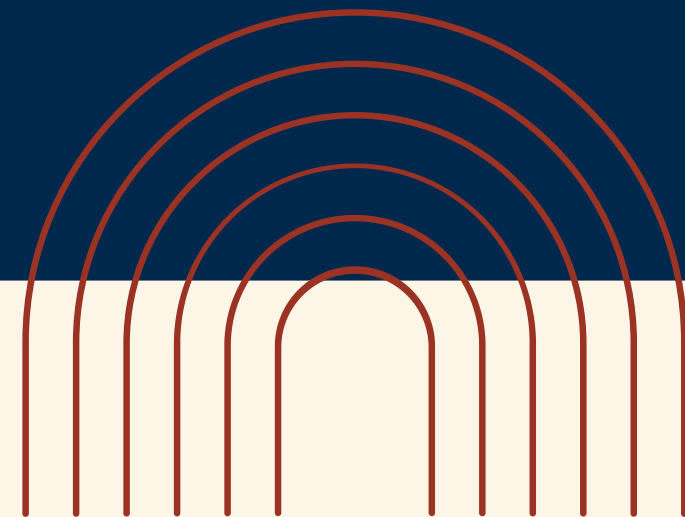
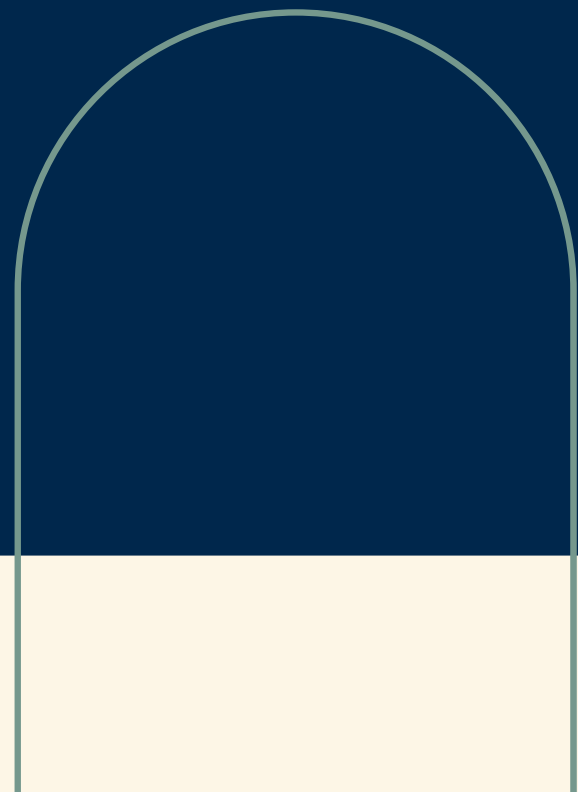
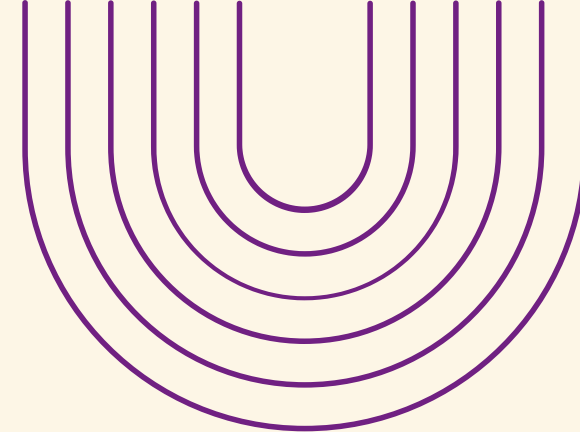


EQUITABLE COACHING AND FEEDBACK

**AN INTEGRATED APPROACH FOR EFFECTIVE
EMPLOYEE DEVELOPMENT AND SUPPORT**





01. WHAT IS EQUITABLE COACHING AND FEEDBACK?
Understanding the integrated approach for employee development and support and its importance for diverse staff retention

02. COMPONENTS OF EQUITABLE COACHING AND FEEDBACK
Understanding key components of equitable coaching and feedback in the workplace

03. IMPLEMENTATION TIPS
Tips for mitigating common workplace biases, along with an easy-to-follow framework for successfully implementing equitable coaching and feedback practices.

