

A large, stylized bird logo in a mustard yellow color, facing right. The bird's head is a circle containing three interlocking blue gears. The bird's body is a large, curved shape, and its tail is a long, dark blue, curved shape extending from the bottom. A horizontal white line is positioned below the title.

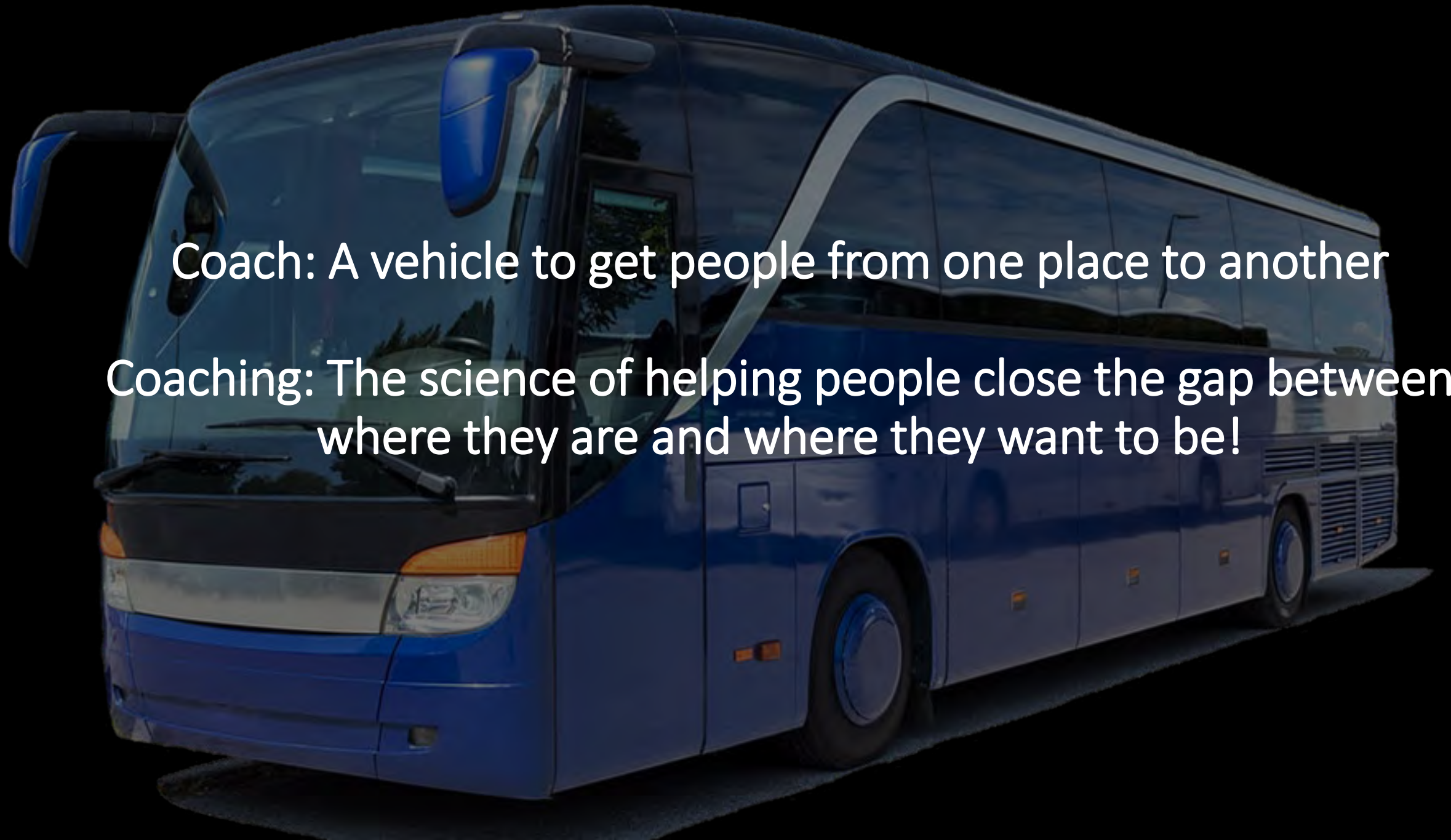
Coaching or Criticism?

OPRA 2025

Julie Jones

SSB Performance

www.ssbperformance.com



Coach: A vehicle to get people from one place to another

Coaching: The science of helping people close the gap between where they are and where they want to be!

