

LEA Global

Managing Others: Building Trust, Giving Feedback and Making it Stick!

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Learning Objectives

- Understand the foundations of managing others through trust and relationship-building
- Deliver effective, actionable feedback using a framework
- Foster accountability and follow-through after feedback is given

Icebreaker

- **IN THE CHAT**

- One thing a great manager did that made you feel supported
 - One thing a poor manager did that made feedback hard to hear
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Managing Others

“Leadership is not about being in charge. It is about take care of those in your charge.”

- Simon Sinek

Importance of this role

- People don't leave companies – they leave managers
- Managers multiply impact
- Culture is contagious
- Trust builds resilience
- Feedback drives growth

Building Relationships that Support Feedback

- Get curious!
- Get to know employees on a personal level.
- Start with lunch, coffee, or an informal meeting.
- Have some questions in mind to understand personal motivators:
 - What motivates them?
 - Why did they choose this profession?
 - What do they like to do outside or work?
- Listen!

Tips for Building a Trusting Relationship

- Regular 1:1s
- Use “How Can I Support You?” as a go-to phrase
- Share your own feedback stories to normalize the process
- Be vulnerable

The Broccoli of Conversations



- What holds you back from giving feedback?

Giving Feedback That Sticks

Situation

Describe the "when" and "where" of the situation

Behavior

Describe the other person's behavior

Impact

Communicate the impact of the person's behavior on you, your team and the organization.

Feedback Do's and Don'ts



DO

Focus on specific actions and behaviors

Provide concrete examples of what your employee does or has done

Provide **ideas** and **suggestions** for how to improve or what to do instead

Make sure both your constructive and positive feedback is clear



DON'T

Focus on traits

Make vague or blanket statements

Offer feedback without suggestions on how to improve

Use the “feedback sandwich” in which constructive feedback gets buried in positive feedback

TIPS FOR RECEIVING FEEDBACK



Stay open-minded



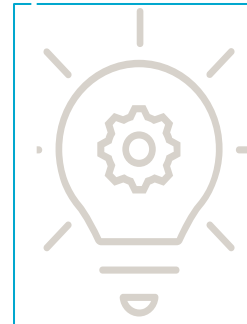
Listen actively



Avoid defensiveness



Seek clarification



Reflect before responding



Focus on improvement



Ask for feedback regularly

Final Thoughts on Feedback

- Be timely and relevant
- Describe behaviors/actions that the individual can do something about
- Check for understanding
- Be consistent
- Don't forget recognition for positive performance

Additional Resources

- Radical Candor by Kim Scott
 - <https://www.radicalcandor.com/>
- Harvard Business Review – “The Feedback Fallacy”
 - <https://hbr.org/2019/03/the-feedback-fallacy>
- TED Talk – “The Secret to Giving Great Feedback” by LeeAnn Renninger
 - [Watch on TED](#)
- SBI Model (Situation–Behavior–Impact)
 - <https://www.ccl.org/articles/leading-effectively-articles/closing-the-gap-between-intent-vs-impact/>

Questions?

Thank You!

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