, we have the second poll, and the question...

28

00:04:46.640 --> 00:04:52.650

Natalia Kostenko: Is, when you get feedback, where does it fall short?

29

00:04:53.580 --> 00:05:02.239

Natalia Kostenko: Okay, here are your options. Too vague to act on, too focused on the negative, too focused on the positive.

30

00:05:02.660 --> 00:05:07.620

Natalia Kostenko: Bounce too late to be useful, or nothing, and it's usually good.

31

00:05:08.850 --> 00:05:10.040

Natalia Kostenko: Okay.

32

00:05:10.710 --> 00:05:16.840

Natalia Kostenko: I can see your answers coming, this is great, I'm just gonna give you a second to...

33

00:05:17.060 --> 00:05:18.760

Natalia Kostenko: Answer the poll...

34

00:05:18.960 --> 00:05:29.140

Natalia Kostenko: Okay. Well, at the moment, too vague to act on is a clear winner with 49% of you answering this.

35

00:05:29.890 --> 00:05:31.220

Natalia Kostenko: Okay.

36

00:05:35.050 --> 00:05:43.979

Natalia Kostenko: Well, hopefully we will touch on it today and talk about how to work with the feedback that's too vague with our panelists.

37

00:05:44.280 --> 00:05:47.129

Natalia Kostenko: Okay, and let me introduce our panelists.

38

00:05:47.170 --> 00:05:54.849

Natalia Kostenko: So, we are fortunate to have 3 brilliant guests today, Victoria, Michael, and Joe, joining us today.

39

00:05:54.850 --> 00:06:07.270

Natalia Kostenko: Victoria Rawnsley is the head of strategic government for Scottish governance for the Scottish Government, a role that enables her to lead and support from the centre right at the thick of the things.

40

00:06:07.360 --> 00:06:23.169

Natalia Kostenko: She has had other rewarding leadership roles in her previous department, HMRC, leading people through significant corporate and estates transformation right across the four nations of the UK. Welcome, Victoria, thank you for coming over here.

41

00:06:23.420 --> 00:06:37.339

Natalia Kostenko: So, we also have Michael Klechensky, who is a former U.S. Ambassador to Mongolia and a career diplomat with more than 30 years at the U.S. State Department, including senior roles at the National Security Council

42

00:06:37.340 --> 00:06:47.990

Natalia Kostenko: and embassies across Asia and Europe. He now teaches diplomacy at Indiana University and serves as a president of the Mongolian Society. Welcome, Michael.

43

00:06:47.990 --> 00:07:09.370

Natalia Kostenko: And third but not, well, last but not least, we have Dr. Joe Pennino, who is a Deputy City Administrator in Roswell, Georgia, USA. His portfolio previously included human resources, where he sponsored citywide reforms in performance management, leadership development, and employee feedback and engagement.

44

00:07:09.470 --> 00:07:24.109

Natalia Kostenko: A former fire chief with more than two decades in public service, he holds a Doctor of Public Administration, a Master's in Public Policy, and is an advanced certified personnel and executive coach.

45

00:07:24.110 --> 00:07:35.540

Natalia Kostenko: Welcome, Joe, thank you so much for coming. You can read the full bios by visiting the resources tab at the bottom of your screen, and heading into the speaker section.

46

00:07:35.890 --> 00:07:53.249

Natalia Kostenko: Alright, now, finally, let's start with an icebreaker to kick things off. So, you will each have 30 seconds to share your responses, and we would love to hear the answers of everyone here today in the chat as well. So, the icebreaker question is.

47

00:07:53.280 --> 00:08:04.709

Natalia Kostenko: What's one thing that you've seen talented people struggle with after reaching senior leadership? So, Michael, I'm gonna start with you.

48

00:08:06.050 --> 00:08:25.049

Michael Klecheski: Thank you very much. First of all, it's a pleasure to be here. And I'll say, to begin with, that I've worked at the State Department most of my life, and most of the leaders that I've encountered, I've really admired. But some of the... one of the biggest challenges, I think, is that as they advance, they focus more and more on policy issues and less on

49

00:08:25.170 --> 00:08:34.720

Michael Klecheski: people management. So that's paradoxical, because you're supposed to be a good manager to rise in the ranks of the State Department, but that's really the challenge. And I think

50

00:08:34.850 --> 00:08:42.820

Michael Klecheski: part of the problem there is that you don't get good feedback, you don't give good feedback if you don't have a good team orientation. That's my answer. Thanks.

51

00:08:43.429 --> 00:08:47.859

Natalia Kostenko: Yeah, interesting. Joe, I'll go to you next.

52

00:08:50.710 --> 00:09:14.999

Dr. Joe Pennino: Yeah, I think along with the lines of what Michael was saying, generally, when you get promoted to a new level of leadership, it's because you did well in your previous position. And sometimes your previous position, especially if you're new in an organization, is more doing the work, and as you move up in the organization, it is more supervising people, so it's really... what I see the challenge is.

53

00:09:15.110 --> 00:09:26.580

Dr. Joe Pennino: People broadening their view from being kind of in the weeds and doing the work to managing people and managing programs and processes and moving to that leadership role.

54

00:09:27.320 --> 00:09:33.180

Natalia Kostenko: Yeah. Yeah. That, that's a really good point, Joe. Thank you, Victoria. Wow.

55

00:09:33.180 --> 00:09:49.149

Victoria Rawnsley: Yeah, and adding on to that, so thank you, Joe and Michael. So I've actually noticed a few things coming up in the chat, and I was going to respond, generally speaking, for some people it is imposter syndrome. You know, you've done enough, you've done the interview, you've worked and you've evidenced, so there is no need

56

00:09:49.150 --> 00:09:56.039

Victoria Rawnsley: to be overstretching with people and putting your authority across, you're already senior.

57

00:09:56.040 --> 00:10:18.079

Victoria Rawnsley: You've earned it. So the more senior you get, the kinder actually it's incumbent on you to be, especially with people who are working their way up the career ladder. So it's about role modeling and actually, yeah, a little bit more of be less tactical and be more into the strategic, get out of the weeds, as Joe had said as well, and Michael had said, you know, really good colleagues, but for goodness sake.

58

00:10:18.120 --> 00:10:26.090

Victoria Rawnsley: Shape up, you're all right, you can do it. Have a good team, and trust. Trust people. Choose to trust them, and then see what happens.

59

00:10:26.750 --> 00:10:43.940

Natalia Kostenko: Yes, choose to trust is a good line. Yeah, in the comments, I see as well, imposter syndrome actually leading to Joe's point, being reliable. Yeah, very good points. Thank you so much for everyone taking part in the icebreaker.

60

00:10:43.940 --> 00:10:50.949

Natalia Kostenko: Okay, well, let's move to the panel, and we'll start by discussing why should we ask for feedback.

61

00:10:50.950 --> 00:11:09.810

Natalia Kostenko: and how to receive it. So, Michael, I'll go to you first. Your career took... took you from junior State Department role all the way to ambassador, which is very impressive. What kind of feedback actually helped you move up, and how did you go about getting it?

62

00:11:11.110 --> 00:11:20.749

Michael Klecheski: Thanks. Yeah, I mean, in the State Department, to rise in the ranks, you do have to really show that you're a good manager. That's what they value, at least that's what they say they value.

