



PHIL McGRANE
IDAHO SECRETARY OF STATE

Thanks for the Feedback

Building a culture of service one comment at a time

sos.idaho.gov

1



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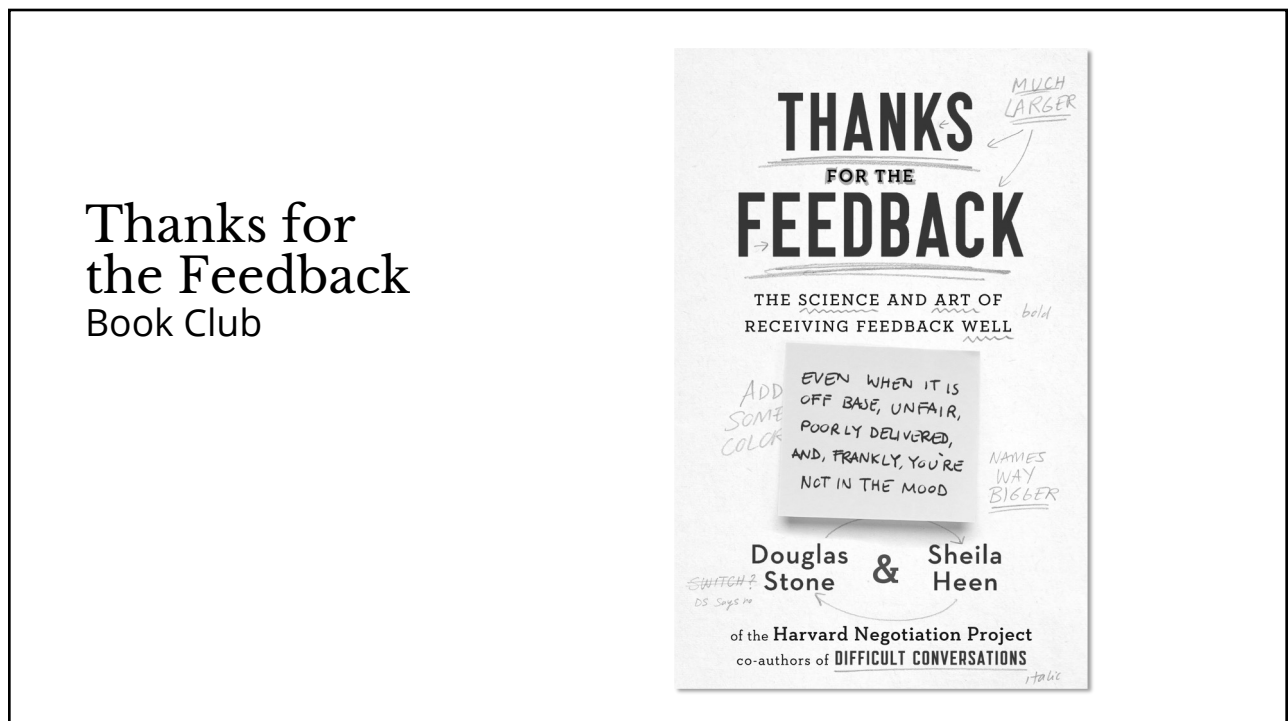
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Right-Size Wrong-Spotting Leaky Face
Fixed Identity Switchtracking
Supportive Mirror **Swing** Signposting
Triggers Growth Identity
Honest Mirror J-Curve
Blind Spots Google Bias

