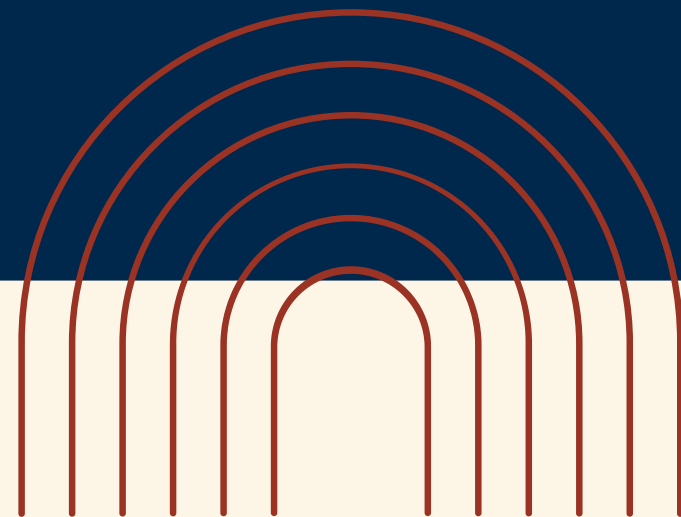
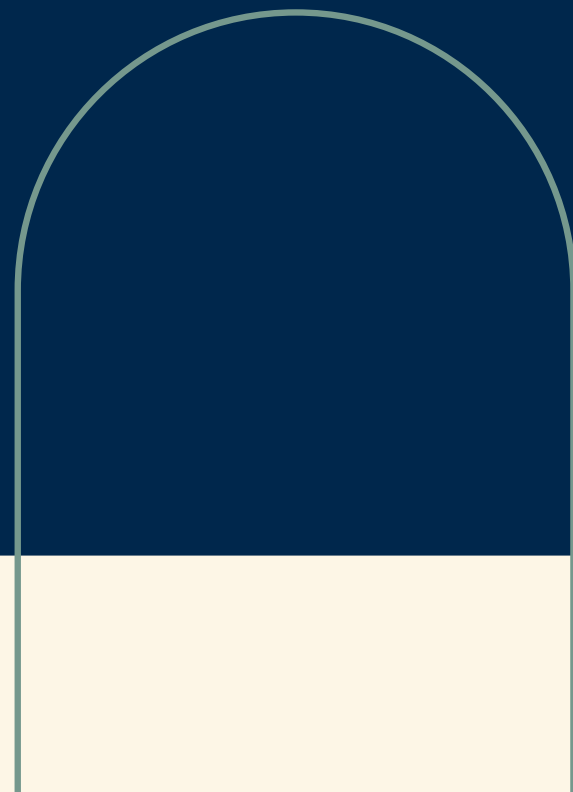
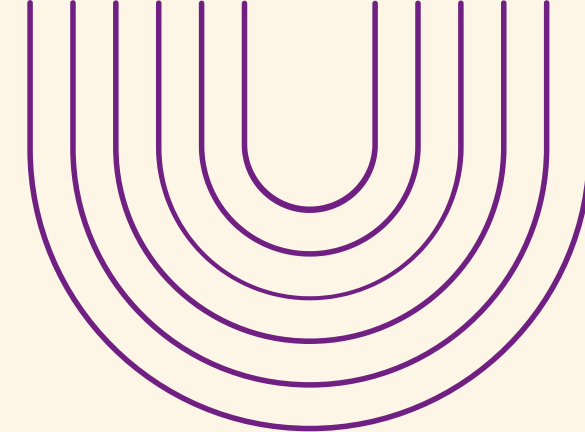


# **GROWTH-ORIENTED COACHING AND FEEDBACK**

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





**01. WHAT IS GROWTH-ORIENTED COACHING AND FEEDBACK?**

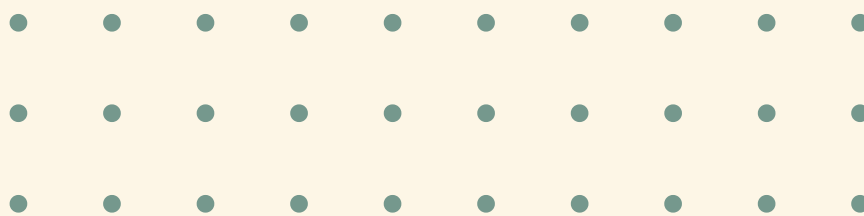
*Understanding the integrated approach for employee development and support and its importance for staff retention*