63

00:11:20.900 --> 00:11:23.509

Michael Klecheski: So I know that when I started.

64

00:11:23.650 --> 00:11:39.529

Michael Klecheski: When people start in the State Department, they often try to be kind of working in the trenches, that is to say, they do reporting, they do meetings, but they don't have leadership responsibilities. So it was really helpful to me that my supervisors at that time

65

00:11:39.740 --> 00:11:53.360

Michael Klecheski: really stressed to me the importance of advancing by being good, by developing my leadership skills. It was a little bit of a push for me, because I really enjoy being in the trenches. It's fun to meet people, write about them, and stuff like that.

66

00:11:53.360 --> 00:12:05.329

Michael Klecheski: But, managing people, and I think the key to success was that they, not only said, oh, this is gonna make you, you know, more successful, you'll rise in the ranks, but I think the real value is that they said to me.

67

00:12:05.460 --> 00:12:21.859

Michael Klecheski: what you're... what you will be doing is much more fun, and I think in the end, I agreed with that, and it'll also have a much greater impact on the team as a whole. So, I think, for me, that was really great advice. And they did that, you know, there's these techniques for managing, I think my colleagues are better.

68

00:12:21.920 --> 00:12:41.320

Michael Klecheski: place to answer that one than me, but you know, things like mirroring, that was really good, where they kind of repeated what I said in their own terms. Role modeling, I think, was tremendously important, but these are all skills that they did, but it really worked because they got me out of my comfort zone, I guess you'd say. That was very, very helpful. Thanks.

69

00:12:41.830 --> 00:12:45.850

Natalia Kostenko: Yeah. Yeah. Leaders who get you out of your comfort zone are

70

00:12:46.090 --> 00:13:01.450

Natalia Kostenko: Those that help you move forward. Alright, Victoria, you led people through a big transformation at HMRC across all four nations, so where trust has to be built quickly, and sometimes often at distance.

71

00:13:01.450 --> 00:13:13.629

Natalia Kostenko: So, if someone wants honest feedback, what should they look for when choosing a mentor or a peer to ask? And how can they build enough trust to that person to be candid with them?

72

00:13:14.500 --> 00:13:31.999

Victoria Rawnsley: Great question, and thank you, yes, for that reminder. I'm still exhausted by that, colleagues, by the way, very big program. So, you know, I said, you know, a leadership... leaders should, just choose to trust, and I think that goes in the same with a mentee, mentoring, or coaching, you know, partnership. You have to go in

73

00:13:32.080 --> 00:13:55.249

Victoria Rawnsley: Being the most authentic version of you as well when you're seeking it and I think telling people exactly what you need and actually pausing and asking the person who doesn't know you to reflect on what have they heard, what are they seeing, what's the, is there a pattern and how can they give you objective as much as possible because they kind of don't know you, which is actually brilliant. I think it's great to actually.

74

00:13:55.250 --> 00:14:11.540

Victoria Rawnsley: connect with somebody, a senior leader, in a totally different sphere of, work. So I would seek to find somebody, for instance, outside of a transformation program, or governance that I'm currently in, or resourcing people planningly that I was before that, and go, right, okay, somebody

75

00:14:11.540 --> 00:14:34.250

Victoria Rawnsley: Wholly in policy. How can I connect with that person and how can they give me a 360, 270 degree completely flip on its side kind of feedback and that kind of insight and actually also you bring something to it as a mentee. So how can you support that other leader or you know it could be coaching up or down the way or sideways. It's just about being honest, transparent.

76

00:14:34.250 --> 00:14:50.900

Victoria Rawnsley: And I think motivated, so have an idea about what you would like, what you want, and what are the absolutes that are required, and what are the things that are relative, that are negotiable, and that way you can forge a relationship, just like a business deal, for instance. And the ambassador will know more about that.

77

00:14:52.020 --> 00:15:01.570

Natalia Kostenko: Yeah, thank you, Victoria. I love the idea of coaching up, and hopefully that mindset will inspire people to, go and find a mentor.

78

00:15:01.600 --> 00:15:21.330

Natalia Kostenko: Alright, so, so far we've talked about who to ask, but the other half is the person giving the feedback. So, Joe, in Roswell, you sponsored citywide reforms in employee feedback. So you've seen this across the whole organization, not just one team. So my question is.

79

00:15:21.330 --> 00:15:33.410

Natalia Kostenko: Why do you think so many leaders find giving feedback difficult or avoid it altogether? And what can someone do to make it easier for their manager to have an honest conversation with them?

80

00:15:34.040 --> 00:15:43.159

Dr. Joe Pennino: Yeah, this is such a fantastic question, and I've, you know, I often reference Brene Brown from Dare to Lead, and she says, clear is kind.

81

00:15:43.270 --> 00:15:52.879

Dr. Joe Pennino: And that's something that I use with managers and talking with them about the importance of feedback, because if we're not clear with our direct reports.

82

00:15:53.550 --> 00:16:01.400

Dr. Joe Pennino: The alternative is that we let someone keep doing something that is limiting them or their career growth.

83

00:16:01.570 --> 00:16:10.840

Dr. Joe Pennino: For years sometimes, and sometimes we think it's, you know, it's because we're being polite, and we don't want to hurt their feelings by being clear with them.

84

00:16:11.240 --> 00:16:19.789

Dr. Joe Pennino: But I also want to be fair to managers as well on why they avoid it, particularly in government, because in a lot of public organizations.

85

00:16:20.570 --> 00:16:36.739

Dr. Joe Pennino: Having those hard conversations with employees can get you a reputation for not being well-liked, or it can be perceived as punitive in some cases, where the feedback is not a normal part of culture.

86

00:16:36.980 --> 00:16:40.119

Dr. Joe Pennino: I think the second reason that managers don't give

87

00:16:40.350 --> 00:16:56.179

Dr. Joe Pennino: good feedback sometimes is because they never really received good feedback themselves, so they're not really sure what it looks like or how to do it. And maybe what's been modeled for them hasn't... hasn't really been, good, in their career.

88

00:16:56.320 --> 00:17:04.969

Dr. Joe Pennino: I think from... attendees' perspectives, what can we do to get good feedback? I think

89

00:17:05.060 --> 00:17:24.179

Dr. Joe Pennino: number one, pursuing our managers for the feedback, but number two, asking narrow questions instead of open-ended ones. If we go to our managers and say, how am I doing? You're likely to get, you're doing great, keep up the good work. And that's really not something that we can take action on.

90

00:17:24.490 --> 00:17:36.949

Dr. Joe Pennino: So try something more specific, like, what's one thing that I could do that would make the biggest difference in how I run certain meetings or certain projects? Something small and specific.

91

00:17:38.150 --> 00:17:53.730

Dr. Joe Pennino: Rather than these broad generalizations. And then be very careful on how you react to that the first time, because that is going to tell your manager whether it's safe to give you that feedback, or it's not comfortable to give you that feedback.

92

00:17:53.730 --> 00:18:04.789

Dr. Joe Pennino: What you do in the 90 seconds following the feedback that you give is really gonna make a big difference on whether you continue to get that feedback in the future.

