

Leadership and Team Effectiveness
Prof. Santhosh Rangnekar
Department of Management Studies
Indian Institute of Technology, Roorkee

Lecture - 56
Setting Goals and Providing Constructive Feedback

We are coming towards the end of this particular course, leadership and team effectiveness. So, finally, we talk about how whenever a leader sets the goals right and works with the team, there should be constructive feedback if any corrective actions are to be taken. So, again there will be the setting of goals. So, action, feedback, and corrective actions will be there. So, this will be how this process works that we will be discussing today.

(Refer Slide Time: 00:57)

CONTENTS

- Setting Goals
 - Specific and Observable
 - Attainable but Challenging Goals
- Example -Ratan Tata's Goal (Tata Nano Car)
- Constructive Feedback
- 6 Elements of Constructive Feedback
- Listen before giving Feedback
- Responses Types for Feedback
- Research paper
- Case study
- Book recommendation
- References

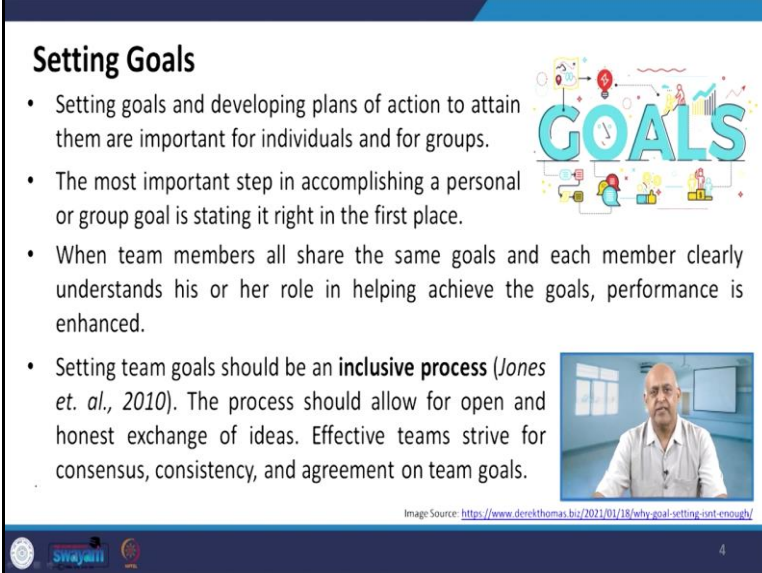
Image Source: <https://goopa.co.uk/importance-of-giving-and-receiving-constructive-feedback-to-colleagues/>

2

So, setting the goals specific and observable attainable but challenging goals commitment and the feedback is there. Here are some examples of the real-time taken that is Ratan Tata's goal related to the Tata Nano car then the constrictive feedback and the essential elements six elements of the constructive feedback are there. Moreover, what is expected from the leader and the team members listen before giving feedback and respond to the feedback we will talk about.

Furthermore, as usual, we will talk about the research paper, case studies, and the book recommendations with the references.

(Refer Slide Time: 01:34)



Setting Goals

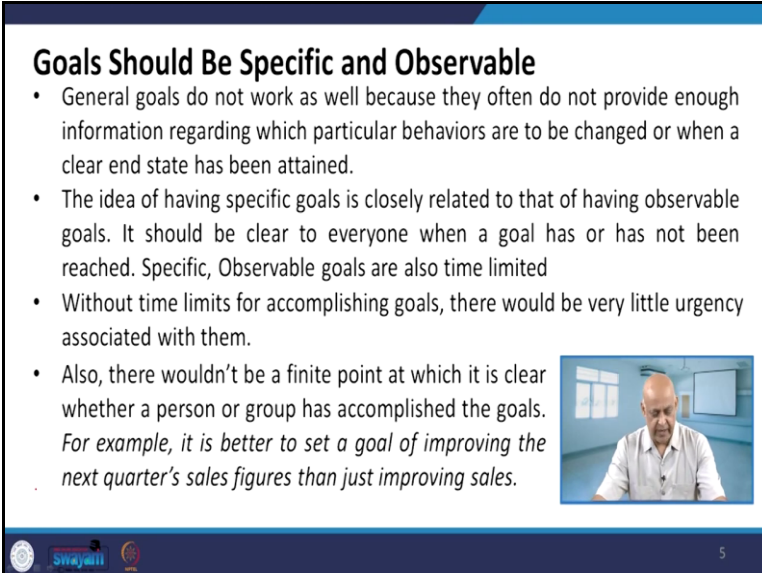
- Setting goals and developing plans of action to attain them are important for individuals and for groups.
- The most important step in accomplishing a personal or group goal is stating it right in the first place.
- When team members all share the same goals and each member clearly understands his or her role in helping achieve the goals, performance is enhanced.
- Setting team goals should be an **inclusive process** (Jones et. al., 2010). The process should allow for open and honest exchange of ideas. Effective teams strive for consensus, consistency, and agreement on team goals.

Image Source: <https://www.derekthomas.biz/2021/01/18/why-goal-setting- isnt-enough/>

4

So, this is the first code when a man does not know what harbour is making for and no wind is the right wind is there. Then how we will get the results? Therefore, in that case, it is essential that if the efforts are made, they are made in the right direction.

(Refer Slide Time: 01:54)



Goals Should Be Specific and Observable

- General goals do not work as well because they often do not provide enough information regarding which particular behaviors are to be changed or when a clear end state has been attained.
- The idea of having specific goals is closely related to that of having observable goals. It should be clear to everyone when a goal has or has not been reached. Specific, Observable goals are also time limited
- Without time limits for accomplishing goals, there would be very little urgency associated with them.
- Also, there wouldn't be a finite point at which it is clear whether a person or group has accomplished the goals.
For example, it is better to set a goal of improving the next quarter's sales figures than just improving sales.

5

For this purpose, setting goals in developing plans of action there are essential for individual and for the groups is there. The whole organization is working for a particular vision, and the data

vision has to be matched with the objectives, goals, strategies, policies, and rules. So, in that case, that direction is provided by the particular vision statement of the organization.

Furthermore, when this vision statement has the matching with the goals. So, therefore the leader's essential job becomes setting the goals. So, and then accordingly, the plan is to attend them so that the ultimate objective of the team's formation is achieved. Whenever the team members are accomplishing a personal or group goal is also essential is there. Because, unless and until any individual or employee does not find any matching with his personal goals with the organizational goals, he will not continue in the organization for a long time.

So, that must be the all the individual goals, team goals organizational goals should have the expected share of the goals. And then every member of the team is working with this particular understanding that is the when he is helping to achieve the organizational goals simultaneously he can achieve his own goals. So, these are setting team goals that should be an inclusive process.