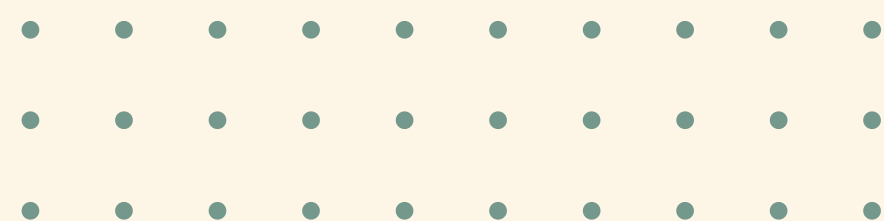
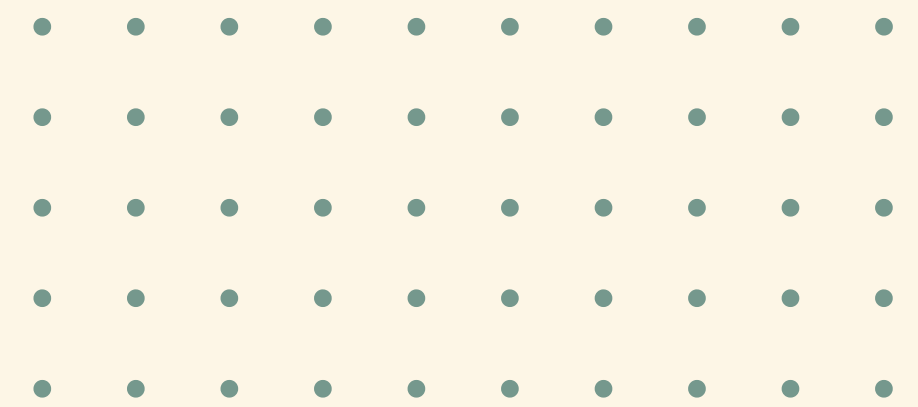


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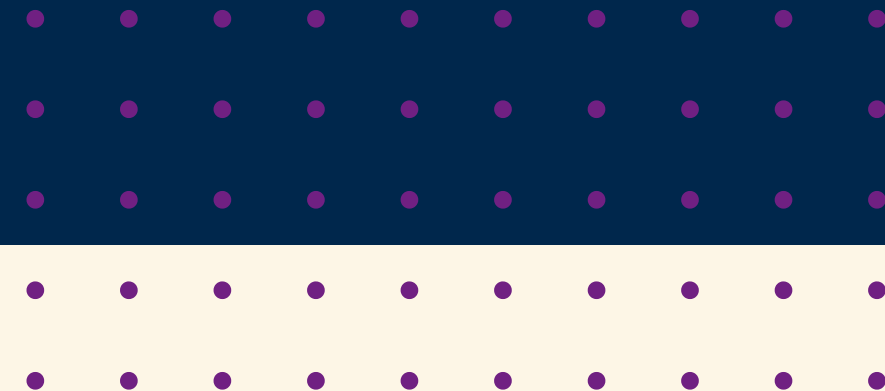
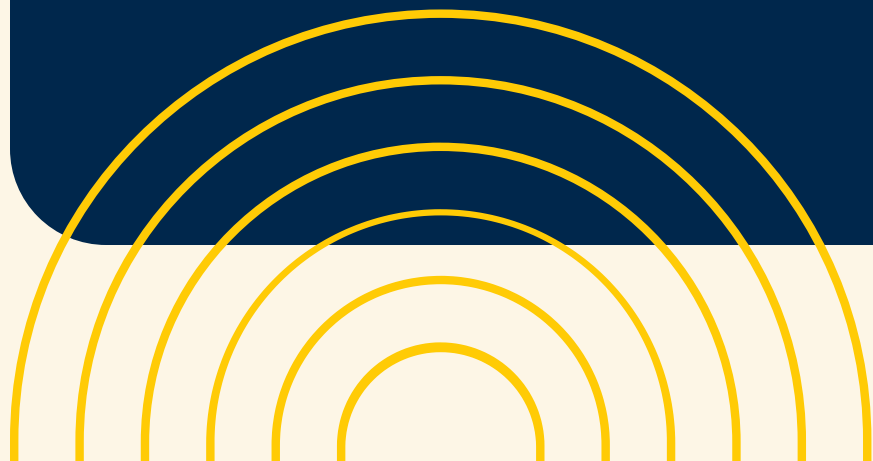


“To recruit and retain a diverse workforce... administrators must be proactive and systematic in their approach to diversity management. More specifically, they must be mindful of their own behaviors, understand and respect the perspectives and contributions of the diverse workforce that they need to attract, identify factors that contribute to a high-performing work climate, and translate that knowledge into organizational policies and practices” (Myers, et al. 2007, p. 294)



01.

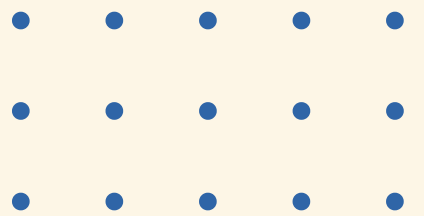
WHAT IS EQUITABLE COACHING AND FEEDBACK?