93

00:18:05.560 --> 00:18:19.250

Natalia Kostenko: Hmm, yeah, very good points. Thank you, Joe. Yeah, I, I think asking narrow questions is such an actionable, advice. Thank you so much. Hopefully our viewers will benefit from that.

94

00:18:19.250 --> 00:18:30.329

Natalia Kostenko: So, Michael, Joe, touched on leaders, giving feedback are perceived and not very well liked, so I'm just gonna continue that forward and ask you.

95

00:18:30.330 --> 00:18:44.109

Natalia Kostenko: About why leaders avoid these conversations. So, you've spoken before about the tension between giving honest feedback and still being liked as a leader. So, does that resonate with your own experience?

96

00:18:48.430 --> 00:18:58.710

Michael Klecheski: It absolutely resonates. First of all, I'm really impressed with my colleagues' observations, and they really fit nicely with what I was... what I'm gonna say as well.

97

00:18:58.850 --> 00:19:18.299

Michael Klecheski: Because a lot of what they said really worked beautifully with my... for my supervisors, with me, I hope, at least. It definitely improved my performance. But, I mean, it's really a challenge, and I think the challenge depends on the situation, right? So, if you have a good team, it's a lot easier, because the atmosphere is great.

98

00:19:18.420 --> 00:19:33.169

Michael Klecheski: You don't have to say, everything's fine, you know, you're doing great, but I mean, the positive reinforcement you give is in the context of, obviously, we're all doing well, so you can tweak it. It's not as brutal a criticism, shall we say.

99

00:19:33.310 --> 00:19:37.899

Michael Klecheski: But if you have a weak team, that's when you have real problems, I think, in terms of how you...

100

00:19:38.150 --> 00:19:54.760

Michael Klecheski: cast it in such a way to, to make it sound positive and concrete. And I think part of the explanation for me, really, is if you create kind of a team ethic and a clear goal for everybody, then by giving specific advice.

101

00:19:56.100 --> 00:20:03.900

Michael Klecheski: contextualized to that goal, you're really leading these people to achieve something more. It's kind of inspirational, I guess you'd say.

102

00:20:04.110 --> 00:20:13.660

Michael Klecheski: But the hardest of all for me is when you have one laggard. I mean, it happens. I'm sure my colleagues and many other people here have had, you know, one person in the team that.

103

00:20:14.120 --> 00:20:33.809

Michael Klecheski: you know, just doesn't do it. They don't like to, they don't want to, whatever. And that's really hard, and I would say there you have to be very, strategic and patient. I think that's the key thing. But I guess I'll just close by saying, you know, one of my... the supervisors I most admired, his general advice was as follows. Praise in public.

104

00:20:34.110 --> 00:20:38.419

Michael Klecheski: criticize in private, and I think that's just such an important principle.

105

00:20:38.710 --> 00:20:43.880

Michael Klecheski: Probably we all know that, but it's always worth reminding ourselves of that, because it's against our instinct, right?

106

00:20:44.100 --> 00:20:44.960

Michael Klecheski: Thanks.

107

00:20:45.830 --> 00:20:53.140

Natalia Kostenko: That is a good reminder. Thank you so much, Michael. Well, we've heard that feedback is hard to give, but

108

00:20:53.140 --> 00:21:18.109

Natalia Kostenko: It can be just as hard to hear, and this, was one of the most common questions from registrants before the event. So, Victoria, what feedback is hard... sorry, when feedback is hard to hear, how do you manage the emotional reaction in the moment? And, how can you actually take in what's useful rather than getting defensive

109

00:21:18.110 --> 00:21:20.180

Natalia Kostenko: or shutting down.

110

00:21:20.440 --> 00:21:39.129

Victoria Rawnsley: Yes, and how tricky this is. And thank you again, Michael and Joe, because there's a beautiful golden thread through this. And just hinging a little bit on what Michael said there, a great director of mine in the past said, when things go wrong as the leader, even if it isn't you, take ownership. And when things go really right.

111

00:21:39.130 --> 00:21:44.399

Victoria Rawnsley: Even if it is you, congratulate the team. And that goes a little bit into, doesn't it, about

112

00:21:44.540 --> 00:21:52.790

Victoria Rawnsley: Do the family business in the background, and let's save face, but work hard, and react quickly in a positive, proactive way.

113

00:21:53.170 --> 00:21:57.400

Victoria Rawnsley: So feedback, hard to hear. I have been there. It's been really difficult. We are only human.

114

00:21:57.760 --> 00:22:21.679

Victoria Rawnsley: And there have been times when I have absolutely been quite, to use a Britishism, boot-faced in reaction to it. And it's taken time, guys, okay? So this does take practice as well. It's not about, oh, you're emotionally unintelligent because you react or you feel your body temperature going up. There are things that can be unpalatable. You think, oh my God, that is grossly unfair. Why has somebody said that? It's out of context. I don't understand it.

115

00:22:21.680 --> 00:22:23.630

Victoria Rawnsley: And I think, as Joe had said, you know.

116

00:22:23.630 --> 00:22:28.569

Victoria Rawnsley: Reacting with an open question, saying, okay, that's really interesting, thank you for that, could you...

117

00:22:28.660 --> 00:22:44.960

Victoria Rawnsley: Do you just give me a little bit more context? And then, the person giving the feedback is speaking a little bit more, and it gives you a tactical 15-20 seconds to try and regulate, genuinely, because it's a physiological reaction sometimes, and then try to process and go right.

118

00:22:44.990 --> 00:23:02.449

Victoria Rawnsley: While this is trite, feedback is meant to be a gift. Yes, it's a gift that you can give back, not really. So you, as a professional, and the more senior you get, your reaction to

feedback becomes most important. But don't be a robot, don't be inauthentic, stay professional and just say, okay.

119

00:23:02.450 --> 00:23:24.700

Victoria Rawnsley: My assessment, not feeling, differs slightly. Can we talk about that more? Because I do want to do something differently, not necessarily better. So it's about the language we use as well about ourselves. What are the things that I'm proud of? What are the things that when I reflect I could do differently or better? And what is the one thing that I'm going to ask my leader to give me to enable me to do that? I think Joe.

120

00:23:24.810 --> 00:23:40.879

Victoria Rawnsley: touched on that with, if you're not clear with kindness, you can actually be stunting, somebody's development and growth. So it's how do you get to that sweet spot of trusting each other and saying things without being rude or aggressive or abrasive?

121

00:23:42.560 --> 00:23:50.690

Natalia Kostenko: Yes, wonderful, Victoria. These are really great advice, and I think the audience agrees with me, so thank you so much.

122

00:23:50.750 --> 00:24:09.889

Natalia Kostenko: Alright, Joe, you are also a certified executive coach, as I mentioned in your bio, so you've probably sat with people right after a tough conversation. So, when they're trying to work out what, you know, that feedback really means, how do you help

123

00:24:09.890 --> 00:24:18.689

Natalia Kostenko: them tell whether it points to a genuine development need or reflects circumstances that were beyond their control.

124

00:24:19.940 --> 00:24:36.009

Dr. Joe Pennino: Yeah, I think, from my perspective, this is an attribution question, and I always try to tell clients to treat it like one, and the test that I use is pattern across context. So, if the same thing shows up.