**02. COMPONENTS OF GROWTH-ORIENTED COACHING AND FEEDBACK**

*Understanding key components of growth-oriented coaching and feedback in the workplace*

**03. IMPLEMENTATION TIPS**

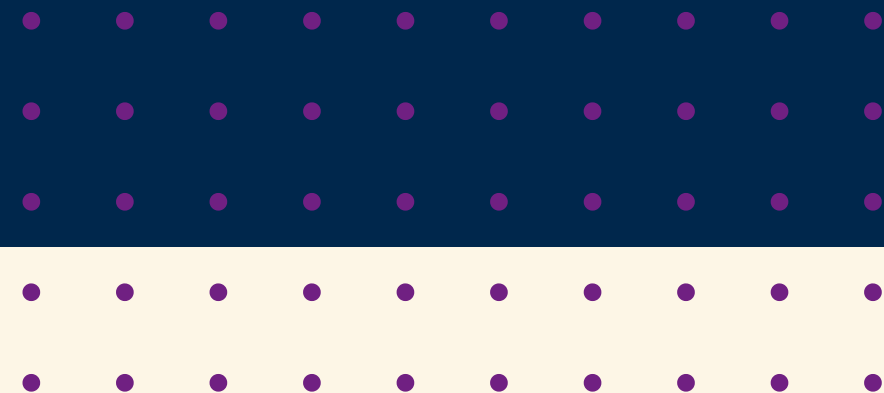
*Tips for addressing common workplace perceptions and tendencies, along with an easy-to-follow framework for successfully implementing growth-oriented coaching and feedback practices.*



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**01.**

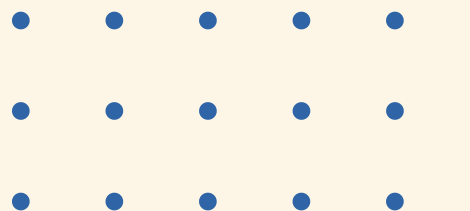
# **WHAT IS GROWTH-ORIENTED COACHING AND FEEDBACK?**





# **GROWTH-ORIENTED COACHING AND FEEDBACK**

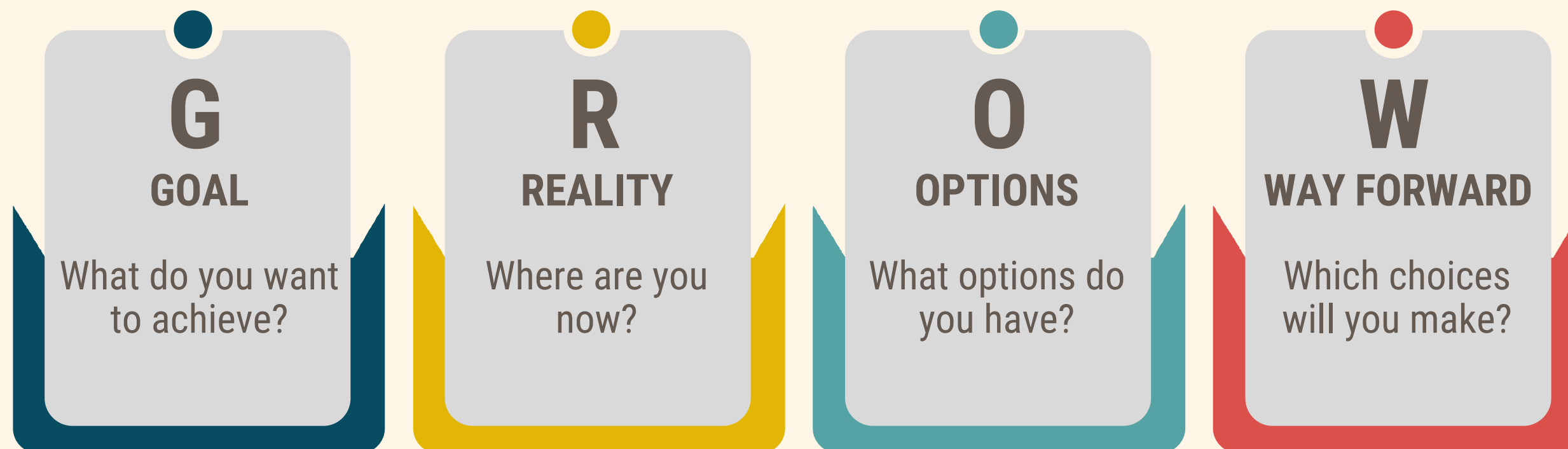
Growth-oriented coaching and feedback is an integrated approach that merges key principles from both coaching and feedback methodologies. It focuses on fostering employee growth, learning, and performance improvement while offering clear, actionable insights tailored to individual needs. Growth-oriented 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 the varied perspectives of all staff are acknowledged and valued, creating an open and welcoming 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 growth-oriented coaching, the fundamentals of coaching philosophies such as the GROW model are merged with a strong emphasis on acknowledging and appreciating the broad range of perspectives and personal experiences of employees.