EQUITABLE COACHING AND FEEDBACK

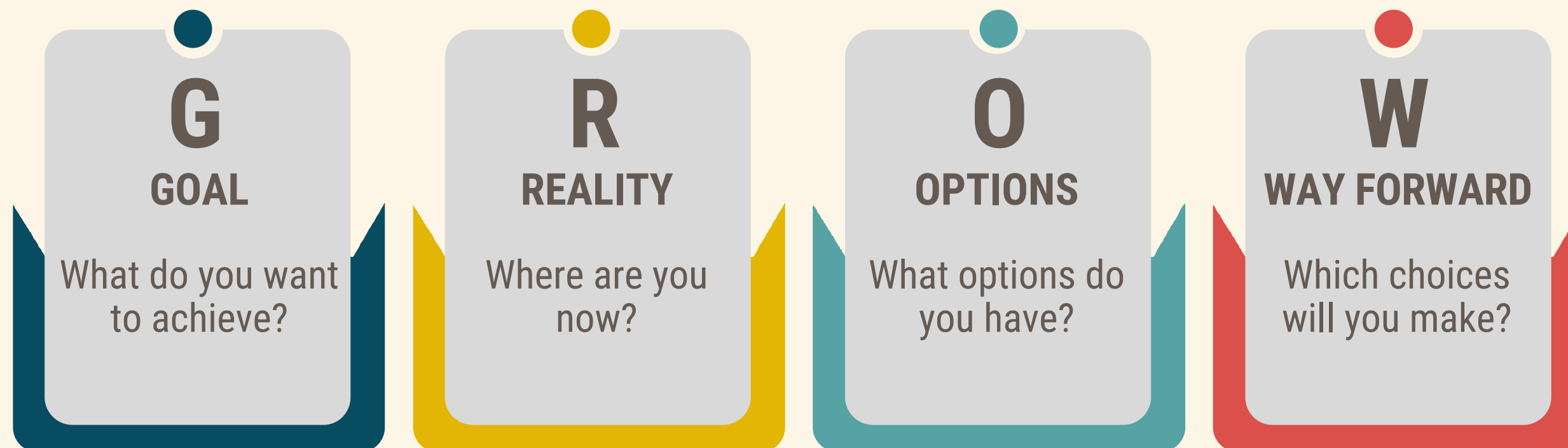
Equitable coaching and feedback is an integrated approach that merges key principles from both coaching and feedback methodologies. It focuses on fostering employee growth, learning, and performance improvement while offering clear, actionable insights tailored to individual needs. Equitable coaching and feedback fosters trust and engagement through open communication and active listening, and acknowledges that successful support must be adapted to meet the specific needs and aspirations of every person. 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.





COACHING

In the workplace, coaching is an educational philosophy dedicated to helping employees reach their potential. It emphasizes learning, performance improvement and personal or professional growth. While there are numerous coaching styles and models, 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, the fundamentals of 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.



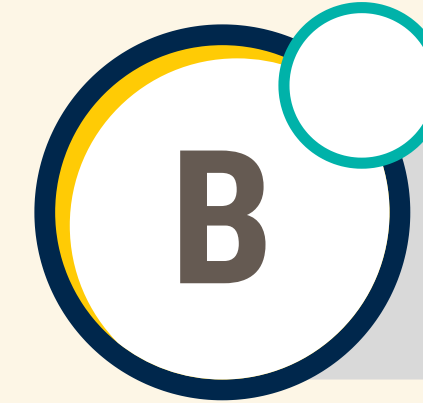
FEEDBACK

Feedback in a work environment is actionable information that allows an employee to compare their performance with job expectations and also assists them with taking the appropriate actions to fill the gap between the two. The SBI feedback model is a widely used and effective tool in workplaces, proven to assist managers in providing constructive feedback to employees. The three components of SBI (Situation, Behavior, and Impact) are essential for promoting effective communication between managers and employees during feedback sessions. Equitable feedback builds upon approaches like SBI by delivering specific and supportive information that acknowledges and is tailored to individual experiences and needs.



DESCRIBE THE **SITUATION**

When and where it occurred



DESCRIBE THE **BEHAVIOR**

The actual actions observed



DESCRIBE THE **IMPACT**

How the actions affected others





AN INTEGRATED APPROACH

Coaching and feedback are deeply intertwined, working together harmoniously when approached together through an equity lens. An integrated approach to coaching and feedback ensures that both processes reinforce each other, promoting fairness and inclusivity at every stage. By applying this evidence-informed approach, units can create an environment where employees not only grow professionally, but are also supported equitably, receiving the guidance needed to succeed based on their individual strengths, experiences, and challenges.

This integrated approach involves key factors—such as the employee-manager relationship, quality of interactions, growth mindset, and organizational culture—combined with a focus on equity. This means being mindful of biases and ensuring that feedback and coaching are accessible and inclusive for all employees, particularly those from underrepresented or marginalized groups. Prioritizing these elements allows coaching and feedback to work in harmony, advancing individual growth and contributing to organizational success in a way that is both fair and inclusive.