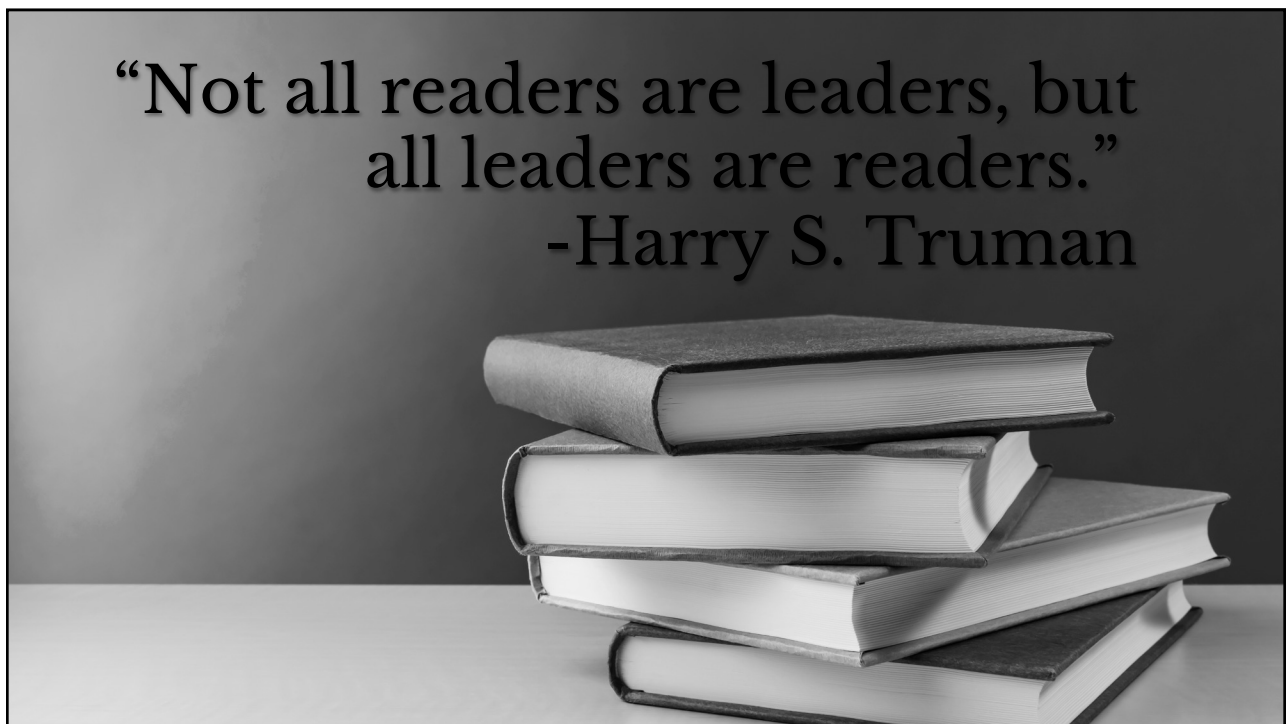
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What is feedback?

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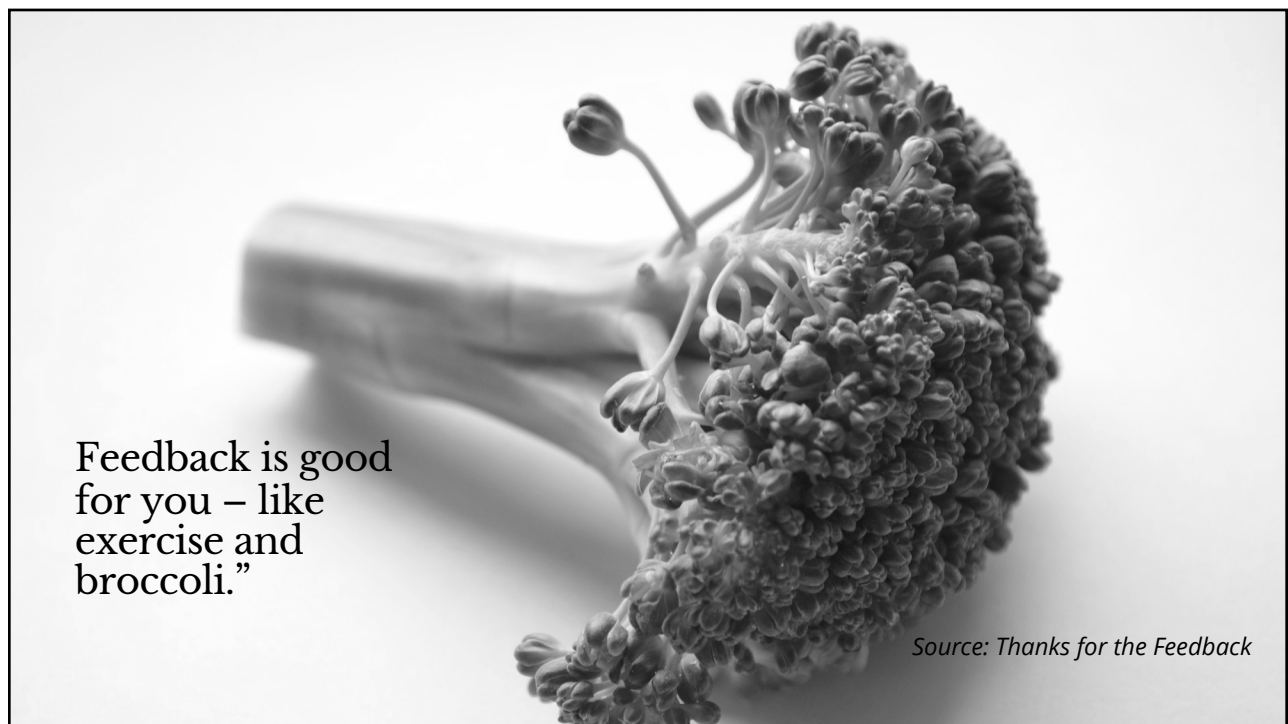