125

00:24:36.080 --> 00:24:51.030

Dr. Joe Pennino: with different teams and different managers and in different projects, then the feedback is probably something that is actionable. It is probably something that you can really, be introspective about and work on.

126

00:24:51.140 --> 00:25:10.039

Dr. Joe Pennino: But if it only appears in one initiative or one meeting, or if it was an impossible timeline or a stakeholder that was already unhappy with a circumstance, then it's probably not a real development need on the client's end. It was just a bad circumstance or a bad quarter.

127

00:25:10.080 --> 00:25:17.460

Dr. Joe Pennino: However, I do believe that even when it's circumstantial, there's always

128

00:25:17.870 --> 00:25:35.160

Dr. Joe Pennino: usually something that we, or the client, can derive from it worth owning. So, you may not have had ultimate control of whatever the particular outcome was, but maybe you could have controlled how early you raised the alarm.

129

00:25:35.160 --> 00:25:42.659

Dr. Joe Pennino: Or how clearly you set expectations, or whether you could have asked for help while there was still time.

130

00:25:42.670 --> 00:25:47.130

Dr. Joe Pennino: To get help, so the outcome maybe wasn't as bad.

131

00:25:47.360 --> 00:25:59.009

Dr. Joe Pennino: So, the question isn't, was this my fault, or was this not my fault? But it was, what part of this do I own, and what part of this could I potentially improve upon the next time?

132

00:25:59.410 --> 00:26:13.179

Dr. Joe Pennino: And the other frame that I use is make sure that we stop asking whether the feedback is fair or not, because that debate really can get us down a rabbit hole, and it goes nowhere.

133

00:26:13.250 --> 00:26:23.329

Dr. Joe Pennino: I would say, instead, we should be asking if this was true, if the feedback was true, let's assume that it is, what can I do differently next time?

134

00:26:23.430 --> 00:26:41.770

Dr. Joe Pennino: And I think you can... you can work on that question without conceding whether or not anything was your fault or not, and it helps you get past the defensiveness without having to necessarily accept a critique that you don't believe in. And then making sure that we...

135

00:26:41.770 --> 00:26:47.440

Dr. Joe Pennino: We don't go too far in one direction. Sometimes we can absorb everything.

136

00:26:47.440 --> 00:27:04.049

Dr. Joe Pennino: and we can shoulder everything, and we end up paralyzed trying to be 5 different people at once and take all this feedback and make complete changes. Or you can also do the alternative and deflect everything away and say, none of this is my fault, and I don't have any stake in this. So...

137

00:27:04.050 --> 00:27:16.480

Dr. Joe Pennino: I think knowing which one is yours is more useful, and making sure that we are not going too far in one direction on how we decide to accept that feedback or dismiss it.

138

00:27:17.760 --> 00:27:29.920

Natalia Kostenko: Yeah, I completely agree, Joe. I think, finding an opportunity to learn from your mistakes is essentially what helps you grow. So, yeah, really useful. Thank you so much.

139

00:27:30.090 --> 00:27:42.180

Natalia Kostenko: Alright, so, so far we've covered asking for feedback and taking it in, and now let's look at what happens next. So, how do you make sense of it and put it to work?

140

00:27:42.180 --> 00:27:58.740

Natalia Kostenko: So Michael, when someone steps into a new leadership role, how can they set the expectation from day one that feedback is shared, responsibility, and how do they keep that culture going over time?

141

00:27:59.560 --> 00:28:00.429

Michael Klecheski: Yeah, thanks.

142

00:28:01.110 --> 00:28:19.090

Michael Klecheski: It is really, to me, essential that you set the tone at the very beginning, because if you don't, your credibility is quickly eroded, and you really want to show early on your commitment to good feedback up and down. I think that's really a crucial part of it. So, for instance, in an embassy, when an ambassador or the number 2 arrives.

143

00:28:19.160 --> 00:28:31.670

Michael Klecheski: They have a first meeting, everybody attends, and that's where you make it very clear, and you do that by, again, in my opinion, casting it as part of a team effort. So you're all part of this valued team.

144

00:28:31.780 --> 00:28:48.309

Michael Klecheski: And you all have your observations, you've all seen aspects of this. You can all contribute, so please do. That's just kind of verbiage, unless you prove it. So one way to prove it is, in the early meetings thereafter, you cite somebody's idea as a good one.

145

00:28:48.310 --> 00:28:54.690

Michael Klecheski: Honestly, sometimes you don't even have to... you can be a little bit disingenuous. Maybe the idea isn't that great, but you're trying to make the point.

146

00:28:54.950 --> 00:28:59.919

Michael Klecheski: As credibly as you can. Well, that, you know, so-and-so, or you don't even have to identify them.

147

00:29:00.100 --> 00:29:03.409

Michael Klecheski: There was this great idea put forth, we're gonna work on...

148

00:29:03.500 --> 00:29:23.179

Michael Klecheski: promoting it, I really appreciate that kind of idea. So that's kind of reinforcing the message. Positive reinforcement early on is absolutely crucial. But you have to keep it going, I agree. And I mean, the one thing that I always did in an embassy was walk around the embassy. Some embassies are bigger, some are smaller, but you always have the ability to walk around.

149

00:29:23.340 --> 00:29:37.279

Michael Klecheski: And and just look over people's shoulder without being too obtrusive about it and, see what you like. And, if they do something good, you want to say to them and maybe to their managers, wow, I really saw something great that was being done here.

150

00:29:37.280 --> 00:29:43.599

Michael Klecheski: So it's a kind of an informal, but very effective, in my opinion, way to offer positive feedback.

151

00:29:43.650 --> 00:29:45.160

Michael Klecheski: And...

152

00:29:45.410 --> 00:29:55.309

Michael Klecheski: you know, that's the way I did it, and it just kind of keeps going, but you have to... as a manager, you have to constantly be thinking about it, because otherwise the idea gets lost in the... in the...

153

00:29:55.520 --> 00:30:00.759

Michael Klecheski: In the fray of all kinds of other activities. It's really fun challenge. It's difficult, but great.

154

00:30:01.210 --> 00:30:14.540

Natalia Kostenko: Yeah, thank you. And Victoria, just to continue that thought, how can someone encourage feedback to be shared early while there's still time to learn from it and respond, rather than only hearing it months later?

155

00:30:14.910 --> 00:30:23.240

Victoria Rawnsley: No, interesting. And yeah, thank you. So yeah, I think it's just creating that safe space as well and role modeling the it's safe to challenge.

156

00:30:23.240 --> 00:30:48.039

Victoria Rawnsley: And the challenge is a professional challenge. It doesn't mean that it is a whole revolution, an entire upset of the world as we know it now. But what's that small nugget? What's that idea? What can we take forward and at pace? And actually also talking about it going, oh, say, okay, so what is the improvement here? What are we going to save? What's the efficiency? Are we going to become more skilled at prioritization, for instance, as a result of this plan?

157

00:30:48.040 --> 00:30:56.010

Victoria Rawnsley: And et cetera, et cetera, and bringing people into it, because if you use the hive mind, and all the smart people around you, I honestly think the sweet stuff really does

158

00:30:56.010 --> 00:31:19.730

Victoria Rawnsley: And I think trying to seek feedback early. So I myself, for instance, have received feedback that is literally 18 months after the fact. So we're practically two years into, you know, across performance years. And it's been out of context, quite irritating. And, you know, Joe would refer to that, that is this a consistent context message, therefore a truism and a pattern?