IMPACT ON RETENTION

Equitable coaching and feedback play an essential role in the retention of a broadly diverse workforce. When coaching and feedback are delivered through an integrated, equity-focused approach, they help foster an inclusive environment where all employees feel valued, supported, and able to thrive. Acknowledging individual strengths, addressing unique challenges, and mitigating biases in feedback delivery, allow units to create a workplace culture where employees from diverse backgrounds experience professional growth and advancement. These actions have a multi-faceted impact, enhancing employee engagement and job satisfaction, while also leading to higher retention rates by demonstrating to employees that their development is a priority and that they are valued members of the organization.





CULTURAL AWARENESS

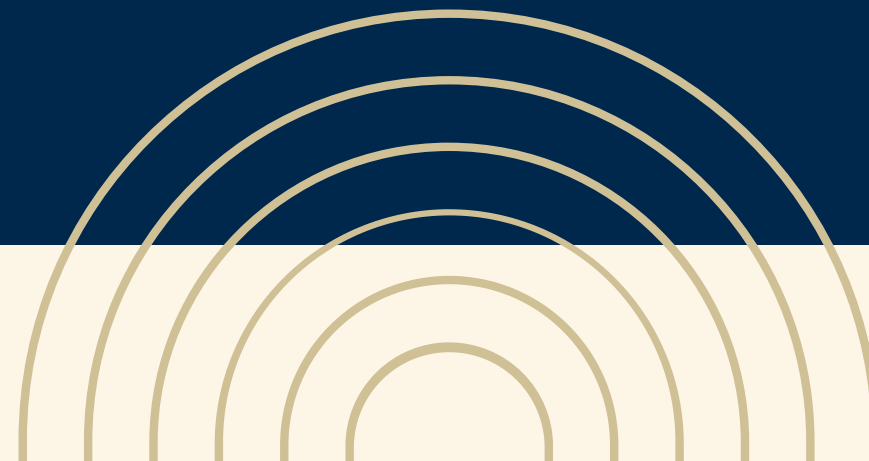
Cultural awareness is crucial for equitable coaching and feedback because it allows leaders to acknowledge and appreciate the diverse experiences and viewpoints of their team members. Increased awareness of cultural differences allows managers and supervisors to tailor their communication styles and feedback to align with individual needs, fostering a more inclusive and supportive environment. This awareness not only helps build trust and rapport but also ensures that feedback is received positively and constructively, ultimately enhancing employee development and retention.

WORKPLACE DIVERSITY

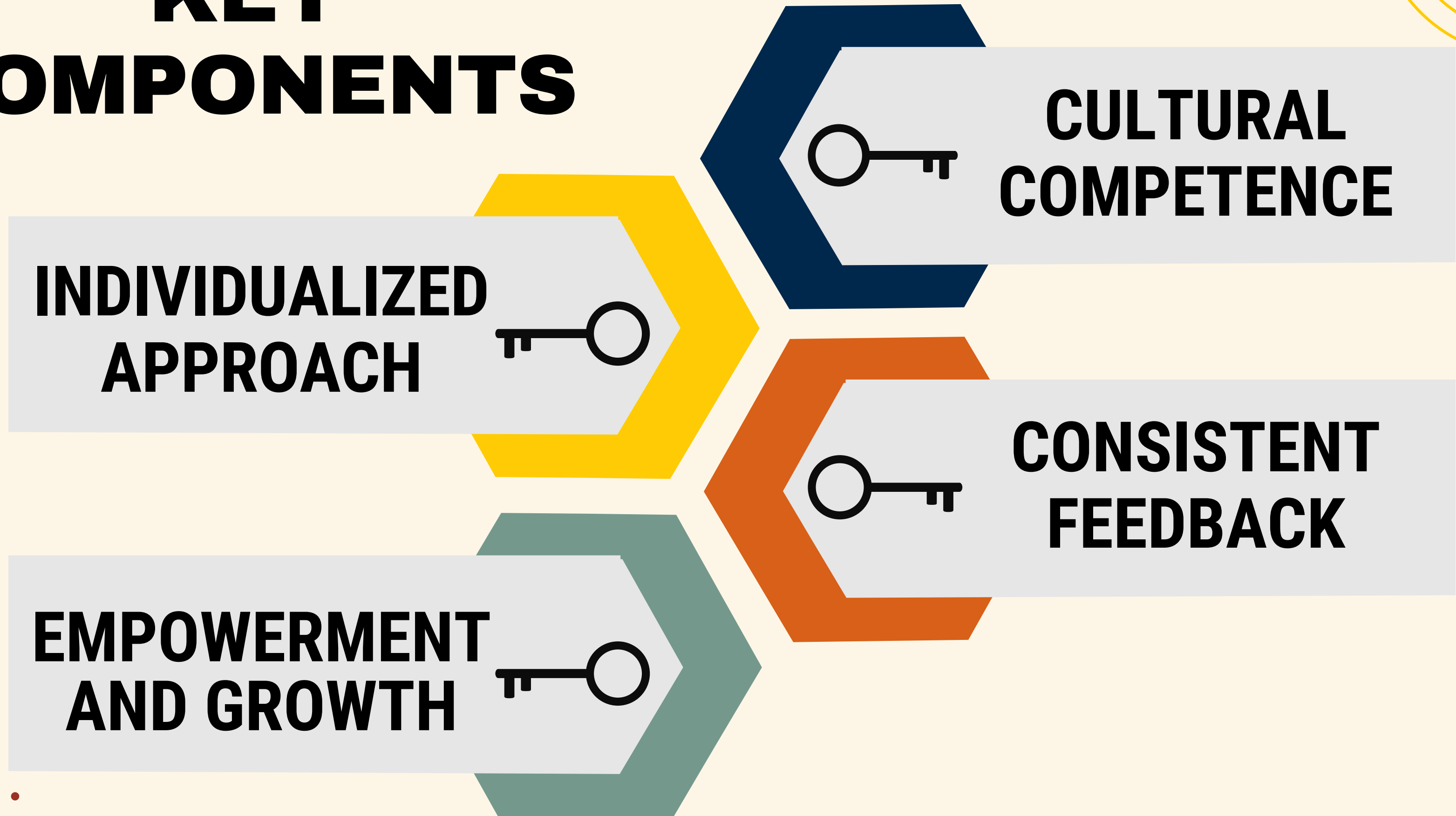
Workplace diversity goes beyond race and gender, encompassing characteristics such as religion, age, disability, cultural background, sexual orientation, and socio-economic status. Valuing and acknowledging this diversity empowers leaders to adapt their approaches to fit the unique context of each employee. Embracing diverse perspectives in equitable coaching and feedback practices can enhance inclusivity and drive creativity and innovation, leading to better problem-solving, decision-making, and overall unit success.

