

# EQUITABLE COACHING AND FEEDBACK



## WHAT IS EQUITABLE COACHING AND FEEDBACK?

Equitable coaching and feedback is an integrated approach that merges key principles from both coaching and feedback methodologies. By combining the structured guidance of coaching with the constructive, supportive nature of feedback, this approach ensures that diverse perspectives are acknowledged and valued, creating an inclusive environment where all employees can thrive.

### GROW MODEL



GOAL

REALITY

OPTIONS

WAY  
FORWARD

What do you want to achieve?

Where are you now?

What options do you have?

Which choices will you make?

Managers often adopt the GROW model, a popular coaching framework, to implement a behavioral-based coaching approach for employee support. With its 4-step approach, the GROW model emphasizes learning through experience. In equitable coaching, philosophies such as the GROW model are merged with a strong emphasis on acknowledging and appreciating the range of diverse perspectives and experiences of employees.

### SBI FEEDBACK MODEL



DESCRIBE THE **SITUATION**

When and where it occurred



DESCRIBE THE **BEHAVIOR**

The actual actions observed



DESCRIBE THE **IMPACT**

How the actions affected others

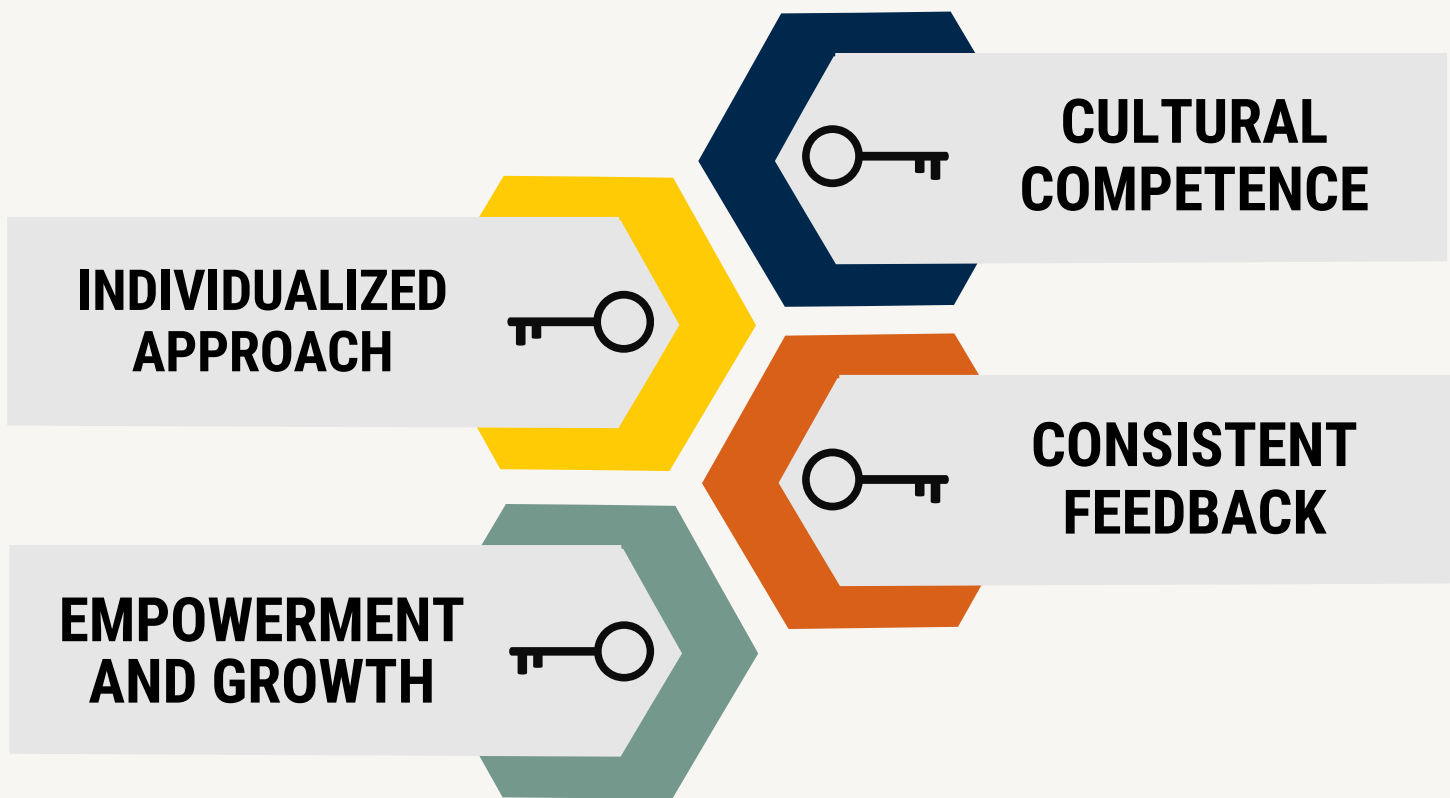
The SBI (Situation, Behavior, Impact) feedback model is a widely used and effective tool in workplaces, proven to assist managers in providing constructive feedback to employees. Equitable feedback builds upon approaches like SBI by delivering specific and supportive information that acknowledges and is tailored to individual experiences and needs.