159

00:31:19.730 --> 00:31:42.610

Victoria Rawnsley: Or is it a one-off and somebody was just a little bit disgruntled or what have you and then is hinged on this forever and a day and they will just not give it up. So I think reacting to feedback that's a little bit late, just saying, okay, is this still a current context? Of course I'm gonna change that. We don't want the delivery to be held up or other people to be unhappy. We wanna move forward with our program.

160

00:31:42.610 --> 00:31:53.599

Victoria Rawnsley: And if it's not old news, I think it's just about reflecting, but doing this at pace. So, if you react too quickly, like a tennis ball bouncing off a wall, and you've hit it a bit too hard.

161

00:31:53.840 --> 00:32:14.599

Victoria Rawnsley: You're only going to get a little bit of that ball straight back in your face, quite frankly, right? So it's the same thing. Don't hit the ball too hard. Wait, pause, think about what you need to do about it, but do not leave it for 2 months. If it's something that needs 2 hours, do it in 2 hours. If it's 2 days, do it in 2 days. Do not react too quickly and actually seek, you know, as I said, that.

162

00:32:14.660 --> 00:32:26.209

Victoria Rawnsley: Third party, objective, neutral feedback. Listen, I've just got this feedback. This appears to be what's going on. I honestly didn't think that I had dropped the ball that far and that deep.

163

00:32:26.210 --> 00:32:43.529

Victoria Rawnsley: can you help me out here, because I don't quite get it? And I think also just challenging back, just say, please, actually, I want to learn from this. I want to bring my team along with me, because if I don't get this quite right, everybody's going to get it a little bit wrong, and that just wastes time and public

164

00:32:43.530 --> 00:32:54.950

Victoria Rawnsley: effort and money, so, you know, it's just about trying to be not the best human, but a balanced one, and it's very difficult, and I think people lose sight of that, that your corporates or your civic self

165

00:32:54.950 --> 00:33:16.829

Victoria Rawnsley: Is very different to your human side with your friends, your pals in a social setting. It is and it isn't. If you try to be true to yourself at all times while remaining professional, obviously in a professional context, I think you can be a little bit more determined and you can plan how you're going to move forward and how you react to things as well. So there's a little bit of balance in that, in that your personal and public life.

166

00:33:16.830 --> 00:33:21.469

Victoria Rawnsley: How does that actually match, and what are you going to do to get through it? And trust yourself.

167

00:33:21.470 --> 00:33:38.989

Victoria Rawnsley: Because if you are that senior and you have moved forward that far, you've earned it, you've worked, and usually learn from mistakes because everybody makes them, and I think it's about being honest. I actually got good feedback on starting a pitch, saying, I've got to this by making lots of mistakes, and this is what I've learned.

168

00:33:39.090 --> 00:33:46.840

Victoria Rawnsley: You know, and I was scared about that, and actually my mentor said, no, no, do that, that's more powerful than saying everything, I'm perfect, because perfect's a bit creepy.

169

00:33:49.690 --> 00:34:05.189

Natalia Kostenko: That's a good line, and yeah, I think people, people like, human approach, and what else is more human than admitting that you've made mistakes and just learn from that? Yeah, that says a lot.

170

00:34:05.210 --> 00:34:20.930

Natalia Kostenko: Wonderful. Well, we are wrapping up our panel, and Joe, last question is to you. Your organization built a whole leadership program around helping people chart their development path through these conversations.

171

00:34:21.020 --> 00:34:27.049

Natalia Kostenko: What does a genuinely good development plan look like in practice, and how specific should it be?

172

00:34:27.920 --> 00:34:35.179

Dr. Joe Pennino: Yeah, first, I'm learning quite a bit from Michael and Victoria, and I've taken a lot of notes. This is fantastic.

173

00:34:35.310 --> 00:34:53.820

Dr. Joe Pennino: I think going back to making sure that we have SMART goals and a development plan, which we've all heard, it has to be specific. If a development plan is too ambiguous, you can't actually go 6 weeks from now and look back and see if you've actually achieved anything. And we've all had that, right? It's like.

174

00:34:54.030 --> 00:35:01.509

Dr. Joe Pennino: Do better, be more strategic. Well, how do you actually measure that? And that's the second part, is it has to be measurable.

175

00:35:01.700 --> 00:35:10.049

Dr. Joe Pennino: So you have to make sure that you can put a checkbox next to what the goal was to see if you're actually making progress, and that has to be...

176

00:35:10.050 --> 00:35:25.190

Dr. Joe Pennino: Obvious from somebody that is, assessing whether you made the progress. They need to be able to look and say, yeah, they've definitely made some movement here, and it needs to be achievable. If we have too many goals in too short timeframe, that is just...

177

00:35:25.270 --> 00:35:29.950

Dr. Joe Pennino: Deflating and demoralizing if they're not actually achievable.

178

00:35:30.100 --> 00:35:53.699

Dr. Joe Pennino: The R in the SMART goals is that it's relevant, and relevant means not only it's relevant to your position, but as managers, we make sure that we sit down with our people, we know what their aspirations are, we know what their dreams are, we know what they want to achieve from a professional development standpoint, and our goals for them are in line and relevant to what they want to do and what they want to be.

179

00:35:53.700 --> 00:36:04.149

Dr. Joe Pennino: So we can't skip the step of really getting to know our people and making sure that we know what their goals are professionally and even personally.

180

00:36:04.380 --> 00:36:17.520

Dr. Joe Pennino: And then making sure that they're time-bound. The goals have to be done within a certain time. What we did in Roswell is making sure that we're doing both monthly check-ins with our folks, but then also quarterly

181

00:36:17.520 --> 00:36:42.419

Dr. Joe Pennino: Performance reviews where we just kind of sit down and have discussions in a more informal way, but we're checking in and saying, hey, in January we said that we were gonna do this in the first quarter. How are we doing now in March? Are we making good progress? And that gives us time to reassess and get involved if we're going off track. So those are some things that I think are important when you're putting together a plan.

182

00:36:42.420 --> 00:36:43.760

Dr. Joe Pennino: development plan.

183

00:36:44.630 --> 00:36:59.429

Natalia Kostenko: Yeah, measurable goals also help with feedback massively, and yeah, and that having these, monthly check-ins also help with, getting the feedback as early as possible. So, yeah, really good advice. Thank you so much, Joe.

184

00:36:59.430 --> 00:37:08.809

Natalia Kostenko: All right, well, Michael, Joe, and Victoria, thank you so much for participating in the panel. And audience, remember to keep sharing your questions.

185

00:37:08.810 --> 00:37:24.530

Natalia Kostenko: you have for the speakers. We have a lot of questions from you already. Both, we have pre-submitted questions, and in the Zoom Q&A, please remember to use Q&A, because otherwise we can, the questions in the chat can get lost.

186

00:37:24.550 --> 00:37:25.880

Natalia Kostenko: And.

187

00:37:25.980 --> 00:37:35.789

Natalia Kostenko: Right, so, feel free to go through and upvote for your questions, for any questions, not necessarily your questions, but your peers.