02.

COMPONENTS OF EQUITABLE COACHING AND FEEDBACK



KEY COMPONENTS





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.

Cultural competence in the workplace means recognizing and appreciating differences in cultural backgrounds, which can affect how feedback is received and understood. Ongoing training for managers is necessary to ensure equitable coaching and feedback, with a focus on addressing unconscious bias and improving feedback delivery. Managers can use these educational opportunities to become more aware of unconscious biases related to race, gender, religion, and other identities that impact their interactions with employees from diverse backgrounds. When managers are trained to recognize and mitigate biases, they are better equipped to provide fair and balanced feedback to staff. This, in turn, aids in mitigating the risk of employees feeling marginalized or unfairly evaluated, leading to higher turnover rates. Ensuring equity in coaching and feedback addresses the distinct challenges employees face, fostering their success through necessary guidance and support.






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



INDIVIDUALIZED APPROACH

Equitable coaching and feedback fosters an environment where all employees, regardless of their background, identities, or experiences, receive the same opportunities for growth, feel included and respected, and are developed based on their specific needs. Equitable coaching and feedback acknowledges the perspectives and uniqueness of each employee, making them feel valued, and respected. It also acknowledges that ‘one-size-fits-all’ solutions may not be affective in a broadly diverse workplace. The sense of belonging fostered by equitable coaching and feedback can nurture a powerful connection between the employee and their unit, its teams and its workplace culture, as employees view themselves as essential contributors who are appreciated.





CONSISTENT FEEDBACK

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

Regular check-ins and feedback loops enhance engagement and enable managers to provide personalized feedback to all members of a diverse staff, particularly those who have experienced marginalization. Equitable coaching and feedback fosters a culture of honest communication, which is essential for employees to feel safe sharing their thoughts and concerns.

In feedback sessions, it's important to ensure employees understand job responsibilities and expectations and feel like contributors to their own success. Leaders must prioritize consistency in feedback and ensure that it aligns with their actions in order to promote continuous improvement and reinforce a supportive environment. Communicating clearly and providing data-informed feedback, shows appreciation and respect for all staff and creates an environment that fosters growth, engagement, and retention within the unit.