(Refer Slide Time: 03:33)

Specific and Observable Goals – Case of Tata Nano

- The “One Lakh Car” that drive “One Billion Dreams”
- **Idea Generation** – *“I saw families riding around on scooters with kids standing up and the mother carrying a baby and sitting pillion and decided to do something about it. It started as a quest for an affordable transportation solution” –Ratan Tata*
- The goal for the Tata Nano was to sell the world's cheapest car (*without compromising on safety, quality and environment*) to the lower and middle-income segments in India.





Image Source: <https://www.news18.com/news/auto/industrialist-ratan-tata-is-still-proud-of-his-tata-nano-affordable-car-project-heres-why-2525073.html>

Swajani 6

So, it has been seen that earlier, the leaders felt that it was the leader's responsibility to set the goals. However, now we see that the inclusive process is there. Moreover, whenever we talk about the inclusive process, all members' opinions are considered, and then the ultimate responsibility of fixing the goals will remain with the leader.

Nevertheless, whatever goal will be decided by the leader, that goal will be with the mutual consent of every member. Whenever any goal is decided with the inclusive process, that will help minimize the conflict and maximize the team effectiveness. Now, when the goals are to be very specific, observable, realistic, and achievable. So, therefore in that case, when the leader leadership creates this inclusive process should be very careful.


He should find out that is the basis of his experience. He should be able to identify whatever the goals are to be decided, what will be the strengths and weaknesses of that particular goal is there. Moreover, whether they are achievable or they are not achievable is there. The goals can be verifiable and non-verifiable; the leader should take responsibility for verifying the goals.






















Now, here again, the question will arise: how this process of the fixing of goal is to be carried on. Now there should be any time limit to be there. And then, if the time limit is there, what will be the time limit for accomplishing these particular goals are there. So, naturally, we have discussed the number of cases there. We have found that any project will be accomplished with the given quality time, and the cost is there. So, every goal is also associated with this quality time and cost.

(Refer Slide Time: 05:34)

Goals Should Be Attainable but Challenging

- Some people seem to treat goals as a sort of loyalty oath they must pass, as if it would be a break with their ideals or reflect insufficient motivation if any but the loftiest goals were set. Yet to be useful, goals must be realistic
- The corollary to the preceding point is that goals should also be challenging. If goals merely needed to be attainable, then there would be nothing wrong with setting goals so easy that accomplishing them would be virtually guaranteed.
- Setting easy goals does not result in high levels of performance; higher levels of performance come about when goals stretch and inspire people toward doing more than they thought they could.
- Goals need to be challenging but attainable to get the best out of ourselves.



7

So, very clear that a road map has to be designed by these leaders. So that the milestones of this road map can be achieved timely, each member knows what the time limit for achieving their particular goal is. Now the fascinating case study is taken that is the case of the Tata Nano is taken. And then you see that it is not only a commercial project; it is a dream's fulfilment, and the dream is like the car that drives the one billion dreams.

So, therefore in that in that case, it is becoming imperative that is then when we have the goal fixation exercise then how we will ensure that your goal has that extraordinary quality and that particular achievement which the organization is looking for. For that purpose, there should be the idea generation, and therefore, for any goal right which you fix, there should be having the dream is to be there.


Furthermore, when there is a dream and then changing that particular dream, the employees or team members will make their 100% efforts. So, therefore it is the riding around on scooters with kids standing up and the mother carrying a baby and sitting pillion and decided to do something about it. It started as a quest for an affordable transportation solution is there. The goal for the Tata Nano was to sell the world's cheapest car without compromising on safety, quality and environment is there.

So, these were the parameters, these were the dimensions and based on these dimensions, this was decided that whatever the product will be developed has to be very safe, and one lakh rupees does not mean that any quality can be compromised. Furthermore, another factor that has been very clearly mentioned was the environment.

(Refer Slide Time: 07:35)

Attainable but Challenging Goals – Case of Tata Nano

The world's cheapest car
The Tata Nano is being marketed as the affordable car for millions of Indians



Tata Nano Price: **US\$2,000** (basic mode)

Height: 1.6 m
Length: 3.1 m
Width: 1.5 m

Cost saving: Single windshield wiper; no air conditioning, radio, power steering

Rear-mounted engine: 2-cylinder petrol, 623 cc

Top speed: 105 km/h

Capacity: 5 people

Maker: Tata Motors

Safety: All steel-metal body, seat belts

Launch: March 23

Small cars compared

Tata Nano	Mini Cooper	Plus one of a kind: Peet P50
• To go on sale in April	• Two versions first introduced in 2002	• Manufactured in the early 60s
		• Only 100 ever produced

AFP /70309 Source: TataNano, MiniCooper, TopGear

Image Source: <http://app.emaze.com/@AF11UWV4>

- The goal to make the cheapest car in the world was attainable yet very challenging.
- The developers had to do lot of innovation while considering to keep the car have five people capacity
- R&D Team did many innovations for the car like two piston engine for cars, rear wheel drive with real placement of engine.
- Adding all the features at minimum possible cost was the real challenge.



So, it should be the environment friendly; it should not be that is the when you are reducing the cost of the car, and then it is becoming hazardous to the environment. So, the goal should be, in that case, as I mentioned that is attainable, but yes, attainable does not mean that is they are the just a formality of other loyalty, or they must pass as it should be a break with their ideal reflecting insufficient motivation it should break their insufficient motivation is there .

So, this insufficient motivation will be to break it is required it should be challenging; otherwise, there will be no movement. So, if any but the loftiest goal were set yet to be worthwhile, a goal must be realistic. Furthermore, the corollary to the primary point is that the goal should also be challenging. So, until the goal is not challenging, not much effort will be made.

If this is in human nature, if anybody finds it is a goal that is easily achievable, then it the natural that the person will be relaxed, and therefore, in that case, the quality may be get affected. So, therefore it is very much important that the person be motivated. Motivated by that particular challenge does not result in high-performance levels. So, a higher level of performance comes about when goals stretch and inspire people to do more than they thought they could.


So, if fixing the goal is not, that will be very highly performance-oriented. So, for that purpose, they must require that they could stretch themselves to achieve that particular goal is there. So, it

is always said that it is the not low aim one should keep always it should keep the very high aims there.


(Refer Slide Time: 09:35)

Commitment – Case of Tata Nano

- Tata Motors first setup plant in **Singur**, West Bengal. But, the project faced massive opposition from displaced farmers. The unwilling farmers were given political support by West Bengal's then opposition party TMC and various **environmental activists** .
- Just before the launch, they were compelled to close the plant. Ratan Tata blamed agitation by that time chief minister and supporters for the pullout decision
- But the group remained committed to attaining the goal and decided to shift the plant to **Sanand, Gujrat** after warm welcome from then CM of Gujarat Narendra Modi
- It took **14 months** to build a **new factory** in **Sanand, Gujarat** compared to **28 months** for **old the Singur factory**.