188

00:37:35.850 --> 00:37:51.910

Natalia Kostenko: Anything that resonates with you, that would really help to select, the questions that we're gonna ask today. And before we dive in, into the questions, I want to let you know that we've also curated a great follow-on resource, to today's topic.

189

00:37:51.920 --> 00:38:11.920

Natalia Kostenko: And, hopefully you'll find it useful. It is a short article exploring the Radical Condor framework used by some of the world's most effective leaders. I can see Joel is not in your way of that. It is used by leaders to give and receive feedback that's honest without being harsh.

190

00:38:11.920 --> 00:38:22.369

Natalia Kostenko: And to receive the link to the article, please go to the Career Development Community after this event, and find my comment that is pinned at the top of the page.

191

00:38:22.370 --> 00:38:29.589

Natalia Kostenko: And we'll send you the resource by email after this event. My colleague has just dropped the link to the chat.

192

00:38:29.830 --> 00:38:37.529

Natalia Kostenko: All right, on to the Q&A. I can see there are, a lot of questions. So.

193

00:38:37.710 --> 00:38:52.170

Natalia Kostenko: Michael, this one is for you, and it has, 5 upvotes, so... Have there been points in your career where you realized the issue wasn't, the work itself?

194

00:38:52.170 --> 00:38:59.659

Natalia Kostenko: But the environment in which it was being done, and how did you recognize this, and what did you do next?

195

00:39:01.160 --> 00:39:17.469

Michael Klecheski: There have been occasions like that, for sure. So, And it's a real problem, because you don't want to have that kind of situation. I think, you come to the realization after a certain point that the team you're working with is just working at cross-purposes from one another.

196

00:39:17.670 --> 00:39:23.369

Michael Klecheski: And you're not advancing toward that goal. I keep focusing on goals, because I think it's so important in,

197

00:39:23.710 --> 00:39:32.950

Michael Klecheski: in management and in feedback as well. But you come to realize that you're not making the kind of progress you should.

198

00:39:33.060 --> 00:39:40.669

Michael Klecheski: Even though the goal is a very reasonable one. And that's when you have to look at your team again very carefully, and try to...

199

00:39:40.840 --> 00:39:45.889

Michael Klecheski: Adjust as positively as you can so that they're all working in the same direction.

200

00:39:47.140 --> 00:39:54.629

Michael Klecheski: I would say that's the best thing to do, but again, as I said before, I think if you've created a positive atmosphere to begin with.

201

00:39:54.790 --> 00:40:10.069

Michael Klecheski: It's much easier to do that, to kind of take a step back and say, look, team. Something is not going quite the way we want it to, but we remain a good, strong team, even if it's not entirely true, right? I think sometimes, like I say, you have to be a little disingenuous.

202

00:40:10.180 --> 00:40:11.300

Michael Klecheski: And,

203

00:40:12.250 --> 00:40:26.590

Michael Klecheski: Yeah, I think that's the way to proceed. It is occasionally a problem, we try to avoid it. And if you've done your managerial work well, I think the odds of it happening sometimes are lower, much lower than they would otherwise be.

204

00:40:27.600 --> 00:40:40.810

Natalia Kostenko: Yeah, well, I think it's really useful to hear that, well, the person who posted this question is not alone. You relate to it. Five other people who have voted relate to it. So that in itself is useful.

205

00:40:40.810 --> 00:40:53.719

Natalia Kostenko: Alright, Viktoriia, I'll come to you next. This question was also upvoted. When concerns about leadership style are not being resolved through normal manager-employee discussions.

206

00:40:53.720 --> 00:41:02.330

Natalia Kostenko: How do you professionally navigate seeking feedback, mentorship, or career advice from leaders beyond your direct, reporting relationship?

207

00:41:03.010 --> 00:41:07.630

Victoria Rawnsley: Okay, so that's a tough pickle, isn't it? Yeah, I think

208

00:41:07.910 --> 00:41:15.900

Victoria Rawnsley: Number 1, when that happens, it is incredibly complex and the context can be

209

00:41:15.920 --> 00:41:39.160

Victoria Rawnsley: just very difficult to navigate through. So seeking advice from somebody else is sometimes taking out the family, but you need to have the most effective reaction to it as possible. I think seeking to understand what the issues are, if it is yourself that is the issue, then I think facing the wind as a sailor would, you know, just go there and say, right.

210

00:41:39.160 --> 00:41:42.460

Victoria Rawnsley: And try not to be aggressive because I think in offering.

211

00:41:42.460 --> 00:41:52.360

Victoria Rawnsley: to receive feedback, that can sometimes come as an aggressive proaction. So just to say, okay, listen, thank you for sharing that, because I know it's difficult.

212

00:41:52.590 --> 00:41:54.010

Victoria Rawnsley: And therefore.

213

00:41:54.040 --> 00:42:17.870

Victoria Rawnsley: What do you need me to consider changing? Because I think also do not try to put yourself into a box that says this is definitely the right thing. So it's what do you think? What's happened? How can this be a change? What can be more helpful going forward? And again, I go back to context because is this about personality? Is this about deployment?

214

00:42:17.870 --> 00:42:38.289

Victoria Rawnsley: Is this about strategy? Is this about listening? Because it could be really small things like you talk such a lot, and could you just listen a bit more? And there are these ideas, and even the tiny ones, you know, as Michael had said, act on them, try to celebrate them, try to put them forward without going round the houses. So, yeah, absolutely.

215

00:42:38.400 --> 00:42:39.470

Victoria Rawnsley: Face it.

216

00:42:39.650 --> 00:42:58.459

Victoria Rawnsley: try not to be overreactive, because you're only human as well as a leader. If it is not about you and somebody else in the leadership or management chain, then try to consider speaking to whoever is apparently the problem, but try not to think of it that way, so you can be as honest and transparent and as

217

00:42:58.700 --> 00:43:14.659

Victoria Rawnsley: kind, clear, but diplomatic too, because I think courtesy should never be left out, but you should always try to speak, you know, truth with power. So it's just about, if you have the facts, or the facts as they are presented, you can just say, Joe, Michael, please can we have a chat?

218

00:43:14.810 --> 00:43:33.130

Victoria Rawnsley: Somebody said that you're a bit overbearing. Can we talk about this? And well, actually, V, they think you're a bit overbearing, too. Okay, great. Let's not fall out. Let's have a cup of coffee. Let's talk about it. What can we do? Because the team must deliver, and we

don't want to derail that, because they're the engine room. They're actually more important than us.

219

00:43:33.310 --> 00:43:53.899

Victoria Rawnsley: We show strategy, leadership, vision, direction. We shine a light, we do not cast a shadow, but in all of that, everyone has to operate. So yeah, I'm not sure that I've really answered that question. I'm ADHD, just to let you guys know, so I can get a bit distracted sometimes. And again, I think it's important to be honest about those things too with people.

220

00:43:55.070 --> 00:44:01.800

Natalia Kostenko: Yes, thank you. Honesty and balance, as you were saying earlier, are the key.

221

00:44:01.800 --> 00:44:16.609

Natalia Kostenko: Alright, Joe, this question is for you. What advice would you give to employees on high-performing teams with strong subject matter expertise when they feel their work is being heavily controlled or micromanaged?