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



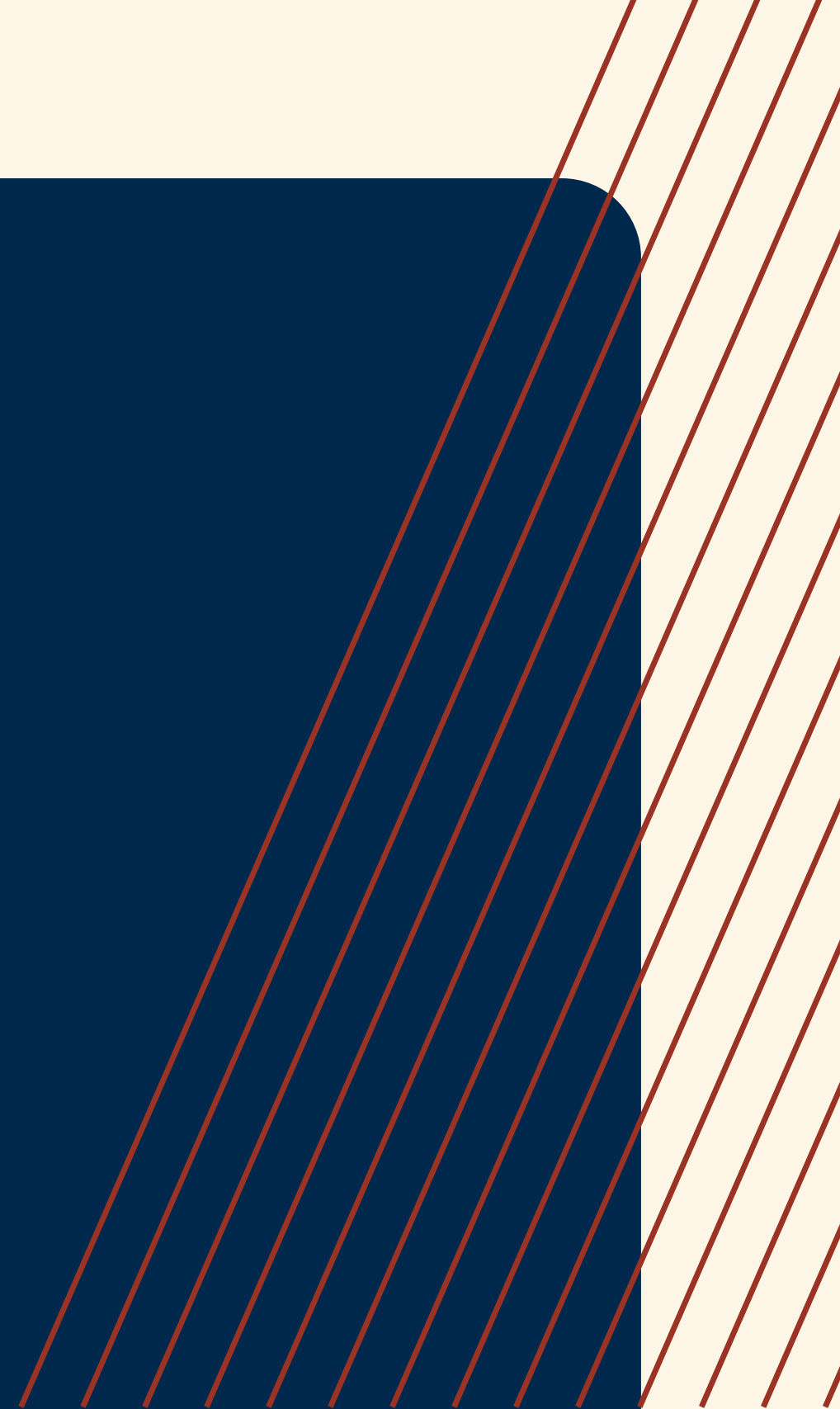
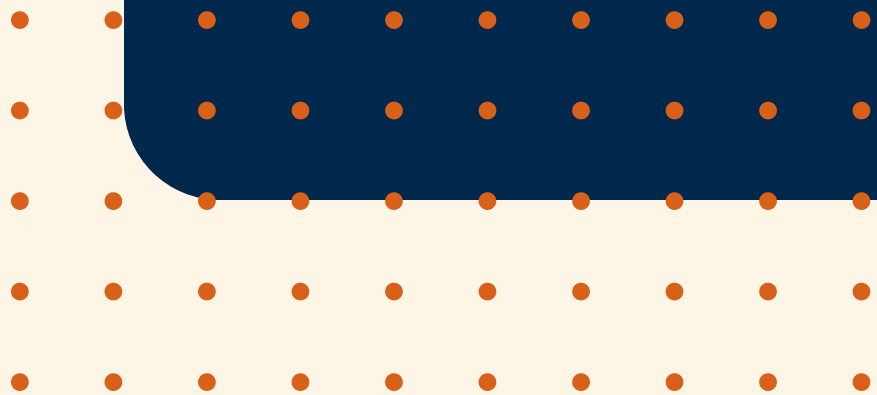
EMPOWERMENT AND GROWTH

Diverse employees often encounter unique challenges in their career advancement due to systemic biases and underrepresentation in leadership. Identifying and dismantling these barriers is crucial, and equitable coaching and feedback plays a critical role in equipping employees from diverse backgrounds with the skills and support they need to advance in their careers. Unit leadership must also work to establish psychological safety, enabling employees to openly discuss challenges and seek constructive feedback for personal growth.

Creating a culture that embraces a growth mindset, or the belief that a person's abilities can be improved through effort, learning, and input from others, is an effective way to empower both managers and employees. Providing accessible skill-building opportunities, mentorship, and advancement pathways is essential. Creating a clear path for growth fosters an environment where employees feel empowered to take ownership of their development, cultivating a sense of motivation, and commitment to their work

03.