Two yellow 3D stick figures are positioned on either side of the central text. The figure on the left is holding a grey, cylindrical device with yellow buttons to its ear. A thin, grey cord extends from this device, loops around the central text, and connects to a similar device held by the figure on the right. The background is a solid black.

DO YOU CONSIDER THE
FEEDBACK TO BE POSITIVE OR
NEGATIVE AND WHY?

MINDS ET IS
EVERYTHING

Mental Systems!

THE PERFORMANCE CYCLE

Focus on the First A & Last R.
The other A & R will improve!

APPROACH

The prep. The plan. The projecting.
Setting the stage for action!



ACTION

Where the prep, the plan, the
projecting come into play. The
process of doing something.



RESULTS

The consequence, effect, or
outcome of the approach and
action.



RESPONSE

How you deal with the results.



WITH GREAT RESPONSE ABILITY COMES GREAT POWER.
YOUR RESPONSE DICTATES EVERYTHING THAT HAPPENS NEXT!
(INCLUDING YOUR NEXT APPROACH & ACTION!)

The cycle continues A→A→R→R





Power Tool #1

Your ability to choose
one thought over another.

Power Tool #2

Your RESPONSE-ABILITY!





Event +
Response =
Outcome

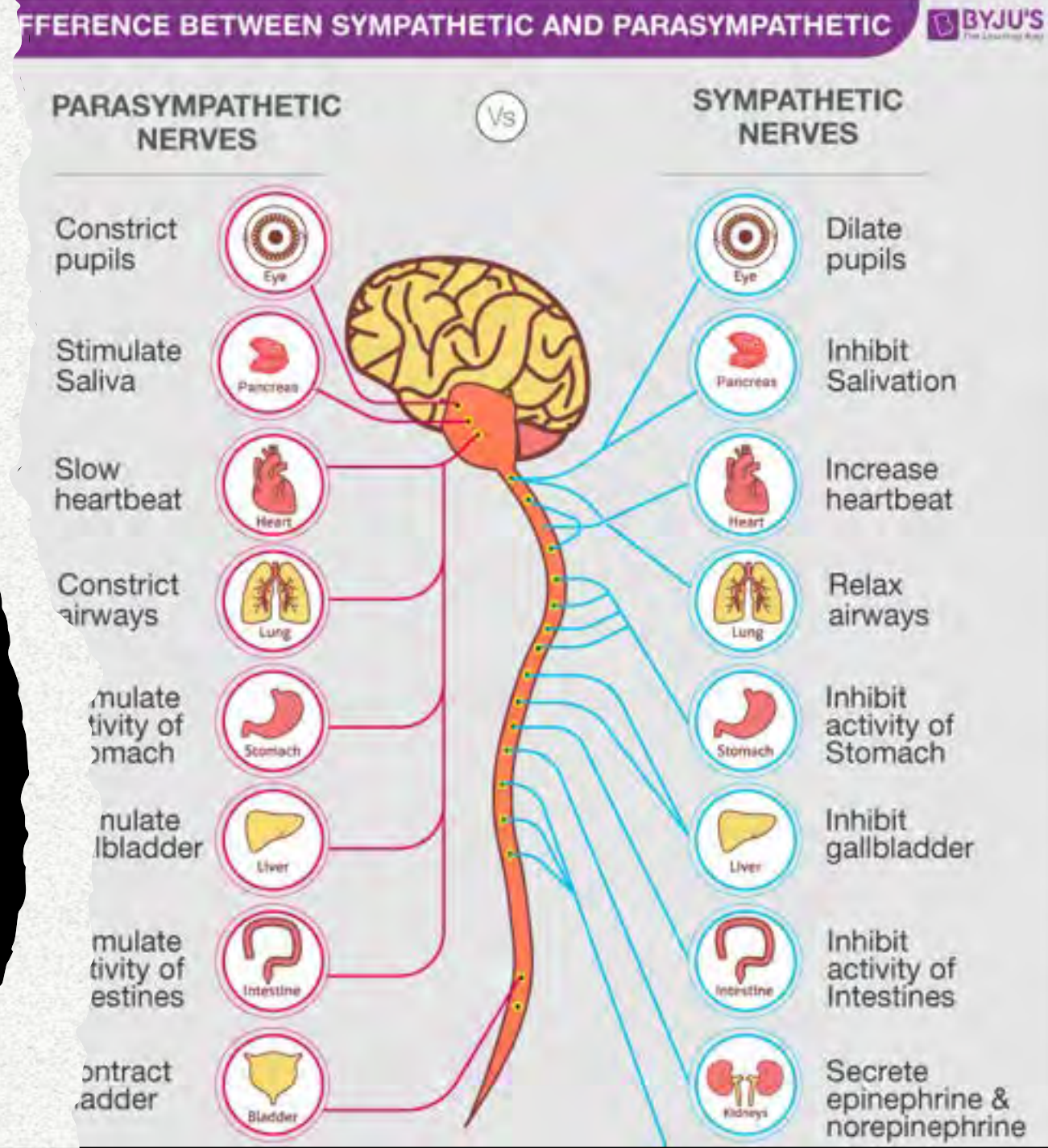


Power Tool #3

Manage your state!