General James 'Mad Dog' Mattis Email About Being 'Too Busy To Read' Is A Must-Read

Geoffrey Ingersoll May 9, 2013, 2:13 PM

Source: Business Insider, May 19, 2013

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Feedback is good for you – like exercise and broccoli.”

Source: Thanks for the Feedback

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Margie receives a “Meets Expectations,” which sounds to her like, “Really, You Still Work Here?”

Your second grader’s art project, “Mommy Yells,” was a hot topic at the school’s Open House Night.

Your spouse has been complaining about your same character flaws for years. You think of this less as your spouse “giving you feedback,” and more as your spouse “being annoying.”

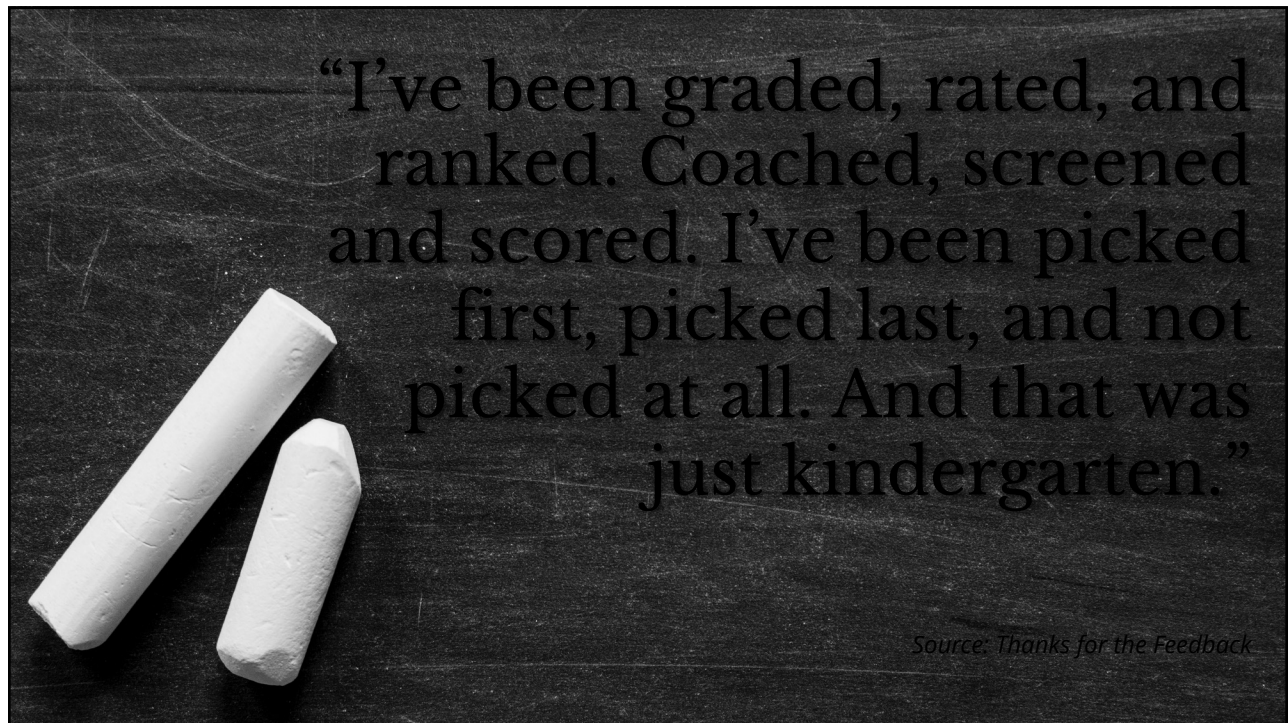
Roderigo reads over his 360-degree feedback report. Repeatedly. He can’t make head or tail of it, but one thing has changed. He now feels awkward with his colleagues, all 360 of them.

