

S.M.A.R.T. Feedback

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SPECIFIC M A R T

Adding Specificity

- ◆ Thank you.
- ◆ Thank you for helping.
- ◆ Thank you for the update.
- ◆ Thank you for your report. I really appreciate the summary you provided on our current options for implementing PER-005-2.



Choosing Specific Criteria

- ◆ Focus on one criteria at a time.
- ◆ What criteria is important?
 - Accuracy?
 - Organization?
 - Correct Order?
 - Speed?
- ◆ Maybe not...
- ◆ Focus instead on meeting reasonable deadlines.



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For Feedback to be Meaningful, You Must Have a Goal in Mind

- ◆ Set expectations - convey goals to your team.
- ◆ Even better - have team members develop own goals.
- ◆ Goals must also be SMART:
(see https://en.wikipedia.org/wiki/SMART_criteria)



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What I learned from dog training about adaptable reinforcement

- ◆ Reward in increments. Training dogs involves successive approximations.
- ◆ Change your plans when what you are trying is not working.



The ADDIE Model for Humans



It is fine to move in circles as long as you take time for feedback.



ADDIE Example: PER-005 R1 Systematic Approach to Training

R1. Each Reliability Coordinator, Balancing Authority, and Transmission Operator shall use a systematic approach to develop and implement a training program for its System Operators as follows:

1.1. [...] create a list of Bulk Electric System (BES) company-specific Real-time reliability-related tasks based on a defined and documented methodology.

1.1.1. [...] review, and update if necessary, its list of BES company-specific Real-time reliability-related tasks identified in part 1.1 each calendar year.

1.2. [...] design and develop training materials according to its training program, based on the BES company-specific Real-time reliability-related task list created in part 1.1.

1.3. [...] deliver training to its System Operators according to its training program.

1.4. [...] conduct an evaluation each calendar year of the training program established in Requirement R1 to identify any needed changes to the training program and shall implement the changes identified.

Discussion: Adapting Feedback

- ◆ Problem: Getting a team member who talks too much to talk less
- ◆ Possible feedback tactics
 - Talking to the person to explain the problem
 - Manage talking time
 - Reduce attention on excessive talking



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Why Do We Use Punishment?



- ◆ It works ... to some extent.
- ◆ Punishment is positively reinforcing to the punisher.

Why Should Feedback Be Mostly Positive?

- ◆ A philosophy of punishment will only incent the bare minimum in performance.
- ◆ Punishment in any form reduces spontaneous offerings of new suggestions or behaviors.
- ◆ There must be no fear of reprisal for employees to feel comfortable trying new things.
- ◆ It takes positive reinforcement to obtain superior results.
- ◆ *Note: Discipline policy is still necessary.*



What I Have Learned About Feedback From My Dogs



- ◆ Motivation is critical to learning or change. There is no motivation without trust and respect.
- ◆ Every interaction or event is a vehicle for feedback. That interaction may be useful or damaging depending on the behaviors or reactions of those involved.

The Right Reinforcers

- ◆ Understand your subject:

| My Dog | Me |
|---------------|------------------------------|
| Praise | Praise / Applause |
| Dog Treats | Money / Gifts / Chocolate |
| Belly Rubs | Fun |

Leave Room for Autonomy

Don't be the GPS!
(no micromanagement)



Constructive Feedback

- ◆ Give when calm.
- ◆ Give in the manner you would like to receive feedback about an error you made.
- ◆ Acknowledge successes before failures.
- ◆ Limit the number of critique items.

Audience Participation

- ◆ Is it true that you are the world's greatest comedian?
- ◆ To what do you attribute your success?

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TIMELY

Timing is critical. An example from dog training.

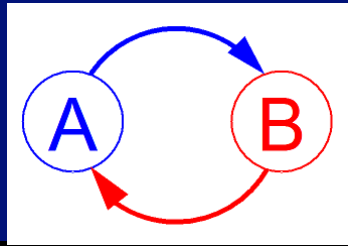


Timing is critical for humans too.

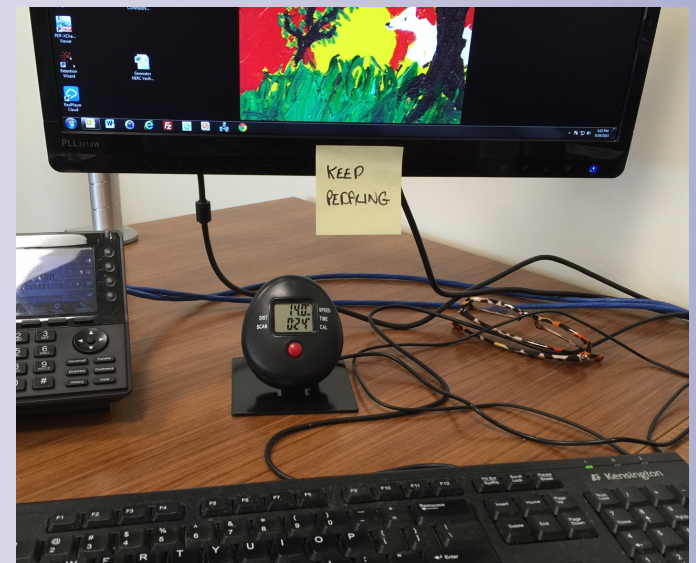
Example: Brazos Spot Bonus Program

“Spot Bonus Awards are delivered after the fact, based on a supervisor’s judgment of performance and the warranted reward. The bonus is discretionary in nature and may not be used to incentivize an employee in advance of performing the work. The initiating supervisor/manager should present the Spot Bonus Award to the employee within 24 to 48 hours of the achievement when possible.” (From *Brazos Electric Cooperative Spot Bonus Award Pay Policy*)

Feedback Loops



- ◆ Provide continuous feedback so that performance can be modified and re-checked on an on-going basis
- ◆ Example: Radar signs have been shown to reduce speeding without need for fines.



Feedback Loops in NERC Standards

BAL-001-TRE-1 Primary Frequency Response in the ERCOT Region

R2. The BA shall calculate the Primary Frequency Response of each generating unit/generating facility in accordance with this standard and the Primary Frequency Response Reference Document. This calculation shall provide a 12-month rolling average of initial and sustained Primary Frequency Response performance. This calculation shall be completed each month for the preceding 12 calendar months.

Recap - feedback should be:

SPECIFIC

MEANINGFUL

ADAPTABLE

RESPECTFUL

TIMELY

Recommended Reading

- ◆ *Don't Shoot the Dog* by Karen Pryor
- ◆ *The Happiness Advantage: The Seven Principles of Positive Psychology That Fuel Success and Performance at Work* by Shawn Achor
- ◆ ["Google's Quest to Build a Better Boss"](#) by Adam Bryant, *New York Times*