

TOASTMASTERS
INTERNATIONAL



GIVING EFFECTIVE **FEEDBACK**

The Leadership
Excellence Series



**WHERE LEADERS
ARE MADE**



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The Leadership
Excellence Series

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THE LEADERSHIP EXCELLENCE SERIES

Toastmasters International's *The Leadership Excellence Series* is a set of presentations addressing the subject of leadership. Members will learn about the skills they will need to be successful leaders inside and outside of Toastmasters.

Presentations in *The Leadership Excellence Series* may be offered by any club member and require 10 to 15 minutes to present.

CONDUCTING THE PRESENTATION

"Giving Effective Feedback" discusses how to provide effective performance feedback to team members, and how to recognize positive performers. This product consists of four parts:

- ▶ Definition and explanation of the presentation
- ▶ Guidelines for your introduction to the audience
- ▶ Outline for the development of your speech
- ▶ CD of a PowerPoint presentation to be viewed along with your speech

In Your Own Words

The outline is not a script and should not be read word-for-word. Instead, use the document as a guide for presenting the material in your own words and with your own narrative style. The outline is a structure on which to build your presentation. Use the points of the outline to develop your speech, but be the author of your own oration.

Here are some tips on using this outline to develop and deliver your presentation:

- ▶ Study the outline carefully. Familiarize yourself with the general structure. Preparation is the key to a successful presentation.
- ▶ Use the outline to build your own speech using your own words. Prepare a set of notes indicating where you wish to pause, gesture, or add special verbal emphasis. Highlight key words or sentences to help you present the material most effectively.
- ▶ Be expressive when delivering your speech. Use all of the presentation skills you have learned as a Toastmaster, including vocal variety and gestures.

USING VISUAL AIDS EFFECTIVELY

Visual aids add interest to any presentation and help your audience retain information. You are encouraged to use them. If you plan to use the PowerPoint slides for this presentation as visual aids, you will need a data projector, a laptop computer, a table to support them, and a screen for viewing. In the outline, there are indications for placement of the PowerPoint slides. Each is numbered. For example, V1 refers to the first visual.

Please note that the first slide in the PowerPoint show is a title slide and is not included in this numbering system.

If you cannot arrange for projection equipment but still would like to use visuals, you may copy the material on the visuals onto a flipchart. Do this before the presentation. Use a heavy marking pen that does not seep through the paper, and write on every third or fourth page so succeeding visuals will not show through. Also, make your letters large and heavy with plenty of space between them.

Follow these tips when using visual aids:

- ▶ Set them up and test them before the meeting begins. Place them so they are easily visible to listeners. Place your projector so it projects a large, high, undistorted image on the screen. Focus the image.
- ▶ Bring spare equipment, including a projector bulb, extension cord, extra marking pens, etc.
- ▶ Display your visuals only when they are needed. If you are using a flipchart, flip the page back out of view when you are finished with it.
- ▶ Remember not to stand between the screen or flipchart and your audience or you will block their view.
- ▶ Maintain eye contact with your listeners. Do not talk to the screen or flipchart. If you must turn your back to point out something, pause as you point it out, and then resume speaking only after you are once again facing your audience.

EVALUATION AND THE ADVANCED LEADER BRONZE (ALB) AWARD

Because this is an outlined presentation, for presenting it you will not receive credit toward completing a manual speech project, but you may receive credit toward your Advanced Leader Bronze (ALB) award. Ask your vice president education to assign an evaluator for your presentation.

Conducting any two presentations from *The Successful Club Series* and/or *The Leadership Excellence Series* is one component of qualification for ALB recognition. For further details, please view the Toastmasters International Website: www.toastmasters.org/membereducation.

GIVING EFFECTIVE FEEDBACK

Introducing the Presenter

TIPS FOR THE PRESENTER: WRITE YOUR INTRODUCTION

All prepared speeches in Toastmasters require an introduction. A proper introduction of you and your speech is important to the success of your presentation. Use the following as a guide in writing your introduction:

- ▶ Include the purpose of *The Leadership Excellence Series*.
- ▶ Explain why “Giving Effective Feedback” is important for a Toastmasters club, stating the purpose and one or more objectives of your presentation.
- ▶ Incorporate some background about yourself.
- ▶ Read *When You’re the Introducer* (Item 1167E) for further details on giving a proper introduction.
- ▶ Give your finished introduction to the person who will be introducing you.