IMPLEMENTATION TIPS



MITIGATING BIASES

Equitable coaching and feedback is a powerful approach to addressing workplace biases that disproportionately affect marginalized groups, such as women, people of color, and individuals with disabilities. Research highlights that women frequently receive feedback focused on personality traits—such as being "opinionated" or "nice"—rather than actionable performance insights, which adversely affects their opportunities for professional development. Similarly, Black and Hispanic employees frequently receive less constructive feedback compared to their colleagues, limiting their opportunities for career advancement. Employees with disabilities may experience a lack of constructive feedback due to managers' discomfort or misguided attempts to protect their feelings, perpetuating ableist assumptions and depriving them of necessary growth opportunities.



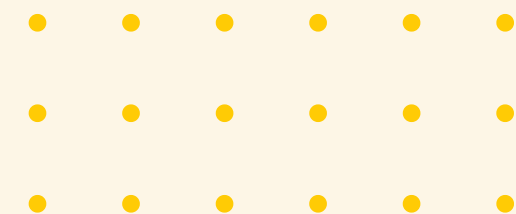
MITIGATING BIASES



These types of disparities reflect broader patterns of systemic discrimination embedded in many workplace structures. In efforts to alleviate these workplace biases, managers should place an emphasis on infusing components of equitable coaching and feedback practices such as increasing their cultural competence, providing individualized, actionable feedback on a consistent basis, and creating accessible pathways to personal and professional growth for unit staff.

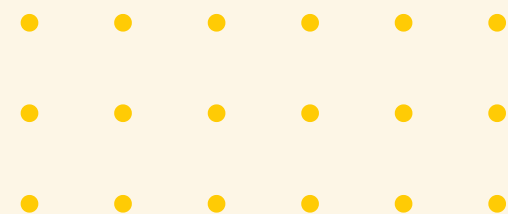


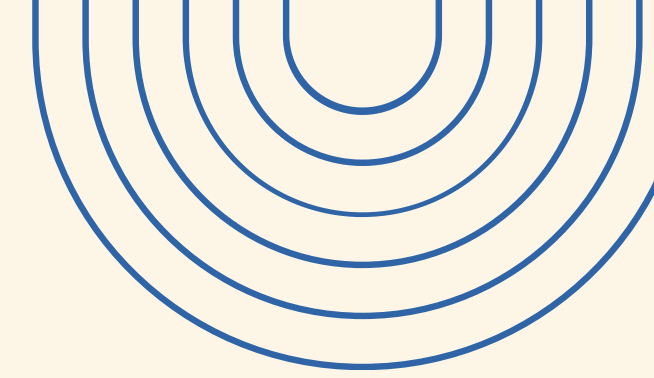
Workplace performance feedback is frequently influenced by typical evaluation biases. The tendency for leniency bias among managers leads to an abundance of positive feedback to all employees, which hampers growth by decreasing clear and constructive feedback. The use of structured feedback frameworks can help address this issue, as they assist with outlining clear expectations and ensuring that manager feedback is directly connected to employee performance.



MITIGATING BIASES

Similarly, protective hesitation is evident when leaders avoid giving clear, consistent feedback to women and ethnically diverse staff, fearing negative reactions or potential damage to their own reputation. Instead of offering protection, this practice acts as a barrier to professional advancement for those who need it most. This can be addressed by offering managers training that emphasizes the significance of honest and consistent feedback for professional growth. Central tendency bias—where managers rate all employees similarly—can be reduced by soliciting feedback from multiple sources and assessing employees across a broader range of categories. Finally, the contrast effect, where evaluations are skewed by comparisons between employees, can be reduced by evaluating employees against specific job criteria instead of comparing them to their colleagues. Implementing equitable coaching and feedback practices to address workplace bias ultimately promotes growth and development for all employees.

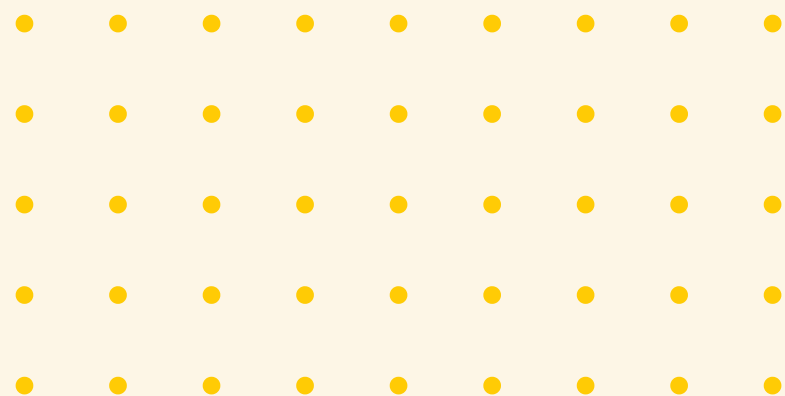




SUCCESSFUL IMPLEMENTATION

Implementing equitable coaching and feedback practices is a core component of building a workplace where all employees feel supported in their growth and development. Embracing diversity in its broadest sense—across age, race, religion, disability, cultural background, and more—enables unit leadership to offer inclusive coaching that is tailored to individual employee needs. Additionally, providing equitable feedback fosters a fair and constructive dialogue between employees and their managers/supervisors, empowering unit staff to succeed and contribute meaningfully. Establishing equitable coaching and feedback practices requires intentionality, with a focus on cultural competency, transparency, and regular feedback cycles.