222

00:44:17.030 --> 00:44:25.870

Natalia Kostenko: And they're struggling to get honest developmental feedback about their performance and career progression. That is another big question, Joe.

223

00:44:26.030 --> 00:44:40.969

Dr. Joe Pennino: It is. So first, from the micromanagement perspective, really trying to figure out what is causing it or what is driving it. And I think, as Michael and Victoria have said throughout this entire

224

00:44:41.000 --> 00:44:57.359

Dr. Joe Pennino: presentation is that that's going to be solved by communication. There is no substitute for being able to sit down with managers and say, hey, I want to learn more. Walk me through how these decisions are being made, so I can understand and better contribute.

225

00:44:57.360 --> 00:45:06.299

Dr. Joe Pennino: Micromanagement can have a lot of different causes. It could be insecurity from a manager, maybe they're feeling pressure from above them.

226

00:45:06.460 --> 00:45:26.749

Dr. Joe Pennino: they don't want to relinquish control, or it could be because they don't feel like there's trust there between employees and managers. But closing the gap and having those questions or those conversations proactively can help get to the root cause of it, and hopefully provide some more autonomy and growth.

227

00:45:27.030 --> 00:45:28.690

Dr. Joe Pennino: high-performing teams.

228

00:45:29.020 --> 00:45:38.540

Dr. Joe Pennino: I think when it comes to the lack of feedback, that's another thing that, you know, we've kind of discussed previously.

229

00:45:38.790 --> 00:45:49.169

Dr. Joe Pennino: We can't rely on managers to schedule time with us to give us feedback. Feedback is important, and as the panelists have said, it really is a gift.

230

00:45:49.170 --> 00:46:10.720

Dr. Joe Pennino: So, take the initiative, schedule some time with your manager, with your supervisor, and come prepared for those conversations, honor their time, be prepared, and ask them very specific questions. And then again, we're always reacting positively to what they are saying, because we want to promote more of that.

231

00:46:12.360 --> 00:46:21.289

Natalia Kostenko: Yes, I like that line, feedback is a gift, and hopefully everyone will come away with... from this event with this feedback.

232

00:46:21.400 --> 00:46:22.890

Natalia Kostenko: Sorry.

233

00:46:22.890 --> 00:46:47.579

Natalia Kostenko: with this insight. Alright, this question is, for all of you. So, somebody said, I will be attempting an application for a leadership development program, and the prosecutor is a written, written essay in self-reflection, so we haven't touched on that yet. What have you found works for you when you need to self-reflect about your leadership skills?

234

00:46:47.580 --> 00:46:50.399

Natalia Kostenko: skills when you first started?

235

00:46:50.500 --> 00:46:56.050

Natalia Kostenko: And I'm gonna just have an open floor if anyone wants to go first.

236

00:46:58.340 --> 00:46:59.790

Natalia Kostenko: Victoria.

237

00:46:59.790 --> 00:47:11.870

Victoria Rawnsley: Yes, I'm okay to do that. So I'll be quick. When I am thinking about how I could have done things differently and how I want to progress, I often think about the first 100 days of anything that I've done.

238

00:47:11.870 --> 00:47:35.919

Victoria Rawnsley: And it's a bit trite, you know, and politicians do it. And we're currently at the end of that, for instance, with a new administration in Scotland. But it is, it helps you focus. What did I do? And sometimes it's a presentation actually, where in an interview they'll say, so what is your first 90 or 100 days? What are you going to do? How are you going to change the world or this project or this problem? So think about that.

239

00:47:35.920 --> 00:48:00.299

Victoria Rawnsley: It's about the measurements. So both the panelists have said, you know, what gets measured gets managed. I'm paraphrasing, but it is a truism, it's a fact. So thinking about that yourself, going, right, so I've done this, I've done that, did I really succeed or not? And don't think about it that if you did not succeed, it's a fail. Just think about, okay, that didn't happen the way that I wanted it to, so what did I learn from it?

240

00:48:00.300 --> 00:48:19.340

Victoria Rawnsley: And very recently, I spoke to one of my previous line managers, a senior director, and she reflected on very difficult things that had happened when we had been closing offices, and actually, the person had progressed because of admitting reflection, going right when that message was

241

00:48:19.340 --> 00:48:20.310

Victoria Rawnsley: Shared.

242

00:48:20.410 --> 00:48:32.149

Victoria Rawnsley: Perhaps it wasn't done quite in the right way, perhaps we had not engaged or thought of all of the angles, and perhaps we had appeared not to listen, and therefore came across as uncaring.

243

00:48:32.220 --> 00:48:49.260

Victoria Rawnsley: And it's about that reflection and just being honest about it, to say, I've learned from that, I know what I would do differently, and actually, 3 months later, I did do it differently. There was a terrible thing that happened, we've all learned from it, it's very regrettable, but this is what we did. And I've often said to people.

244

00:48:49.270 --> 00:48:54.250

Victoria Rawnsley: Please don't judge me on the mistake I made, judge me on how I recovered it.

245

00:48:57.110 --> 00:48:59.000

Victoria Rawnsley: Mic drop, sorry, that was it.

246

00:48:59.000 --> 00:49:02.040

Natalia Kostenko: Thank you, Victoria. Michael.

247

00:49:02.040 --> 00:49:09.670

Michael Klecheski: I think that's a fantastic answer, and maybe I'll paraphrase it a little bit, or maybe the word is mirror it, and that is to say.

248

00:49:11.420 --> 00:49:21.629

Michael Klecheski: I think it's very well... you shouldn't be, you know, acknowledging, oh, I was a total screw-up at the beginning, and now I've made myself better. But I think one way to cast it that's useful is to say.

249

00:49:21.660 --> 00:49:38.600

Michael Klecheski: I learned a lot, and I learned partly by mistakes, and partly by my colleagues. In other words, I think to me, the learning process, demonstrating that you can learn to be a better manager, is a great way to cast an answer to the question that, that the, that the...

250

00:49:38.660 --> 00:49:55.439

Michael Klecheski: that was posed here. So, to me, that would be the best way to attack the problem. There are many, many ways to do that, but I think that's a good way... use that word, learning a lot, because it shows exactly that you have a positive attitude, that you've got the ability to change.

251

00:49:55.640 --> 00:50:01.389

Michael Klecheski: Without sort of undercutting yourself so dramatically that you, you hurt your chances.

252

00:50:01.680 --> 00:50:02.530

Michael Klecheski: Thanks.

253

00:50:02.680 --> 00:50:10.389

Natalia Kostenko: Somebody in the chat said growth mindset and yeah, I completely agree with that. Joe, do you have anything to add here?

254

00:50:10.390 --> 00:50:26.459

Dr. Joe Pennino: Yeah, two thumbs up on the growth mindset. We all need to be anchored in the fact that we can always be better, and we're always gonna pursue being better, and none of us are stuck where we are today. And when it comes to feedback, is on your own personal leadership.

255

00:50:26.460 --> 00:50:47.279

Dr. Joe Pennino: It's not just about asking those above you, right, your managers for feedback, but find people that you can trust on your team and ask them, how do you think I'm doing? What's one thing that you think I could do better that would contribute to the team? So making sure that we are asking not only our managers, but our colleagues and those that work with us as well.