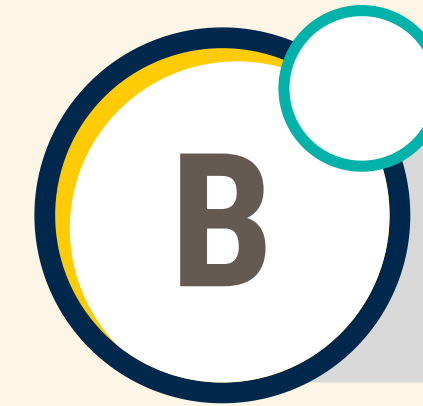
# FEEDBACK

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. Growth-oriented 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



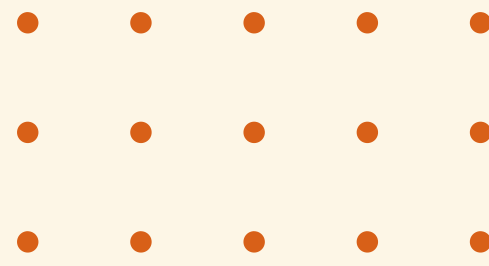
DESCRIBE THE **BEHAVIOR**

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 a balanced viewpoint. An integrated approach to coaching and feedback ensures that both processes reinforce each other, promoting fairness and belonging at every stage. By applying this evidence-informed approach, units and teams can create an environment where employees not only grow professionally, but are also appropriately supported, 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 commitment to just and consistent practices. This means being mindful of addressing common workplace perceptions and tendencies and ensuring that feedback and coaching are accessible to all employees. Prioritizing these elements allows coaching and feedback to work together, supporting individual growth and contributing to organizational success in a way that promotes positive engagement and mutual respect.



# IMPACT ON RETENTION

Growth-oriented coaching and feedback is critical to the retention of a workforce comprised of individuals with different experiences, skills, and perspectives. When delivered through an integrated, people-centered approach, it helps to create an environment where all employees feel valued, supported, and able to succeed. Recognizing individual strengths, addressing unique challenges, and reducing inconsistencies in feedback delivery enables teams to build a workplace culture where employees from various backgrounds can grow and advance professionally. These actions have a broad impact, boosting employee engagement and satisfaction, while also increasing retention rates by showing employees that their development is a priority and that they are important members of the organization.







# **CULTURAL AWARENESS**

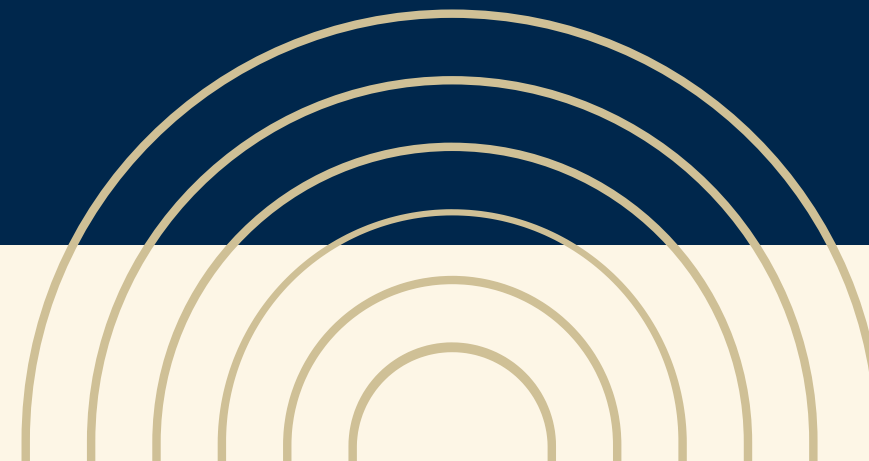
Cultural awareness is crucial for growth-oriented coaching and feedback because it allows leaders to acknowledge and appreciate the broad range of experiences and viewpoints of their team members. Increased awareness of cultural differences allows managers and supervisors to tailor their communication styles and feedback to align with individual needs, fostering a more welcoming 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.