TIPS FOR THE INTRODUCER

- ▶ Ask the presenter any clarifying questions.
- ▶ Rehearse the introduction.

GIVING EFFECTIVE FEEDBACK

Outline

INTRODUCTION

In order for a team to be effective, its leader must be able to comfortably offer feedback to team members. Feedback is information concerning the team's behavior, attitude, relationships, and progress toward achieving objectives. Leaders that skillfully provide feedback help the team achieve its goals, build the team's confidence and pride, and help them to succeed.

FOUR STEPS

The following four steps will help individuals to prepare and give appropriate feedback.

- ▶ **Set clear and concise objectives.** When team objectives are clearly communicated, team members will find it easier to perform. By establishing clear goals, objectives, and performance expectations, you have a standard with which to measure team members' performance and to base your feedback.
- ▶ **Observe team members' performance.** Carefully note what a team member is doing well and what does not meet expectations.
- ▶ **Provide immediate feedback.** The passage of time diminishes the effectiveness of your praise or criticism.
- ▶ **Recognize positive performance.** Make a point to recognize everyone who performs to expectations. Avoid focusing only on outstanding or poor performers.

GIVING CONSTRUCTIVE FEEDBACK

Allowing an ineffective team member to continue his or her behavior can prevent a team from meeting its goals and lower the morale and motivation of those team members who are performing. Following are tips that can help you give more constructive feedback.

- ▶ **Be specific.** If your feedback is general or unclear, your message can be misinterpreted. As a result, the message may be ignored and no improvement will occur. Offer specific details about the individual's behavior and its effect on the team.
- ▶ **Speak for yourself.** Offer comments from your own experience or point of view. Avoid saying, "Everyone thinks..." or "People are saying..." Instead, say "I saw..." or "I am concerned..."
- ▶ **Be sincere.** Tell the team member how a specific action of theirs makes you feel.
- ▶ **Emphasize how actions affect the team.** Team members often don't realize how their actions and behaviors affect others. Explain to the person the impact of that person's actions or inaction on others.
- ▶ **Use the "I" technique.** When speaking to someone, avoid saying "you." This can make the team member feel defensive. Instead, focus on your own sensibilities and perceptions.
- ▶ **End on a positive note.** Conclude the feedback discussion with a statement of appreciation or praise. Express confidence in the team member and his or her positive intentions for the team and ability to improve.

- ▶ **Recognize improvement.** Observe the team member's performance after the feedback session. If improvement occurs, be sure to praise the team member. If improvement doesn't occur, offer feedback again or coach the person.

Always address issues in private. Doing so in front of others can embarrass or humiliate that person and make others uncomfortable.

V5

RECOGNIZE POSITIVE PERFORMANCE

Feedback also involves recognizing those who perform well. Recognize team members for their accomplishments to promote continuous improvement. Positive feedback can motivate people to perform even better. When you offer positive feedback, remember to:

- ▶ **Be specific.** State what the team member did to deserve praise.
- ▶ **Express your appreciation.** Explain why the team member's effort was effective and how it contributed to the success of the team.
- ▶ **Encourage them to do more of the same.**

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CONCLUSION

Providing meaningful feedback to team members will reinforce outstanding performance and encourage others to improve their performance. Use your Toastmasters evaluation skills when providing feedback. Teams can meet and even exceed goals when evaluation skills lead the team to its fullest working potential.

Evaluation Guide

Evaluator's Name _____

Presentation Title _____ Date _____

- ▶ How effective was the speaker's introduction in helping the audience understand the purpose of *The Leadership Excellence Series* and the presentation itself?
- ▶ Was the presenter adequately prepared? How heavily did the presenter rely on notes?
- ▶ How did the speaker use vocal variety to enhance this presentation?
- ▶ What other techniques did the speaker use to personalize and augment the presentation? Were they effective? How?
- ▶ Did the speaker display the visuals smoothly and at the appropriate times? How could the speaker improve?
- ▶ What aspect of the speaker's presentation style did you find unique? Why?
- ▶ Did the speaker present the material clearly and simply so audience members could easily use the information to improve their own leadership skills?
- ▶ What could the speaker have done differently to make the presentation more effective?
- ▶ What did you like about the presentation?



Notes



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