Source: Thanks for the Feedback

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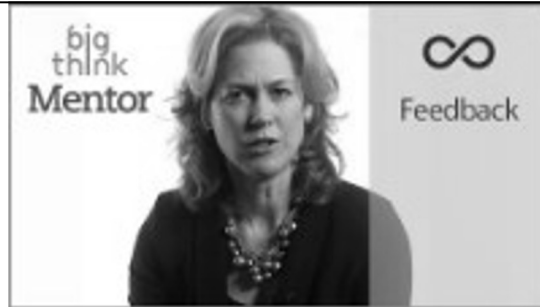


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Sheila Heen, Co-Author



3 types of feedback



Appreciation



Coaching



Evaluation

Source: Thanks for the Feedback

Appreciation

Thanks, ☐see you, You matter

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Coaching

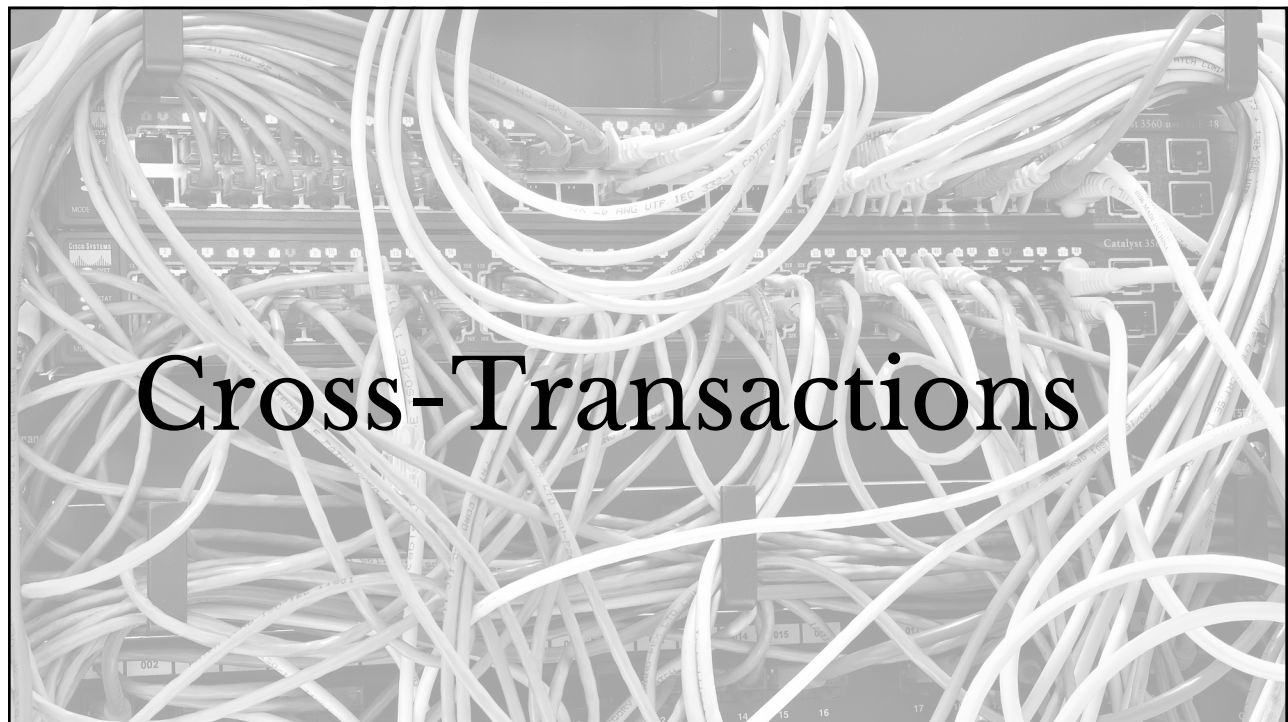
Aimed at helping someone grow, learn or change