1952 KM journey from Singur to Sanand
Image Source: <https://www.google.com/maps>



10

Furthermore, now in this particular case study, we see that easy to make the cheapest car in the world, and the developers had to make many innovations while considering to keep the car have the five people capacity is there. Furthermore, the R and D team did many innovations for the car, like two pistol engines for the call car and wheel drive with the natural replacement of the engine; this is about that particular case study, and the minimum possible cost was the real challenge was there.

(Refer Slide Time: 10:03)

Goals Require Feedback

- One of the most effective ways to improve any kind of performance is to provide feedback about how closely a person's behavior matches some criterion, and research shows that performance is much higher when goals are accompanied by feedback than when either goals or feedback are used alone.
- Goals that are specific, observable, and time limited are **conducive** to ongoing assessment and performance-based feedback, and leaders and followers should strive to provide and seek regular feedback.
- In case feedback regarding goals are **not taken care** of, it may have **devastating effects** on achievement of the goal, even may lead to complete failure, thus use of feedback constructively is required.



Furthermore, we have talked about leadership, employee commitment, and employee engagement. So therefore, in that case, whenever any goal is decided and when it is a challenging goal, as we have discussed, the goal has to be challenging; then, in that case, the exceptionally high commitment of the employees is required. If the employees do not have that hundred per cent commitment to their goal achievement, the projects are often failed.

So, there is nothing magical about having goals, and therefore many people will find it is they are appearing in us very competitive examinations, but they are not successful because just appearing in the examination will not be enough. So, similarly so, only fixation on the goal they did does not give a guarantee of success. So, it has to be real human commitment, and that commitment by these team members, especially now, will lead to the data path of success.


So, goal statements are mere words and many times, we find that we visit the organizations and there. Are the statements there. Furthermore, when we interact with the organizations, it is not there. There is no match between those words you have written on these vision-mission statements and what the employees are doing exactly. So, therefore top leadership needs to make clear that it is willing to put its money into a goal, and therefore, in that case, there is an investment, and it is not only the case of the money, it is also the case of the emotions.

So, whenever the leader in fixing any particular goal, as we have seen in the case of the Nano car that is it was not the question of the investment of money, but it was the question of the dream achievement by Mr Ratan Tata for the creation of such a car which will be helpful for this typical size and the class of the families.


(Refer Slide Time: 12:03)

Commitment – Case of Tata Nano

- Tata Motors first setup plant in **Singur**, West Bengal. But, the project faced massive opposition from displaced farmers. The unwilling farmers were given political support by West Bengal's then opposition party TMC and various **environmental activists**.
- Just before the launch, they were compelled to close the plant. Ratan Tata blamed agitation by that time chief minister and supporters for the pullout decision
- But the group remained committed to attaining the goal and decided to shift the plant to **Sanand, Gujrat** after warm welcome from then CM of Gujarat Narendra Modi
- It took **14 months** to build a **new factory** in **Sanand, Gujarat** compared to **28 months** for **old the Singur factory**.



1952 KM journey from Singur to Sanand
Image Source: <https://www.google.com/maps>

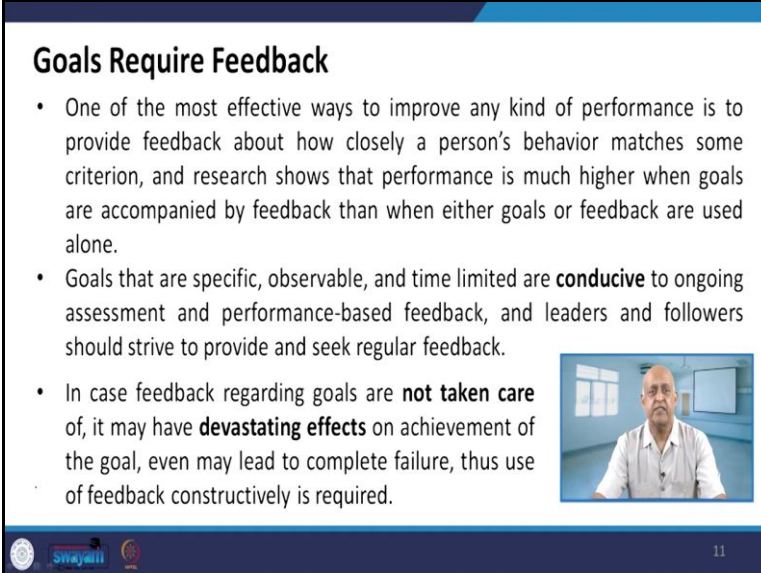


When top leadership sets goals, it should always be provided with the right directions. Furthermore, therefore, in that case, whenever the proper directions are provided, and with the help of the concerning the all the members are, the project managers project team is there. And then definitely we will find that is the commitment of the employees then that has made this particular project successful. So, first, they set up the plant in Singur, West Bengal, but the project faced massive opposition from the displaced farmers.

So, therefore then political support by West Bengal then, the position party thermal congress and various environmental activists were involved, and as a result of which, just before the launch, they were compelled to close the plant, and Ratan Tata blamed agitation by that time of the chief minister and the supporters for the pull out the decisions is there. Nevertheless, the group remained committed to attaining the goal.


Furthermore, they decided to shift the plan to Sanand Gujarat after the warm welcome from the CM of Gujarat, Narendra Modi, was there. So, it took 14 months to build a new factory in Sananda Gujarat compared to 28 months for the old single factory.


(Refer to Slide Time: 13:16)



Goals Require Feedback

- One of the most effective ways to improve any kind of performance is to provide feedback about how closely a person's behavior matches some criterion, and research shows that performance is much higher when goals are accompanied by feedback than when either goals or feedback are used alone.
- Goals that are specific, observable, and time limited are **conducive** to ongoing assessment and performance-based feedback, and leaders and followers should strive to provide and seek regular feedback.
- In case feedback regarding goals are **not taken care** of, it may have **devastating effects** on achievement of the goal, even may lead to complete failure, thus use of feedback constructively is required.



 11

So, therefore this particular commitment was that this car is to be manufactured by this Tata group and under the dynamic leadership of Mr Rathan Tata. So, therefore one of the most effective ways to improve any kind of performance is to provide feedback about how closely a person's behaviour matches some criteria. Furthermore, the research shows that performance is much higher when goals are accompanied by feedback than when either goals or feedback are used alone.