## **A MULTIFACETED WORKFORCE**

A multifaceted workforce includes a broad range of characteristics. Valuing and recognizing this variety empowers leaders to adapt their approaches to the individual needs of each employee. Embracing different perspectives in coaching and feedback practices can foster a more collaborative environment, driving creativity and innovation. This leads to improved problem-solving, decision-making, and overall team success.

**02.**

# **COMPONENTS OF GROWTH-ORIENTED COACHING AND FEEDBACK**



# KEY COMPONENTS

**INDIVIDUALIZED  
APPROACH**



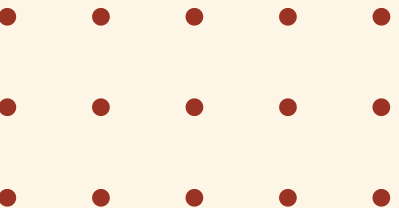
**EMPOWERMENT  
AND GROWTH**



**CULTURAL  
COMPETENCE**



**CONSISTENT  
FEEDBACK**






# 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 involves recognizing and appreciating differences in backgrounds, which can influence how feedback is received and understood. Ongoing training for managers is necessary to ensure growth-oriented coaching and feedback, with a focus on improving feedback delivery and understanding how different perspectives shape interactions. Managers can use these educational opportunities to become more aware of their personal predispositions related to race, gender, religion, and other identities that impact their engagement with employees from varied backgrounds. When managers are trained to identify and address these predispositions, they are better equipped to provide balanced feedback. This, in turn, helps prevent employees from feeling excluded or unfairly evaluated, reducing the risk of higher turnover. Ensuring a growth-oriented mindset in coaching and feedback addresses the unique challenges employees face, fostering their success through essential guidance and support.






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



## **INDIVIDUALIZED APPROACH**

Growth-oriented coaching and feedback fosters an environment where all employees, regardless of their backgrounds and experiences, receive the same opportunities for growth, feel included and respected, and are developed based on their specific needs. Growth-oriented 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 effective in a multifaceted workplace. The sense of belonging fostered by growth-oriented 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 their staff, particularly those who do not experience a sense of belonging in the workplace. Growth-oriented 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**