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Evaluation

Tells you where you stand

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Feedback Style



big
think



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Unpacking Feedback

[TINYURL.COM/UNPACKFEEDBACK](https://tinyurl.com/unpackfeedback)

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Unpacking Feedback

Where is it coming from?

Where is it going?

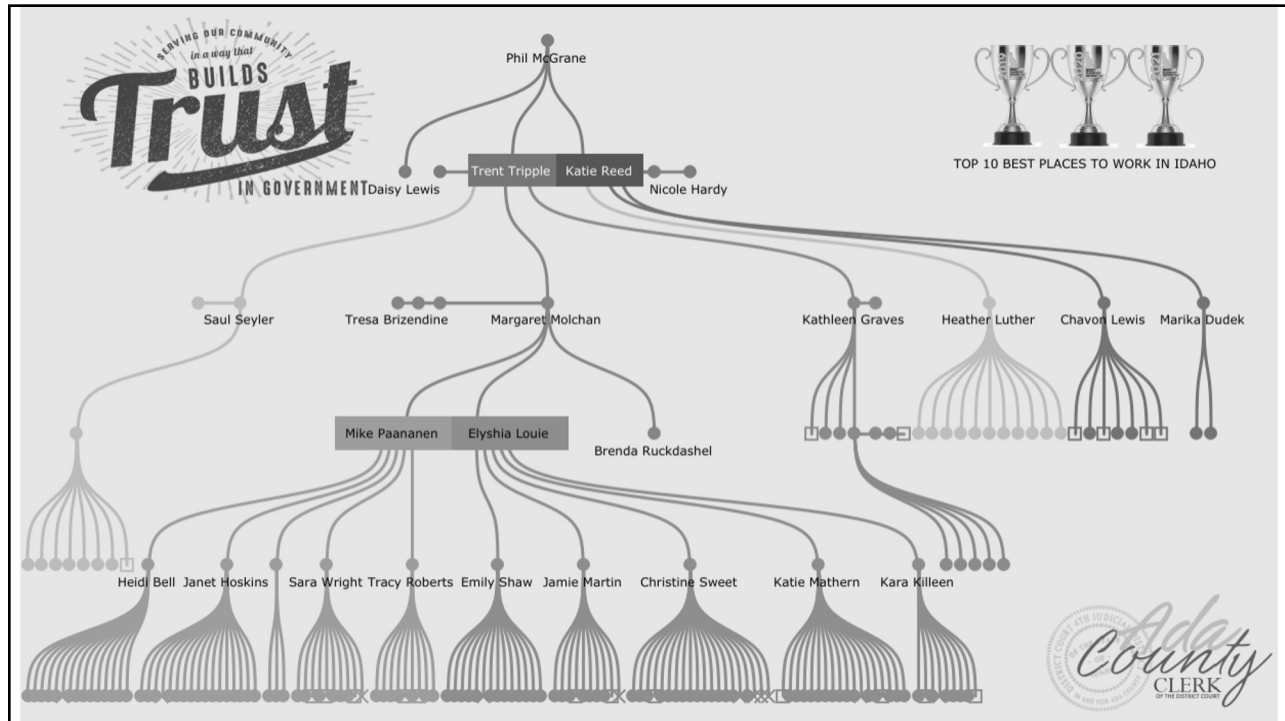


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“Get to know your employees and take sometime just to see how things are going. I am pretty sure I know the names of the Chief Deputies’ children, but does he know mine? Its a big office, but not that big.”

SATISFACTION
SURVEY, 2015

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“Get to know your employees and take sometime just to see how things are going. I am pretty sure I know the names of the Chief Deputies’ children, but does he know mine? Its a big office, but not that big.”

SATISFACTION SURVEY, 2015


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3 Triggers

Truth
Relationship
Identity

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Truth Triggers

The substance of the feedback itself

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Relationship Triggers

Taking issue with the feedback because of the person giving it

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Identity Triggers

Feedback threatens your sense of who you are

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Blindspots

34

Baseline & Swing

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“Can something be done about all this glitter-it is being tracked all over- NOT FUN!!!! Maybe not allow it, it is getting out of hand!!!”

-Satisfaction Survey Response

Bias toward negative



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Honest Mirrors v. Supportive Mirrors



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It's about You + Me

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One-on-Ones

December

Sample Questions

Check in


- ▶ How are you doing?
- ▶ On a scale of 1–10 how are you?