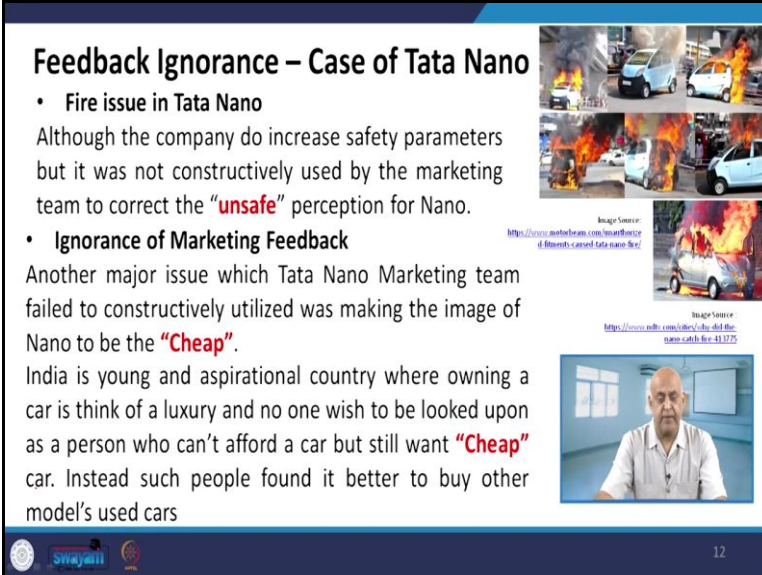
So, therefore this is always a continuous improvement process and whenever behaviour matches some criteria. So, then definitely, in that case, the goals are accompanied by this particular feedback goal that is specific observable and time-limited is the condition for ongoing assessment, and performance-based feedback is there. Furthermore, these leaders and their followers should strive to provide and seek regular feedback.

Furthermore, when you have continuous constructive feedback, the leader has a vision based on the feedback. If any amendment is to be taken or any changes are to be made. So, if the feedback

regarding goals is not taken care of, that disgusting effect will be there furthermore, because you see that many times, for example, I mentioned the parameters of the time cost and quality.

Furthermore, if there is an alarming situation where the cost is to be increased, then if the debt feedback is not noticed, we can see that is what happens to the project, and we already know many projects because whatever the feedback was coming that was ignored and as a result of which the project is half done, and it is not completed. So, it becomes very, very important, and it is the before we go to the complete failure of any particular project, it is better that is we understand that is what are the reasons are there for which we can take the corrective actions.

(Refer to Slide Time: 15:20)



Feedback Ignorance – Case of Tata Nano

- **Fire issue in Tata Nano**
Although the company do increase safety parameters but it was not constructively used by the marketing team to correct the **“unsafe”** perception for Nano.
- **Ignorance of Marketing Feedback**
Another major issue which Tata Nano Marketing team failed to constructively utilized was making the image of Nano to be the **“Cheap”**.
India is young and aspirational country where owning a car is think of a luxury and no one wish to be looked upon as a person who can't afford a car but still want **“Cheap”** car. Instead such people found it better to buy other model's used cars

The slide includes several images: a collage of Tata Nano cars on fire, a single image of a burning Nano car with source links, and a video frame of a man speaking. Logos for Swajam and other organizations are visible at the bottom left, and the number 12 is at the bottom right.

So, they were the feedback ignorance, then there were the fire issues in Tata Nano, and then there were unsafe perceptions. Furthermore, therefore the ignorance of the marketing feedback was done. So therefore, in that case, it is that image building of this particular case that has been considered.

(Refer Slide Time: 15:44)

Constructive Feedback

- **Feedback** is information about reactions to a product or a person's performance of a task which may be used as a basis for improvement.
- **Constructive feedback** is meant to help improve the performance of an individual or a team, and shouldn't be used to tear them down.
- Giving constructive feedback involves sharing information or perceptions with another about the nature, quality, or impact of that person's behavior.
- Getting helpful feedback is essential to a subordinate's performance and development. Without feedback, a subordinate will not be able to tell whether she's doing a good job or whether her abrasiveness is turning people off and hurting her chances for promotion.



Therefore, what is essential is constructive feedback is important. So, feedback is information about the reactions to a product or a person's performance of a task that may be used as a basis for improvement. So, we have been talking since the beginning that it is about the corrective actions, and in the corrective actions, then, that is the performance that has to be used as a basis for improvement.

So, constitutive feedback is meant to help improve the performance of an individual or a team, and it should not be used to tear them down is there. It is to be understood that there is a difference between criticism and constructive feedback. So, whenever we are talking about constructive feedback, it has been communicated, understood, and implemented in such a way.

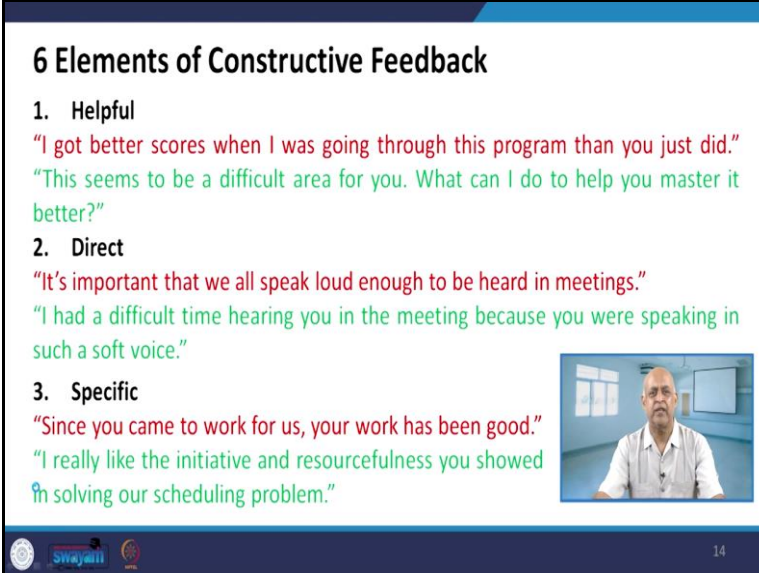
So, therefore the team is not let down. So therefore, in that case, the team members and leaders should be conscientious while interacting with each other so that they do not criticize rather than go for constructive feedback. So, sharing information or perceptions with another about the natural quality or impact of that person's behaviour and getting helpful feedback is essential to a subordinate's performance and development.

Similarly, when the team members are giving feedback to the leader. So, a leader will take the correct action; the leader will also give the feedback to the team members and their performance where they are required to develop, then essential steps will be taken. So, without feedback, a

subordinate will not be able to tell whether he or she is doing a good job or whether her or his business is turning people off and hurting her chances for the promotion is there.

So, naturally, it has been seen in the organizations that are for the Taylor planning is concerned promotion is concerned transfer is concerned. And then, in that case, the boss has not communicated anything to the subordinate, and then his decisions come as a surprise to the subordinate is there.