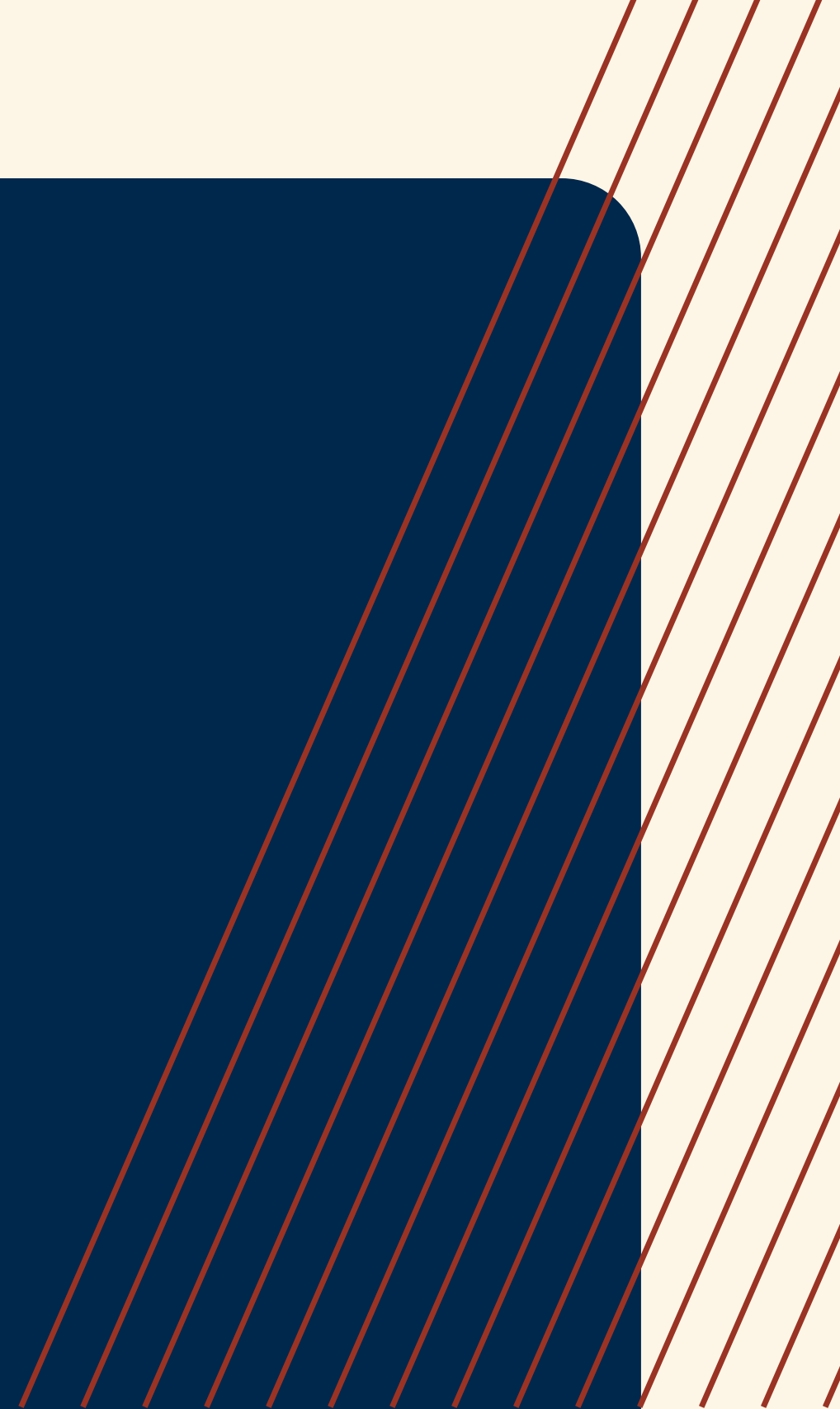
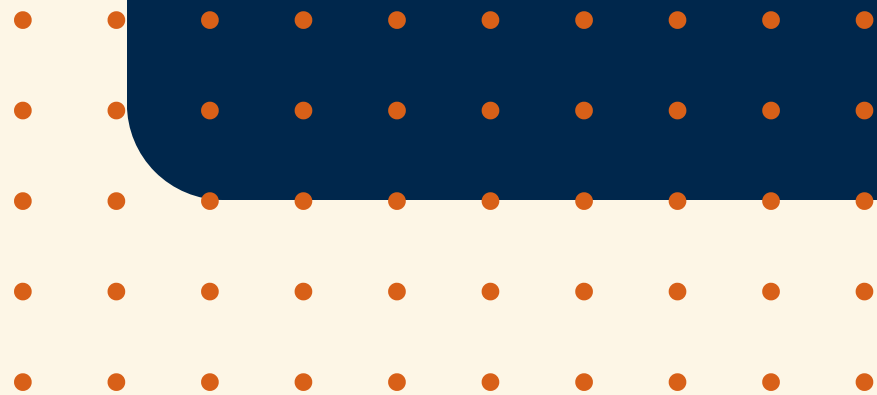
## **EMPOWERMENT AND GROWTH**

Employees from different backgrounds often encounter unique challenges in their career advancement due to systemic and structural barriers and underrepresentation in leadership. Identifying and dismantling these barriers is crucial, and growth-oriented coaching and feedback plays a critical role in equipping employees from a wide range of 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 WORKPLACE PITFALLS

Growth-oriented coaching and feedback is a powerful approach to addressing unintended workplace perceptions that disproportionately affect certain 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 WORKPLACE PITFALLS