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



IMPLEMENTATION FRAMEWORK



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

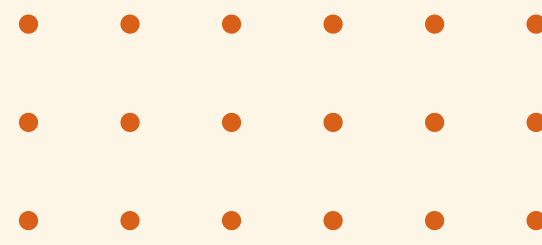
OUTCOME: Unit leadership is equipped with the necessary skills to offer unbiased, customized, and culturally competent feedback.

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



IMPLEMENTATION FRAMEWORK



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

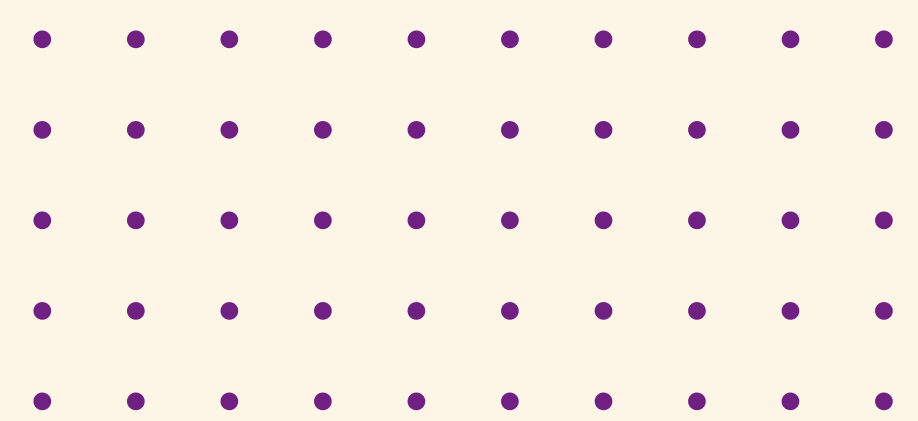
OUTCOME: Ongoing employee development in an environment of trust and engagement, empowering employees to advance in their careers.

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.

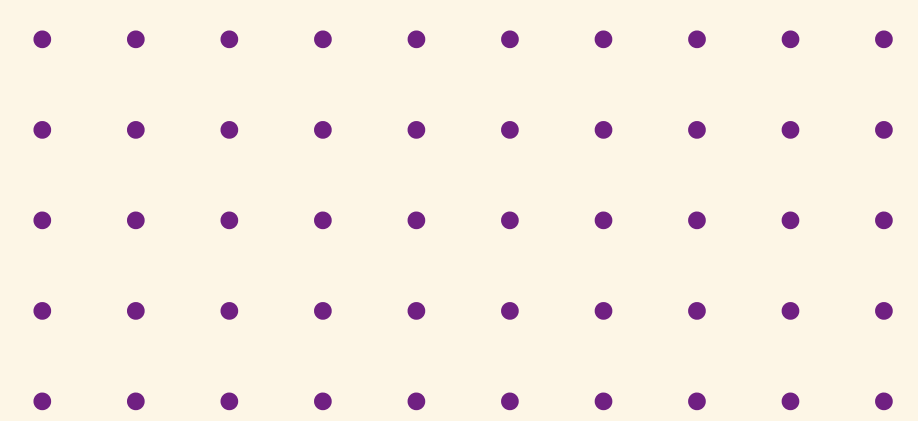


SOURCES & RESOURCES



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- Feedback and coaching: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC8821048/>
- Common models and approaches for the clinical educator to plan effective feedback encounters: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC9842479/>
- The Situation – Behavior – Impact™ Feedback Tool | Providing Clear, Specific Feedback: <https://www.facs.org/media/pshbyz4v/sbi-feedback.pdf>
- Which Employees Receive the Lowest-Quality Feedback: <https://www.shrm.org/topics-tools/news/inclusion-diversity/which-employees-receive-the-lowest-quality-feedback>
- How to create an equitable feedback culture: <https://textio.com/blog/how-to-create-an-equitable-feedback-culture>
- Coaching leaders toward favorable trajectories of burnout and engagement: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC10726131/>
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- How to Build Leaders Who Give Inclusive Feedback: <https://blog.blueoceanbrain.com/blog/how-to-build-leaders-who-give-inclusive-feedback>

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