(Refer Slide Time: 17:46)



6 Elements of Constructive Feedback

- 1. Helpful**
"I got better scores when I was going through this program than you just did."
"This seems to be a difficult area for you. What can I do to help you master it better?"
- 2. Direct**
"It's important that we all speak loud enough to be heard in meetings."
"I had a difficult time hearing you in the meeting because you were speaking in such a soft voice."
- 3. Specific**
"Since you came to work for us, your work has been good."
"I really like the initiative and resourcefulness you showed in solving our scheduling problem."

14

So, why did it happen that this superior has not given any hint, or we can say the feedback in this context to the subordinate that is the way he is working that is required to be changed, or their improvements are required. So, keeping in mind this type of motivation and demotivation both in the presence and absence of constructive feedback, these six elements are to be noticed.

The first one is the help is there. So, an excellent example is given I got better scores when I was going through this program than you just did, and this seems to be a complex area for you; what can I do to help you master it better. Moreover, in that case, you will find it is the approach, and it approaches to helping others, and therefore, in that case, we have given the feedback also and simultaneously we have communicated that is to improve your performance how I can be helpful to you.

Then the direct is another element; it is essential that we also speak loud enough to be heard in meetings. So, we should be able to put our points firmly, and I had difficulty hearing you in the meeting because you spoke in such a soft voice. So, therefore, in that case, direct constructive feedback is there, which is to be told. So, many times, there are team members and other leaders whose voice is so low or, therefore, the message is not communicated correctly.

So, and especially in the case of the meetings are concerned. Furthermore, since you come to work for us, your work has been good. I like the initiative and resourcefulness you should in solving our scheduling problem is there. Furthermore, therefore we can find that you must give a message specifically. So, therefore there is no doubt that is how the person will be, you know, working and taking the actions.


(Refer to Slide Time: 19:49)

6 Elements of Constructive Feedback

4. Descriptive
"I'm getting tired of your rudeness and disinterest when others are talking."
"You weren't looking at anyone else when they were talking, which gave the impression you were bored. Is that how you were feeling?"

5. Timely
"Mr. J, I think I need to tell you about an impression you made on me in the staff meeting last month."
"Joe, do you have a minute? I was confused by something you said in the meeting this morning."

6. Flexible
Although feedback is best when it is timely, sometimes waiting is preferable instead of giving feedback at the earliest opportunity.



15

So, now the descriptive type of the element in the constructive feedback is that I am getting tired of your rudeness and this interest when others are talking ah. So, you were not looking at anyone else when they were talking, which gave the impression that you were bored is; that how you were feeling. So therefore, in that case, the message is given. Nevertheless, the way the message is given despite the criticism that you are looking at the rudeness and disinterest.

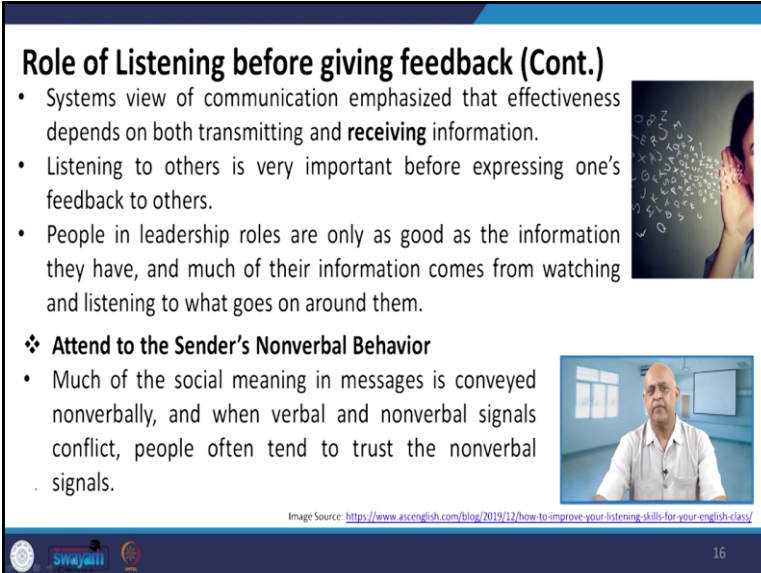
It seems that you were bored and that how if that was how you are feeling. Another critical point is that it should be time before it becomes too late. Timely we are giving that particular

constructive feedback is there. So, Mr J, I need to tell you about an impression you made on me in the stop meeting last month, right, and Joe, do you have a minute? I was confused by something you said in the meeting this morning is there.

So, therefore, in that case, you see that is, and if we are giving them constructive feedback and then, in that case, you are also protecting the other person's ego. Moreover, when you protect the ego of the other person, then things will be more clarified, and the team building will not be affected. Moreover, the last element of the constitutive feedback is that it is about flexibility. So, although feedback is best when it is timely, sometimes waiting is preferable instead of giving feedback at the earliest opportunity.

So, many times you also have to see the time, the place, and the manner of communicating that constructive feedback is there. So, therefore you have to be flexible; you should not be dead direct; there is an immediately you are giving the feedback is there. So, therefore in that case, when we take care of the six elements of the constructive feedback, then definitely in that case those feelings and emotions of your team members will be strong, and they will have a little better understanding.

(Refer Slide Time: 21:48)



Role of Listening before giving feedback (Cont.)

- Systems view of communication emphasized that effectiveness depends on both transmitting and **receiving** information.
- Listening to others is very important before expressing one's feedback to others.
- People in leadership roles are only as good as the information they have, and much of their information comes from watching and listening to what goes on around them.

❖ **Attend to the Sender's Nonverbal Behavior**

- Much of the social meaning in messages is conveyed nonverbally, and when verbal and nonverbal signals conflict, people often tend to trust the nonverbal signals.

Image Source: <https://www.ascenglish.com/blog/2019/12/how-to-improve-your-listening-skills-for-your-english-class/>

16

Now we will talk about the role of listening before giving the feedback is there. Furthermore, the systems view of communication emphasizes that effectiveness depends on transmitting and

receiving information. It is not only the one where that is the transmitting, and then you are not sure that is the in the other person has received the information out because in the communication process we know that is a sender-receiver and the feedback is there.

So therefore, in that case, if receiving the information is not done, then it will be challenging to listen to this before expressing once feedback to others is there. Furthermore, many people are very fast in first giving the feedback, but what is essential is let us have some patience and listen to the other person. Our feedback might be a different dimension than what reality is.

So, people in leadership roles are only as good as their information, and much of their information comes from watching and listening to what goes on around them. So therefore, in that case, it is essential that is whatever the information right. So, therefore that has to be more correct and then in that is the leader should be also very careful in the watching and listening to others.

Not into the sentence nonverbal behaviour, we have talked about in communication earlier that there can be verbal and nonverbal messages. So, much of the social meaning in a message is conveyed nonverbally, and when verbal and nonverbal signals conflict, people often tend to trust that the non-verbal sickness signals are there. So, therefore always use your body language, tone or pitch of voice and the way your kinesics is there body language is there.