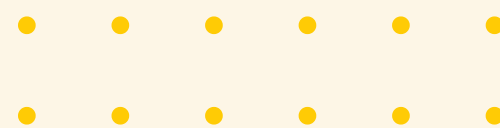


These types of disparities reflect broader patterns of systemic discrimination embedded in many workplace structures. In efforts to alleviate these common workplace predispositions, managers should place an emphasis on infusing components of growth-oriented coaching and feedback practices such as increasing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



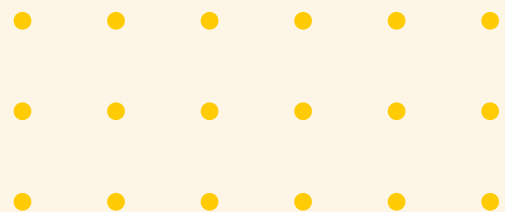
Workplace performance feedback is frequently influenced by typical evaluation pitfalls.

The tendency for the generosity effect 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.

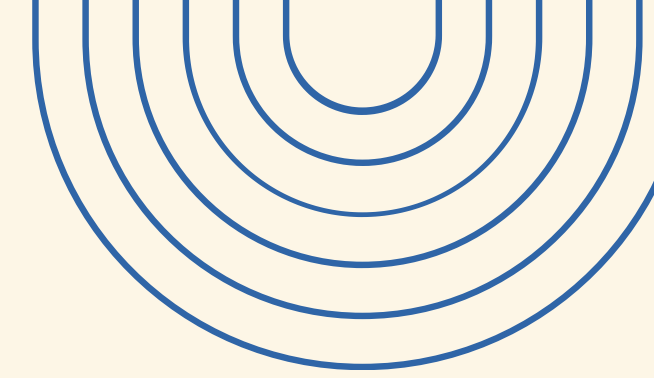


# MITIGATING WORKPLACE PITFALLS

Similarly, protective hesitation is evident when leaders avoid giving clear, consistent feedback to women and staff from differing backgrounds, 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. A central tendency predisposition—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 growth-oriented coaching and feedback practices to address common workplace pitfalls ultimately promotes growth and development for all employees.



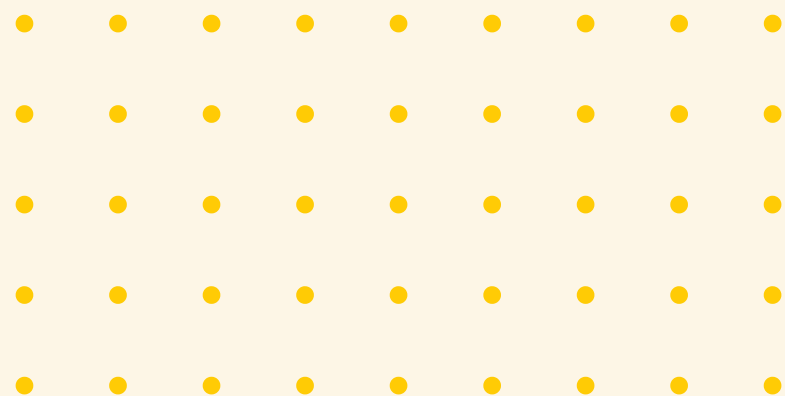




# SUCCESSFUL IMPLEMENTATION

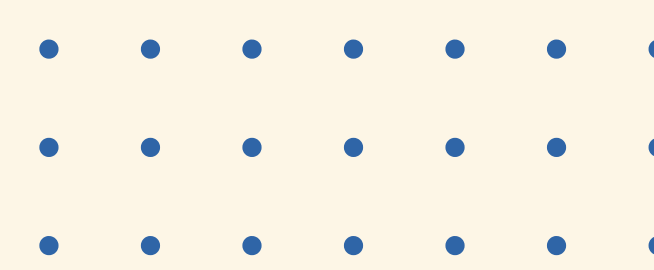
The implementation of growth-oriented coaching and feedback practices is a core component of building a workplace where all employees feel supported in their growth and development.

Embracing various backgrounds in its broadest sense—across age, race, religion, disability, cultural background, and more—enables unit leadership to offer effective coaching that is tailored to individual employee needs. Additionally, providing growth-oriented feedback fosters a fair and constructive dialogue between employees and their managers/supervisors, empowering unit staff to succeed and contribute meaningfully. Establishing growth-oriented 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 growth-oriented 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, self-awareness of predisposition, and respectful and collaborative communication.