256

00:50:48.620 --> 00:51:05.929

Natalia Kostenko: Yeah, thank you. All right, Joe, I'm gonna stay with you, but Michael and Victoria, if you have, your answers, feel free to jump as well. So, Joe, what tools or methods or techniques of feedback, have proven effective to you?

257

00:51:08.600 --> 00:51:16.110

Dr. Joe Pennino: Well, I think, you know, when I do performance evaluations or quarterly check-ins with my folks.

258

00:51:16.250 --> 00:51:29.509

Dr. Joe Pennino: I always have them prepared to come with a few different things in addition to what we're talking about. And that is, what's one thing that we didn't cover that you really want to work on and improve upon that I can help with?

259

00:51:29.510 --> 00:51:52.759

Dr. Joe Pennino: What's one thing that I can improve upon that you think the team would benefit from? And then what's one thing that you see us as a team that we could improve upon and do better? So I think always providing a safe space where those conversations can take place, and you're not putting people on the spot, right? Because if you bring them into a conversation and kind of drop that on them.

260

00:51:52.760 --> 00:52:17.129

Dr. Joe Pennino: Very few people are going to provide you with well thought out and constructive feedback. But there are a lot of also tools out there depending where you are. And from a senior leadership perspective, there are tons of anonymous 360 surveys that you can acquire online and they can send those out directly to your sphere of influence, those that you work for and those that work for you.

261

00:52:17.130 --> 00:52:19.659

Dr. Joe Pennino: I work for you as well, and colleagues.

262

00:52:19.660 --> 00:52:24.109

Dr. Joe Pennino: And I can tell you that I've had some great success with doing that.

263

00:52:24.330 --> 00:52:47.090

Dr. Joe Pennino: And I've actually taken that feedback and actually, with my team, sat down and actually gone through it together and said, this is what some of you and some others have said, and I'm making a commitment to improve on these things, and I want some accountability from you all when I'm not doing it. And what I find is that really builds trust, from those on your team as well.

264

00:52:47.890 --> 00:52:55.470

Natalia Kostenko: Wonderful. Michael, have you experienced using any tools or methods that really helped?

265

00:52:55.470 --> 00:53:01.050

Michael Klecheski: I mean, first of all, I'd say Joe's answer was just incredibly good, and super comprehensive.

266

00:53:01.410 --> 00:53:04.849

Michael Klecheski: Yeah, I think the 360 method, when it's used.

267

00:53:05.010 --> 00:53:11.179

Michael Klecheski: Assuming people believe it, because sometimes people react a little bit suspiciously to it, at least.

268

00:53:11.950 --> 00:53:29.890

Michael Klecheski: I encountered that, but that's a really good method to find out, because you want to know not just what your bosses think about you, but even more importantly, what your subordinates do, and sort of your peers. I think that's a tremendously helpful thing. I would just say simply that one of the phrases that I always

269

00:53:30.040 --> 00:53:37.120

Michael Klecheski: use, and I hope people interpret it sincerely, is I really want you to succeed, because your success

270

00:53:37.690 --> 00:53:49.590

Michael Klecheski: in a way, produces my success, but more importantly, because, you know, we're part of this organization that overall I believe in and I want to succeed. So, your success really is important to me.

271

00:53:50.040 --> 00:53:56.060

Michael Klecheski: And again, you have to demonstrate that not just with words, but with deeds, with subsequent actions.

272

00:53:56.320 --> 00:54:00.499

Michael Klecheski: But I always anchor my thoughts around that. How can I make my colleagues succeed?

273

00:54:00.680 --> 00:54:01.530

Michael Klecheski: Thanks.

274

00:54:02.540 --> 00:54:16.290

Natalia Kostenko: Yeah, and it's... it's a good mindset to remember when you seek for feedback, that that will help your manager to succeed, so yeah, it's good, it needs to happen. Victoria, do you have anything to add to the techniques?

275

00:54:16.480 --> 00:54:40.719

Victoria Rawnsley: Yeah, so just a little bit of that in that, for instance, even if it's a regular meeting that is handled, for instance, on behalf of the executive team, because I'm also the deputy board secretary, so there's a governance situation. When it's a big ticket thing, especially quarterly, I say, right, let's do an action after review, a lessons learned. Let's treat it like a project and enable everyone to have a voice and really learn from it. And I love that Joe mentioned that as well about.

276

00:54:40.720 --> 00:55:05.459

Victoria Rawnsley: You have some accountability. Please help keep me in that leadership step that's required to create the environment for you. And, and again, Michael, I, I just agree with everything as well. I'm not trying to be a yes person, but it's useful, isn't it? And it's all coming back to another golden thread. Communication, transparency, clarity, measurement, but without oppression, just be clear and let's all understand.

277

00:55:05.460 --> 00:55:21.210

Victoria Rawnsley: And I like the fact of the regular rhythm so people know what to expect. I say it the one, two, three. What's the one thing you're proud of? What's the two things that you reflected on that you need to change or have help with? And what do you want me to do? So it's very, very similar, and we honestly haven't colluded, folks.

278

00:55:22.440 --> 00:55:42.339

Natalia Kostenko: Wonderful. Oh, some great techniques over there, just making a list right now. Thank you so much, Victoria. All right, well, we've had some incredible wisdom, from each of our speakers today, and I'd like to ask you all to join me in giving Victoria, Michael, and Joe a virtual round of applause. I'm gonna do it, actually, live.

279

00:55:42.340 --> 00:55:49.880

Natalia Kostenko: And most importantly, thanks to you, an audience, investing in learning and being so engaging in this topic today.

280

00:55:49.930 --> 00:56:01.250

Natalia Kostenko: The team is going to pull up a quick poll to find out how you felt about today, which will help us to continue improving our content, and we really appreciate your responses.

281

00:56:01.430 --> 00:56:11.189

Natalia Kostenko: So before you go, and while you're responding to that poll, I want to share a few more events that you can register for and, join us again soon.

282

00:56:11.450 --> 00:56:20.640

Natalia Kostenko: So, if you are not available to be there live, remember that you can always register for an event in order to get sent the recording to catch up whenever suits you.

283

00:56:20.680 --> 00:56:38.809

Natalia Kostenko: So, in two weeks, we have a replay of how to improve your strategic thinking on building the strategic skills to navigate complexity and make better decisions. Also in two weeks, we have how to communicate effectively with a busy manager.

284

00:56:38.810 --> 00:56:46.630

Natalia Kostenko: On building stronger working relationships and getting your priorities heard, where you can apply the learnings shared today.

285

00:56:46.980 --> 00:57:02.230

Natalia Kostenko: So, that's all we have time for today, and we hope you found it helpful, and we want to say a huge thank you to our speakers again, to everyone who's made today happen, and to you, the audience, for taking your time out of your busy days.

286

00:57:02.230 --> 00:57:14.109

Natalia Kostenko: Keep an eye out for an email coming your way with today's recording and resources. Don't forget to find my post in the community, and we hope to see you at another Apolitical event soon!

287

00:57:14.110 --> 00:57:16.610

Natalia Kostenko: Have a great day! Bye!