(Refer Slide Time: 23:45)

Role of Listening before giving feedback (Cont.)

❖ Demonstrate Nonverbally That You Are Listening

- Make sure your nonverbal behaviors show that you have turned your attention entirely to the speaker.
- Put aside, both mentally and physically, other work they may have been engaged in.

❖ Actively Interpret the Sender's Message

- The essence of active listening is trying to understand what the sender means
- We need to keep our minds open to the sender's ideas.
- Good listeners withhold judgment about the sender's ideas until they have heard the entire message. This way, they avoid sending the message that their minds are made up and avoid jumping to conclusions about what the sender is going to say



And then accordingly, the person will receive your feedback rather than verbally you might be saying that is I trust, but if your body language is this that is whatever you are saying and whatever you have in your mind is not matching, the person will have the doubt. So, listening before giving feedback is essential when demonstrating nonverbally that you are listening is there. Make sure your non-verbal behaviour show that you have turned your attention entirely to the speaker is there.

So, put aside mentally and physically other work they may have been engaged in. So therefore, in that case, that is why many times you find in the meetings, and we have taken the examples also in the previous slides. Whenever the leader finds that the member is not taking an interest and then, in that case, the way he is communicating, that becomes very important.

So, that may be the mentally or physically your team member who requires different suggestions. So, therefore, in that case, they should be engaged in communicating the appropriate appropriateness of the message and interpreting the sender's message. So, the essence of active listening is understanding what the centre means. So, we need to keep our minds open to the sender's ideas.

So, good listeners withhold a judgment about the sender's ideas until they have heard the entire message. This has been seen practically that those who are the good listeners are there. So,

therefore they do not give immediate judgment; they think about it, and they learn they understand that is the message behind what has been told and what has not been told.

So, they have heard the entire message this way. They avoid sending the message that their minds are made up of and avoid. So, jumping to conclusions about what the sender is going to say. So, many times even the people are not allowed to complete your sentence or the what the leader wants to talk about because they have certain perceptions and biases, and as a result, they jump to the conclusion that is to be avoided.

(Refer Slide Time: 25:46)

Role of Listening before giving feedback (Cont.)

- ❖ **Use Paraphrasing words for ensuring Mutual Understanding**
 - I'm not sure I understand what you mean; is it ... ?
 - What I hear you saying is ...
 - From your point of view ...
 - You appear to be feeling ...
 - Correct me if I'm wrong, but ...
 - Do you mean ... ?
 - It seems you ...
 - As you see it ...
 - You think ...
 - I get the impression ...
- ❖ **Avoid Becoming Defensive**
 - Defensive behavior is most likely to occur when someone feels threatened. Although it may seem natural to become defensive when criticized, defensiveness lessens a person's ability to constructively use information.

18

Use paraphrasing words to ensure mutual understanding. I am, for example, given that I am not sure I understand what you mean. Is it right? So, do you mean, so, what I hear you saying is it seems you from your point of view as you appear to be feeling you think, correct me if I am wrong, but I get the impression? So, therefore, in that case, you find that these are the ways to communicate, and when you communicate like this with these sentences, it will create a different impression.

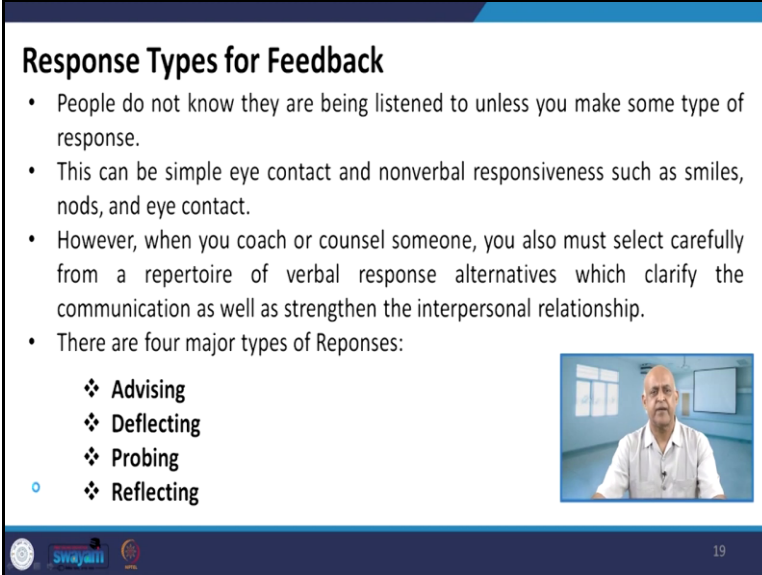
So, make sure that you have to ensure that you are using the paraphrasing verse whenever you are having this type of communication. So that the mutual understanding between the sender and receiver does not disturb, and then they both can maintain that understanding is there. Moreover

yeah, these are particular art that will build a better relationship amongst the team and among the team members and between the team members and the leader.

It has often been seen that people become defensive right because if the constructive feedback is in the form of this criticism, then definitely, in that case, the people find it is the and somebody is attacking. So, defensive behaviour is more likely to occur when someone feels threatened; that is the message given to him that says that if you do not improve, you will not be a team member.


So, therefore when becoming defensive and criticizing defensiveness, a person's ability to constructively use the information is there. Now you see that when the person becomes defensive, he becomes careful. Furthermore, when the person becomes careful, it affects his ability.


(Refer Slide Time: 27:43)



Response Types for Feedback

- People do not know they are being listened to unless you make some type of response.
- This can be simple eye contact and nonverbal responsiveness such as smiles, nods, and eye contact.
- However, when you coach or counsel someone, you also must select carefully from a repertoire of verbal response alternatives which clarify the communication as well as strengthen the interpersonal relationship.
- There are four major types of Responses:
 - ❖ Advising
 - ❖ Deflecting
 - ❖ Probing
 - ❖ Reflecting





