

The Art & Science of Effective Feedback

Boozhoo & Welcome,
County Supervisors!

September 14, 2026



Listening

Patience

Accountability

Reflection

Responsiveness

Empowerment



Rebecca Schueller Training & Consulting
www.bemidjiconsulting.com

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Reach Out for Support & Questions





Becky@bemidji
consulting.com



[www.linkedin.com/in/
rebecca-becky-schueller-](https://www.linkedin.com/in/rebecca-becky-schueller-)



Texts: 218-
760-9470



[www.bemidji
consulting.com](http://www.bemidjiconsulting.com)

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The Art & Science of Effective Feedback

Learning Objectives



Clearly identify the current actions/behaviors and the change(s) requested



Gain insight to help focus on behavior and not personality to help maintain relationships during difficult conversations



Explore practical strategies and professional language for addressing difficult topics with colleagues, direct reports, and managers

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The Two-Question Weekly Check-in

- What Are Your Top Two Priorities?
- How Can I Help?



The Focus is **Priorities** – supervisors and employees are **partners** & jointly discuss **challenges** & **solutions**

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Meaningful Feedback

80% of employees who say they have received *meaningful feedback* in the past week are fully engaged -- regardless of how many days they worked in the office.

...the boost from meaningful feedback gives **four times** the lift in engagement than having the "right number" of days in the office.

The problem is...only **16%** said the last conversation with their manager was extremely meaningful. [Gallup study of 15,000 employees].



<https://www.gallup.com/workplace/505370/great-manager-important-habit.aspx>
A Great Manager's Most Important Habit by Jim Harter

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Managers are the Secret Sauce

Employee engagement should be a manager's primary role responsibility

- ❖ Ensuring that employees know what work needs to be done
- ❖ Supporting and advocating for staff when necessary
- ❖ Explaining how their work connects to organizational success

<https://www.gallup.com/workplace/285674/improved-employee-engagement-workplace.aspx>



70% of the variance in team engagement is *determined solely by the manager*

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Holding People Accountable

“You can hold people to expectations. It’s the right thing to do and it’s important for the example you set to others around that person. When we hold people accountable, we’re respecting the entire team.”

Marya Wilson, PhD
Marya Wilson Advising



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Strategy 1

Set Your Emotional Intentions



How do you want to feel and what environment do you want to create?

<https://www.psychologytoday.com/us/blog/a-new-look-at-womens-leadership/202411/navigating-emotional-triggers-at-work>

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Strategy 2: Manage Timing

- ★ Schedule during your high energy times
- ★ Reset the meeting if you're tired or under extra stress
- ★ Manage your energy & emotional limits



<https://www.psychologytoday.com/us/blog/a-new-look-at-womens-leadership/202411/navigating-emotional-triggers-at-work>

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Strategy 3: Use open-ended questions



Ask:

“What other options have we considered?”

vs.

“I don’t think that will work.”

<https://www.psychologytoday.com/us/blog/a-new-look-at-womens-leadership/202411/navigating-emotional-triggers-at-work>

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Point A & Point B

Point A



Point B

- What You’re Currently Doing
- Current Behavior
- Current Performance

- Where the county would you like to be
- Goals
- Desired Performance

Loosely adapted from Tom Peters and Robert Waterman, The McKinsey 7-S Framework developed in the 1970s

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Point A & Point B

Point A



Point B

You talk to your peers when you have an issue with one of your coworkers.

You approach your coworkers directly when you have an issue or concern. You make it a practice to give a balance of appreciative & constructive feedback. You also directly request feedback.

Your data entry is being completed by the end of the month.

Check in to give me status updates once a week. Let me know if there are challenges that will prevent you from meeting the end-of-the-month deadline.

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Point A & Point B

Point A

Point B

You interrupt me during team meetings when you disagree with my opinions and sometimes raise your voice and speak over me.

You make notes about points you want to raise so you don't interrupt others in team meetings but can still remember what you want to say. If you have difficult feedback to share, please ask me for time after the meeting to talk privately.

You were late making it into the office 3 of 5 days last week.

Please make back-up plans for child care and transportation challenges so you can be on time. Please make sure you call or text me if you'll be more than 5 minutes late. You're also welcome to talk to Ashley in HR if there are EAP resources that might be helpful to you.

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Practice

Point A

Point B

What behaviors do you need to address with a staff member? What are they currently doing?

What is the "desired" behavior you want to see?

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C.O.I.N. Method – by Anna Carrol, MSSW

Acronym	Definition
C	Context and Connection – Set the context. Why are you giving this feedback?
O	Observation: What + When –What was seen, heard, or experienced & when did it happen? include specific details. * No judging * No evaluation * No interpretation
I	Impact – Understanding the consequences. How does this behavior affect clients, coworkers, managers, or the team, department or tribe?
PAUSE	PAUSE & Ask: What are your thoughts?
N	Next Steps – Invite discussion about next steps. How will you partner to resolve this situation moving forward? What questions will help the person really think about the feedback?

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Examples of Context/Connection Opening Statements

Sarita, I'd like to talk about yesterday's meeting.

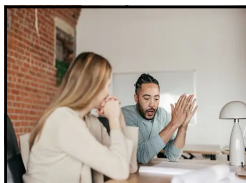
Matt, can we talk about how to meet the deadline for our grant renewal application to MN DOE?

Do you have a little time to discuss how the meeting went with Chelsea?

Can we discuss feedback about the project from our housing partner? I think we have an opportunity to change the direction so that it's more positive.

Can I share my thoughts about your email to Jordan?

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C.O.I.N. Examples

Context:

"Elaina, Let's talk about how you can get your time cards submitted promptly even when you have a lot on your plate."

Observation:

"In the last 2 months, 3 of your 4 time cards were late and 2 of the 3 time cards were missing information."

Impact:

"This caused a lot of extra work for the department director and it made the Finance team have to rush at the last minute, which makes errors more likely."

PAUSE: What are your thoughts on this?

Next Steps:

- What might you do differently to turn this around?
- Let's review your workload and decide together how to avoid submitting time cards late.
- What are some realistic steps for you take to address this?
- How can I support you to make the changes that are needed?

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HOMEWORK

Practice the COIN Model

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REMINDER:

The Golden Rule

Treat Others As We Want To Be Treated

The Better Golden Rule

Treat Others As They Want To Be Treated

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"I gained confidence in having conversations and evaluations with staff."

"I learned to be much more deliberate in my interactions with staff."

Intended Audience

■ Nonprofits ■ Native Nations ■ Local Governments ■ Schools

Support for new & current supervisors. Topics are multi-purpose. Participants are:

- Executive Directors & middle managers
- HQ Directors & program supervisors
- Native Nations & county HRD supervisors
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"Literally everything was valuable. I have tools that I can use immediately to help make supervision more structured and purposeful."

"You helped remind me of how to bring my work joy back."

"I gained confidence in having conversations and evaluations with staff."

"I learned to be much more deliberate in my interactions with staff."

"I really hope my organization will have all the supervisors get this training."

"I loved the style in which you led the discussion."

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If not now, when?

Help your staff be comfortable sticking their necks out!

Miigwech! Gracias! Thank you!

Your work saves lives & addresses people's basic needs!

- ★ Spend time outside: Breathe
- ★ Think about how to connect with those you love who you don't see in person
- ★ Be Kind to Yourselves!
- ★ Visit the Farmer's Market each week & Try a New Vegetable

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