- ▶ How's your workload?
- ▶ Do you have any frustrations right now?
- ▶ How are you getting along with everyone else?
- ▶ What do you feel confident about?

Give Feedback

- ▶ Determine the feedback you will give based on this month's performance.
- ▶ What type of feedback are you giving?
 - Appreciation
 - Coaching
 - Evaluation
- ▶ Be SPECIFIC.
 - Here is what I noticed (X), and this is why that's great (Y).
 - Here is what I noticed (X), and this is what we expect (Y).
 - Here is what I noticed (X), and this is how you can improve (Y).
 - Here is what I noticed (X), and in the future I need you to do this (Y).
- ▶ Ask if there is any type of feedback they'd like to receive.

Receive Feedback

- ▶ What can I do to make your job easier or better support you?
Context
- ▶ What is one thing I can change that would make a difference to you?
- ▶ Do you have any other feedback for me?





*WOW
 Great
 Good
 Needs Improvement
 *Disciplinary Grounds

*If you select wow or disciplinary grounds, you must include an explanation in your notes.

Check in Notes

Give Feedback Notes

Receive Feedback Notes

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One-on-Ones



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 Great
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 *Disciplinary Grounds

*If you select wow or disciplinary grounds, you must include an explanation in your notes.

Check in Notes

Give Feedback Notes




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One-on-Ones


What do you feel confident about?

Give Feedback

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 - Context
 - What is one thing I can change that would make a difference to you?



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Satisfaction Survey

HOME SURVEY RESULTS FOLLOW UP COMMENTS SATISFACTION COMMENTS ONE ON ONE MEETINGS Physical Conditions & Disclose Violations

2022 Employee Satisfaction Survey

On a 1 to 10 scale, how satisfied are you working for the Ada County Clerk's Office?

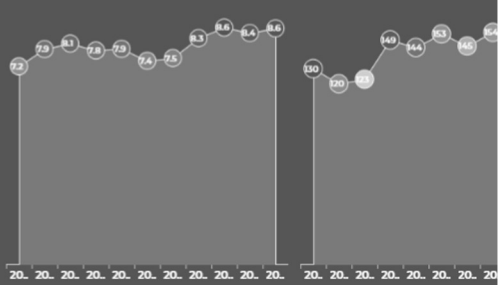
8.6 out of 10

Clerk's Office average satisfaction

How many employees participated in the survey?