19

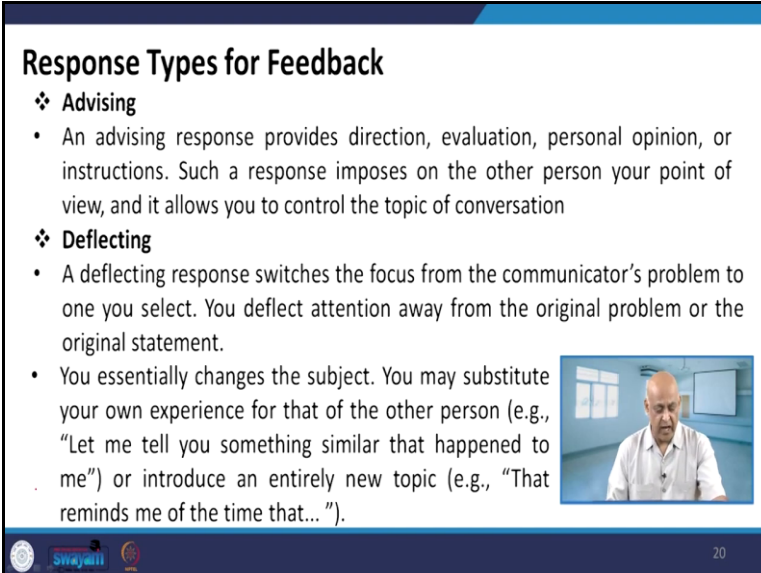
Because then they whatever suppose simple example he wants to take a particular risk. So that the project can be completed in time, he will not be able to do that particular project. So, therefore what is the response type of the feedback is required. So, then again, there is a question of R and R: whether you react or respond. So, therefore in the case of the whenever there. Is feedback there? You have to respond to that feedback people do not know they are being listened to unless you make some of the responses there.

A simple example is the nodding of the head, is there, or the verbal confirmation is there, or the return confirmation is there. So, the people understand that what has been told has been released to you. This can be simple eye contact and nonverbal responsiveness such as smiles, nods, and eye contact that can also be possible. However, when we coach or consult someone, we must also select a reporter for verbal response alternatives that clarify the communication and strengthen the interpersonal relationship.

So therefore, in that case, whenever you are supposed to respond, you can use advising, deflect probing and reflecting. Furthermore, therefore, in that case, the responses can be articulated and designed. So, this is the appropriate response when you have this articulation and designing. For example, the advising is concerned. So, whenever there is a need for the advising, we have taken the example.

In the case of the helpful and the case of the helpful video advice, that is whether I can find it helpful to you or how you can use your resources. So, therefore here, you will find that this type of these response they will be taken very positively. In advising and deflecting, and in the case of the deflecting, that will be creating the more on this communication which we which will be not having the direct approach.

(Refer Slide Time: 29:44)



Response Types for Feedback

- ❖ **Advising**
 - An advising response provides direction, evaluation, personal opinion, or instructions. Such a response imposes on the other person your point of view, and it allows you to control the topic of conversation
- ❖ **Deflecting**
 - A deflecting response switches the focus from the communicator's problem to one you select. You deflect attention away from the original problem or the original statement.
 - You essentially changes the subject. You may substitute your own experience for that of the other person (e.g., "Let me tell you something similar that happened to me") or introduce an entirely new topic (e.g., "That reminds me of the time that...").

swayam

20

Furthermore, therefore, in that case, whenever the response is given by the leader to the team members right then, that might be the deviating, and therefore that may be away from the original problem, or the original statement is there. So, it is indispensable as we have taken in the six elements of this feedback about the direct. So, we should avoid deflating, and we should be very much direct.

So that the person to whom we are giving that particular response can connect with his activities, and if these types of direct responses are given despite this deflecting, then definitely the members they will be having the more and more the positive approaches are there. Now, when we; may substitute our own experience for that of the other person, something similar happened to me or introduced an entirely new topic that reminds me of the time. So, then, in that case, you are making the deflection is there.

(Refer to Slide Time: 30:46)

Response Types for Feedback (Cont.)

❖ **Probing**

- A probing response asks a question about what the other person just said or about the problem he or she has shared.
- The intent of a probe is to acquire additional information, to help the other person say more about the topic, to help you become more empathetic with more insight, or to help you develop more appropriate responses.

TYPE OF PROBE	EXPLANATION
Elaboration	Use when more information is needed. ("Can you tell me more about that?")
Clarification	Use when the message is unclear or ambiguous. ("What do you mean by that?")
Repetition	Use when topic drift occurs or statements are unclear. ("Once again, what do you think about this?")
Reflection	Use to encourage more in-depth pursuit of the same topic. ("So, you are saying that you are having difficulty?")




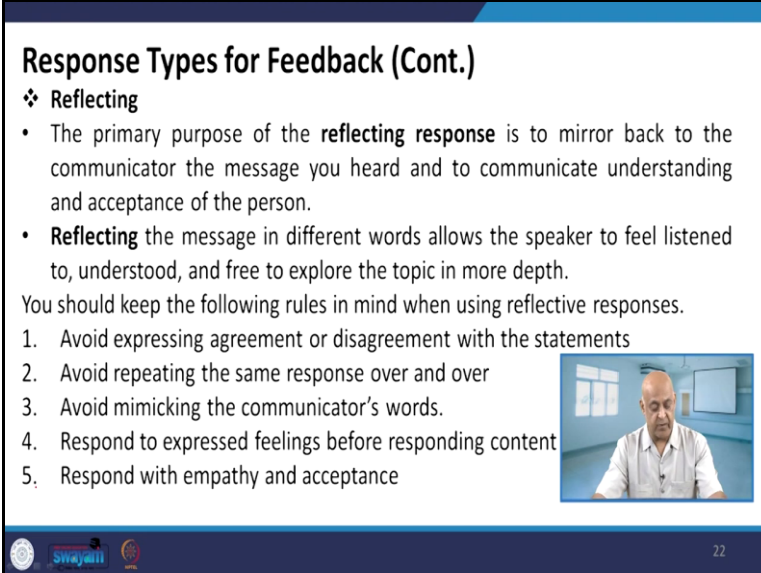
Image Source: (Hughes et. al., 2015)

21

Now probing response, ask a question about what the other person just said or about the problem he or she has shared. So, a probe intends to acquire additional information to help the other person say more about the topic is there. What he has just said to help you become more empathetic with more insight or to help you develop more appropriate responses are there. And many times, the people probe.

So, that was thereby probing, and they get more detail about that particular point the speaker was talking about. So, that is the elaboration is there. Clarification or the repetition or the reflection will be there is there.

(Refer to Slide Time: 31:22)




Response Types for Feedback (Cont.)

- ❖ **Reflecting**
 - The primary purpose of the **reflecting response** is to mirror back to the communicator the message you heard and to communicate understanding and acceptance of the person.
 - **Reflecting** the message in different words allows the speaker to feel listened to, understood, and free to explore the topic in more depth.

You should keep the following rules in mind when using reflective responses.

1. Avoid expressing agreement or disagreement with the statements
2. Avoid repeating the same response over and over
3. Avoid mimicking the communicator's words.
4. Respond to expressed feelings before responding content
5. Respond with empathy and acceptance



22

Now in the case of this reflecting is concerned, the primary purpose of the reflecting response is to mirror back to the communicator the message you heard and to communicate understanding and an acceptance of the person. Furthermore, in that case, a message that reflects the message may be the different words allowing the speaker, because then he is talking or responding in his term to listen to understand and be free to explore the topic in more depth.