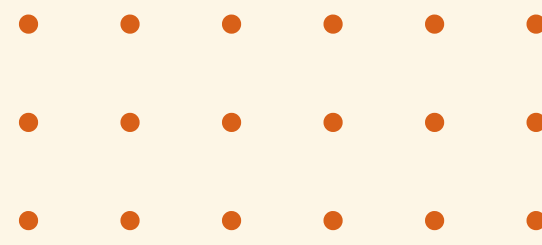
**OUTCOME:** Unit leadership is equipped with the necessary skills to offer feedback that is fair, customized, and attuned to varied needs.

**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 a welcoming 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.

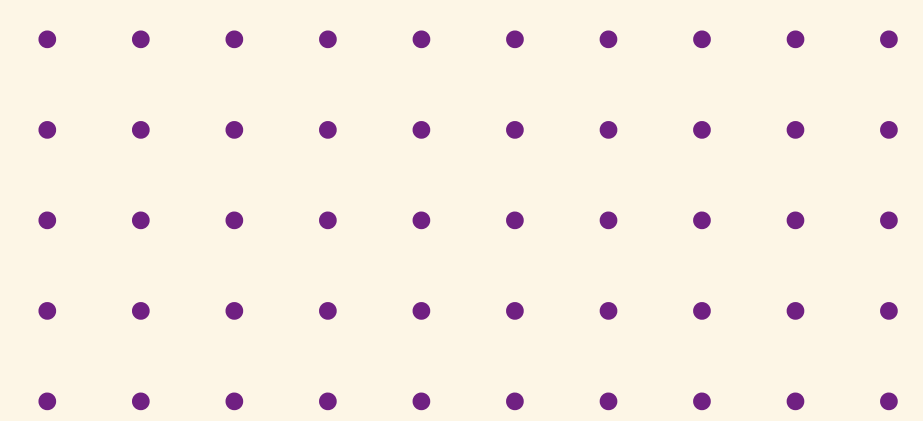
**OUTCOME:** Ongoing employee development in an environment of trust and engagement, empowering employee career advancement.

**ACTION:** Regularly evaluate the effectiveness of growth-oriented coaching and feedback processes through employee feedback and performance metrics.

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

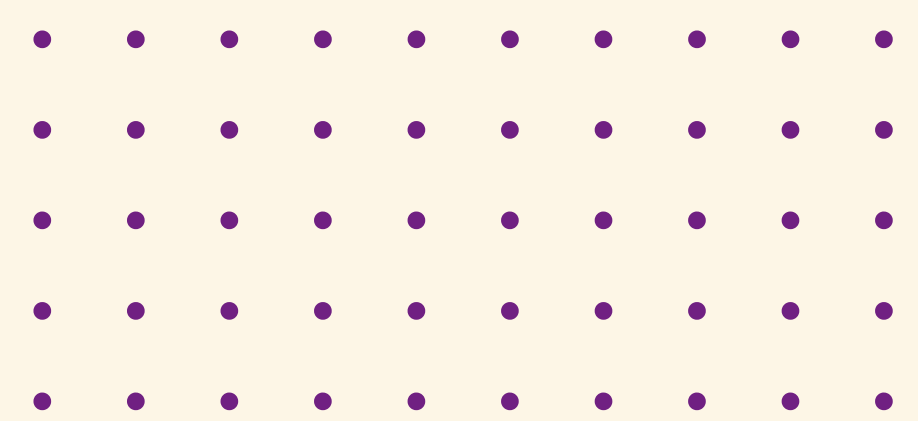


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- Feedback and coaching: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC8821048/>
- Common models and approaches for the clinical educator to plan effective feedback encounters: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC9842479/>
- The Situation – 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/>
- When Diversity Meets Feedback: <https://hbr.org/2023/09/when-diversity-meets-feedback>
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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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- Creating a Culturally Safe Workspace: Strategies and Challenges: <https://www.resources.wellnessworkscanada.ca/post/creating-a-culturally-safe-workplace-strategies-and-challenges>
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- Protective Hesitation: Failure in Feedback: <https://hrdailyadvisor.blr.com/2021/07/02/failure-in-feedback/>