161 out of 184


87.5% Clerk's Office employees



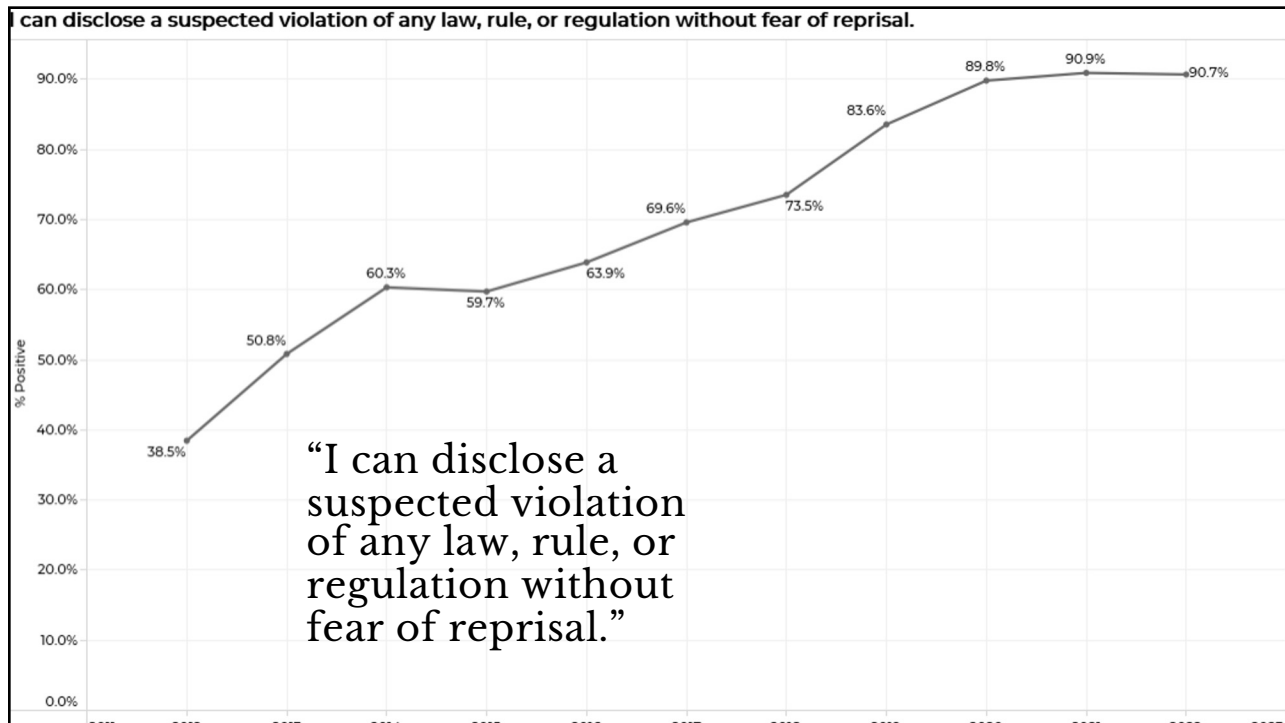
"Be the best place to work in Idaho" is one of the Clerk's Office major goals as an organization, and this is only possible through continued dialogue, feedback, and reflection on our strengths and weaknesses as a workplace. The Employee Satisfaction Survey is part of a continuous cycle of improvement within the Clerk's Office. The input received from employees will shape our vision and priorities moving forward for the rest of the year and beyond. Ultimately, the aim is for every employee to come to work knowing they are valued, supported, and able to grow professionally, so that everyone is empowered to accomplish great things in service to the citizens of Ada County.

This year, 161 out of 184 (87.5%) Clerk's Office employees completed the survey. Average employee satisfaction for 2022 came in at 8.61 out of 10, which was an increase from 2021 which saw an average satisfaction of 8.44.

Show Pop out Menu
Hide Pop out Menu



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How can we improve by 1 point?

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Building the culture in the Secretary of State's Office



Thank you!