So, we should keep the following rules in mind when using the reflective responses avoid experiencing agreement or disagreement with the statements, avoid repeating the same response, avoid mimicking the communication word, respond to express filling before responding and respond with empathy and acceptance is concerned.

(Refer Slide Time: 32:06)

Response Types for Feedback (Cont.)

❖ Which type of Response is good ? Based on two continuums we may select which type of response we should use for feedback. – Directive to non directive response or closed to open response.

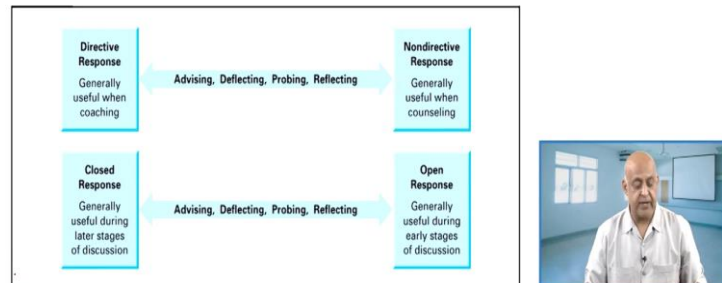


Image Source: (Whetten & Cameron, 2011)

23

So, this will be the direct response that and the non-direct response is generally applicable when the counselling is there. So, therefore, in that case, you are taking care of the person to whom you are giving this particular response, right. So, it is always directed to the non-directive responses of the close to open responses. It is always preferred it is there have to be open responses compared to the fast responses concerns.

(Refer Slide Time: 32:32)

Research Paper



International Journal of Productivity and Performance Management
Vol. 55 No. 3/4, 2006
pp. 346-358
© Emerald Group Publishing Limited
1741-4401
DOI 10.1108/17410400610653273

Received November 2004
Accepted February 2005

The effects of goal setting and feedback on manufacturing productivity: a field experiment

Timothy C. Stansfield

IET International Inc., Toledo, Ohio, USA, and

Clinton O. Longenecker

University of Toledo, Toledo, Ohio, USA

Purpose

To describe the conduct and outcomes of a field experiment in a US manufacturing facility using goal setting and feedback as productivity improvement tools.




24

So, as a result, these are the research papers and the books we will talk about the effects of the goal-setting and feedback on manufacturing productivity in a field experiment is there. You can go through this research paper.

(Refer Slide Time: 32:46)

Case Study : River Bank



RIVER BANK
® RBC

- River Bank is a regional bank in the northeastern part of the United States. The human resource manager for River Bank asked consultants to conduct an intervention to improve the influence skills of mid-level corporate managers.
- The intervention included a feedback report about a manager's use of each type of influence tactic with subordinates and a training workshop to improve skills in using the influence tactics.
- To assess the benefits of the training workshop, the consultants compared the effects for managers who were in the workshop to the effects for a control group of managers who would not get any training until later in the year.




Image Source: <https://www.linkedin.com/company/riverbankonline>
Case Source: (Yukl, 2020)

swayam

28

Similarly, this is the case study the River Bank Case Study is there. Furthermore, in that case, that is a during the training program, how this type of communication process and the feedback process have been used.


(Refer Slide Time: 32:59)

Case Study : River Bank

- There was a significant improvement in the effectiveness of the managers in the training workshop, and they also had a significant increase in their use of the most relevant influence tactics (reported by subordinates).

Questions

1. What do the findings suggest about the importance of providing a feedback and training workshop, even though it is much easier and less costly to only provide managers with feedback reports?
2. What other things could be done to improve the effectiveness of the feedback and training workshop?



Case Source: (Yukl, 2020)

swayam

33

Furthermore, therefore, whenever there is a feedback process, it can be positive or negative, as you can see by reading this particular case study.

(Refer Slide Time: 33:08)

Book Recommendation

Feedback Skills for Leaders: Building Constructive Communication Skills Up and Down the Ladder

Authors: Patti Hathaway
Publisher: Crisp Pub Inc.; (Feb, 2006)
Language: English
Paperback: 134 pages
ISBN-10: 1418864919
ISBN-13: 978-1418864910

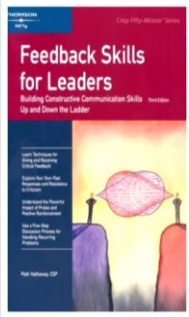




Image Source: <https://www.amazon.in/Feedback-Skills-Leaders-Constructive-Communication/dp/1418864919/>

34

These are the book's recommendations. Feedback Skills for The Leaders is there. Furthermore, building constructive communication skills up and down the ladder is there.

(Refer Slide Time: 33:18)

Book Recommendation

This Book shows new and even experienced managers the benefits of developing this critical skill, both in giving and receiving feedback along with techniques for receiving and responding to critical feedback and will learn the positive impact of praise and positive messages.

This edition includes new information on how gender and generational differences can impact employees' expectations and how well feedback is received.

Leaders who learn how to provide effective feedback, create opportunities for employees to grow, and make positive contributions to their organizations.

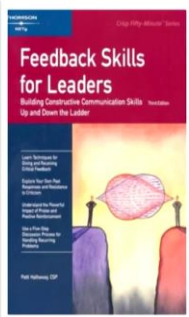




Image Source: <https://www.amazon.in/Feedback-Skills-Leaders-Constructive-Communication/dp/1418864919/>

35

So, that is about you will understand how we can provide constructive feedback.

(Refer to Slide Time: 33:22)

References

1. <https://cupdf.com/document/tata-nano-case-study.html>
2. <https://www.cartog.com/tata-motors-takes-steps-to-improve-fire-safety-in-nano/>
3. https://en.wikipedia.org/wiki/Tata_Nano_Singur_controversy
4. Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). Leadership: Enhancing the Lessons of Experience (8th Edition). McGraw Hill.
5. Jones, D. C., Kalmi, P., & Kauhanen, A. (2010). How does employee involvement stack up? the effects of human resource management policies on performance in a retail firm. *Industrial Relations*, 49(1). <https://doi.org/10.1111/j.1468-232X.2009.00584.x>
6. Lussier, R. N., & Achua, C. F. (2016). Leadership: Theory, Application, & Skill Development (6th ed.). Cengage Learning.
7. Northouse, P. G. (2019). Leadership Theory and Practice Eighth Edition (8th ed.). Sage Publications, Inc.
8. Whetten, D. A., & Cameron, K. S. (2011). Developing management skills (8th ed.). Pearson Education Inc.
9. Yukl, G. A., & Gardner, W. L. (2020). Leadership In Organizations (9th ed.). Pearson Education Inc.



These are the references for the study material and your future references; thank you.