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## Professional Growth Articles



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### Delivering Difficult Feedback (*Part II*)

When Significant Growth is Imperative

April 2022



*Are you seeking a  
**PROMOTION**  
or perhaps  
**A NEW ROLE**  
in or outside your  
current organization?*

If you missed last month's article, **Delivering Difficult Feedback (Part 1): When Immediate Correction is Imperative**– click [here](#):

Feedback is essential to all of us and it is a skill. Many are not comfortable delivering feedback at all, let alone difficult feedback. As a preface, I'll refer you to a previous article I wrote, "How to Offer Feedback Constructively". Click [here](#) to read that article.

**What do you do when a direct-report is missing the mark and seems incapable of the task you need them to master?**

*Take Advantage of  
a **COMPLIMENTARY,**  
NO-OBLIGATION  
COACHING SESSION!*

CLICK HERE TO  
EMAIL JOY!

*I am an  
**experienced**  
**career coach.** I work*

This issue also came from a client discussion as we were working to uncover her strengths and talents. While being presented anonymously, this information is nevertheless being shared with the client's permission. The solution she provided is worth sharing!

The scenario I am addressing this month is how to deliver feedback when a direct-report's performance is not up to your expectations or needs for their role, but there are no critical performance issues that embarrass your team, endanger anyone or fall short of required standards or regulations. You just need them to be able to perform some higher level task.

## **The direct-report just isn't cutting it and you may not even be sure if they are capable of doing what you are asking of them. So what do you do? I'll share what one of my clients did, which I think is a fabulous example of great leadership.**

I am a firm believer that everyone should be given the opportunity to learn and work to meet expectations before they are fired. The first step is that they be given honest feedback which is delivered with kindness, clarity and in the best way they can hear it and feel positive and hopeful as they move forward.

It takes time and effort to develop direct-reports and help them reach their full potential.

## **So why invest the time and effort when there might be someone else out there who could just walk in and hit the ground running with what you really need?**

**According to Gallup.com, the average cost of replacing an employee, which they say is a conservative estimate, ranges from one-half to two times the employee's salary. That includes training, lost productivity, advertising, and interviewing time for multiple employees.**

It makes sense, to put some additional time and effort into an otherwise good employee who needs help to reach their potential.

with folks early career all the way to C-Suite individuals seeking a new position or promotion, internally or externally, and those starting a new role. Let me share a little about the process I use to help you land in the RIGHT job and then start strong to show that you were the right choice!

***First***, I will work with you to understand and help you get clear about what you want.

***Second***, I am skilled at helping you uncover strengths and skills you don't recognize in yourself. I'll show you how to dig deep and raise your awareness of the value you bring to a potential employer.

***Third***, it's not enough to recognize your value. I will help you develop your "elevator pitch" and learn how to characterize and communicate your value, skills and strengths in ways that cause networking contacts, interviewers and hiring managers to sit up, take notice and remember you in a very positive way.

***Fourth***, I will show you effective ways to broaden your network and open doors.

***Continually***, I will be a thought partner through your job search or promotion process and beyond. I will help you strategize for interviews, serve as a consultant in preparing for and negotiating job offers, and walk you through a process to prepare for your first days on the job and make onboarding a tool you use to fast-track

So here is the success story of how my client handled such a situation. My client (who I'll call Jane) was given an additional direct report who formerly reported to Jane's boss. She was told that this person, who we'll call John, really wasn't capable of performing a complicated task the boss had asked of him. Jane's boss indicated to her that she might need to consider firing John.

## Here was Jane's approach:

1. Identified all that John was doing well
2. Got clarity around what they needed John to do
3. She met with him and *the message included three important elements*
  1. **The company needs you to do (the clear goal)**
  2. **I will teach you how to do it (help to build the skill)**
  3. **I know you are capable of doing this (confidence and encouragement)**
4. Then she proceeded to teach him
  1. She used a step by step approach
  2. She took a whole month, a little at a time
  3. She reviewed and corrected as he learned each step
  4. She got him up to speed
  5. She gave him hard feedback along the way – directly and honestly
  6. She talked about what he needed to improve – always putting the goal in the forefront rather than focusing on what he wasn't doing correctly
  7. He became proficient at a task which almost caused him to be fired
  8. Having John able to handle this task proficiently ultimately freed up 25% of Jane's time in previously having to perform this task herself

## This is a success story for multiple reasons.

It was a success for John, for the company and also, for Jane, who, in the course of exploring this story in our coaching, increased her self-awareness of more of her strengths.

## Here is why it was a success for the company:

1. It was a success for Jane in helping an employee to grow

your success in the first few months.

**Reach out for a complimentary call and let's chat.**



2. It was a success for John as he enhanced his abilities to provide more value to the company
3. It kept John's institutional knowledge that would have been lost by starting over with a new employee
4. It saved the cost and lost productivity of having to fire John and hire someone new
5. John got feedback that helped him improve his skills and his self-awareness
6. It increased Jane's productivity by 25%

In our coaching session, Jane increased awareness of many of her strengths from this story:

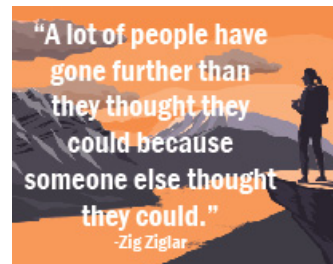
1. She has patience with helping others which is a huge value
2. She can recognize an underutilized person
3. She knew how to provide real, honest and detailed feedback to someone in a way he could hear it and grow from it
4. She was able to correctly identify his learning style to develop a training plan that was effective for John and ultimately benefitted him, her and the company
5. She took something that was very complex and broke it down into digestible and understandable pieces
6. She wasn't willing to take someone else's word that an employee was not salvageable
7. She put feedback into positive goals rather than negative failures
8. She created a simple, yet powerful three point message to move an employee forward:
  1. **The company needs you to do (the clear goal)**
  2. **I will teach you how to do it (help to build the skill)**
  3. **I know you are capable of doing this (confidence and encouragement)**

As you read this, it seems so simple and may also seem like common sense. Often powerful skills when verbalized or put into writing seem that way. So why doesn't everybody think of them?

Some things we can figure out on our own, but often it is the simple things that someone just hasn't been taught or just hasn't thought of that are so powerful. I see it all the time in my coaching practice.

**Leadership development is about helping people grow, and if I can get people as individuals growing, then I've got a company that grows.**

- James McNerney



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**BE YOUR BEST  
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SPECIALIZED TOPICS:**

This is also true of the skills each of you exhibit. It is most often the things that are the easiest for you, that you are really good at, that are your super powers. Just because it's simple and easy for you doesn't mean it is for everyone. Embrace your strengths. They may feel like everyone should have those strengths, but they don't. Be willing to see that which is easy for you and embrace it as something you bring of great value.

Everyone has talents and skills, and time after time, I see leaders who are highly successful BECAUSE they focus on each person's strengths and build from there rather than focusing on a person's weaknesses or what they can't YET do.

## **Who can you help to grow and in doing so add value to your organization as well as to that person's career path?**



**Joy Conley Kacik**

**Joy is a conference speaker, team and leadership development consultant, customized trainer and facilitator and a Certified Professional Coach with expertise in personal career coaching, job offer and salary negotiations and executive coaching.**

As an Insights Discovery® licensed practitioner, Joy provides clients the added value of the Discovery® Portfolio of tools when working with individuals, teams, leaders and organizations to create inspiring visions for collaborative, cohesive teams to produce superior results.

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