# EQUITABLE COACHING AND FEEDBACK



## KEY COMPONENTS

*Understanding key components of equitable coaching and feedback in the workplace*



**Cultural Competence:** Grounded in the respect and appreciation of cultural differences, the set of interpersonal skills or attributes that allows one the ability to understand, communicate with, and effectively interact with people across cultures.

**Individualized Approach:** Customization of coaching and feedback to meet the unique needs, goals, and communication styles of each employee.

**Consistent Feedback:** Provision of regular, constructive, and actionable feedback that focuses on both strengths and areas for improvement.

**Empowerment and Growth:** Creation of an environment where employees feel empowered to take initiative and are provided opportunities for continuous learning and development

# EQUITABLE COACHING AND FEEDBACK



## COMMON BIASES



### Leniency Bias

Leads to an abundance of positive feedback to all employees, which hampers growth by decreasing clear and constructive feedback.



### Protective Hesitation

Encourages avoidance of giving constructive feedback to women and ethnically diverse staff, fearing negative reactions or potential damage to one's reputation.



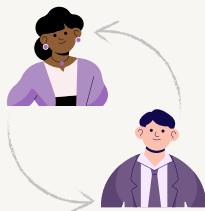
### Central Tendency

Causes all employees to receive average, low-quality feedback, limiting the ability to identify those who may need additional support.



### Contrast Effect

Results in employees being inequitably compared to their colleagues, rather than against established job criteria.



## MITIGATION STRATEGIES



### Feedback Frameworks

Create structured frameworks that outline clear expectations and ensure manager feedback is directly connected to employee performance.



### Manager Training

Train managers to understand the significance of honest and consistent feedback for professional growth.



### Broader Assessment

Solicit feedback from multiple sources and assess employees across a broader range of categories or metrics.



### Equitable Evaluation

Use clear and specific performance standards that are tied to an employee's job responsibilities

Job Duties		
Assess	Communicate	Develop
Collaborate	Coordinate	Design
Engage	Execute	Identify
Innovate	Manage	Monitor
Organize	Plan	Report
Support	Train	Work

# EQUITABLE COACHING AND FEEDBACK



## IMPLEMENTATION FRAMEWORK

The following framework offers a blueprint for the integration of equitable coaching and feedback into unit operations, promoting a more engaged and innovative workforce

**ACTION:** Provide access to training programs that develop leaders and managers in cultural competency, unconscious bias, and inclusive communication

**OUTCOME:** Unit leadership is equipped with the necessary skills to offer unbiased, customized, and culturally competent feedback.

**ACTION:** Create flexible coaching and feedback structures that are tailored to individual needs and ensure all employees have access to feedback and development opportunities.

**OUTCOME:** The creation of an inclusive environment where employees feel supported and valued in their growth

**ACTION:** Implement structured, consistent feedback sessions that allow for open, honest, two-way communication and ongoing professional development.

**OUTCOME:** Ongoing employee development in an environment of trust and engagement, empowering employee career advancement.

**ACTION:** Regularly evaluate the effectiveness of the equitable coaching and feedback processes through employee feedback and performance metrics

**OUTCOME:** Ensure that practices remain equitable, evolving with the needs of the employees within the unit.