Change how our
body reacts!



Feedback...

Why do we avoid it?



HURTFUL #1

Our brain does not like NEW or CHALLENGING STUFF!

It does not want to be UNCOMFORTABLE!

It does not like CHANGE...even if the change will make us better!

Part of our brain does not want us to be successful!



HURTFUL #2

We have a negativity bias!

We can find a problem in EVERYTHING!

—
Feedback...

Avoiding conflict
creates problems!



Feedback...

Where there is a void in
communication,
negativity fills it!

Jon Gordon

YOU WIN
IN THE
LOCKER ROOM
FIRST



The 7 C's to Build a Winning Team
in Business, Sports, and Life

A close-up photograph of a white gift box wrapped in white paper, tied with a large, vibrant red ribbon bow. The box is positioned on the right side of the frame, with the bow prominently displayed. The lighting is soft, highlighting the texture of the paper and the sheen of the ribbon. The background is a solid black, which makes the white box and red ribbon stand out.

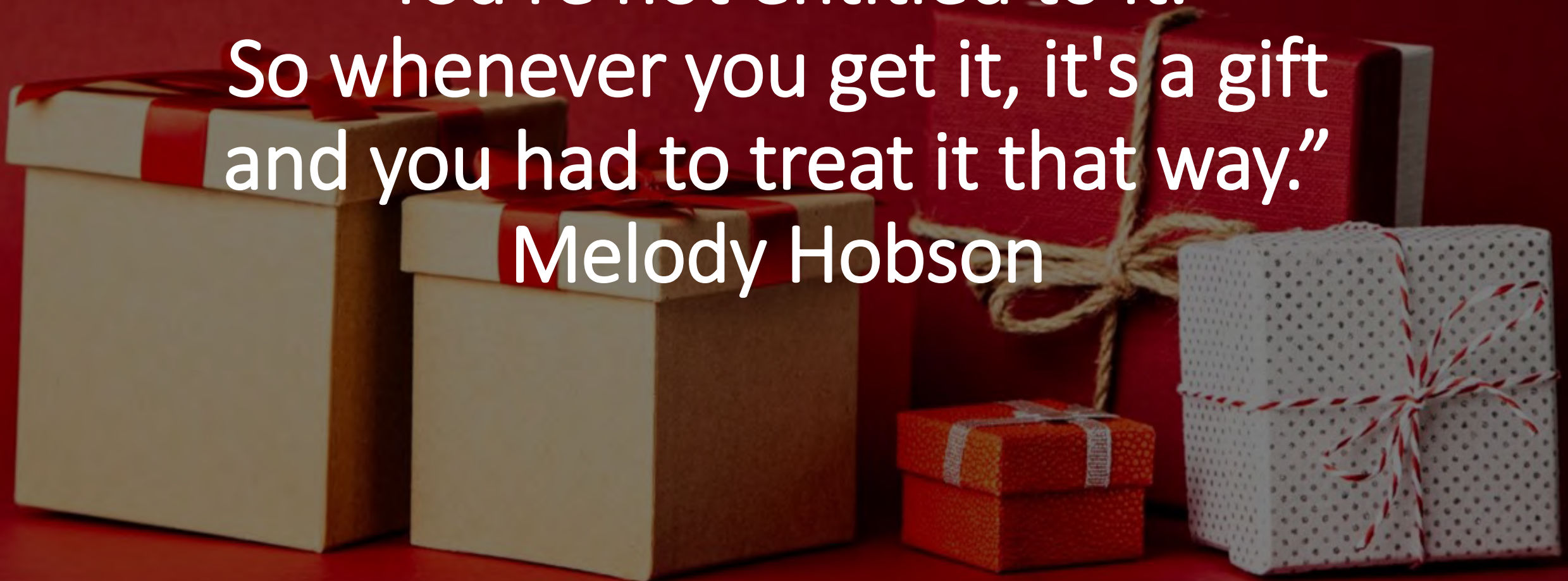
—

Feedback...

is a gift!

Bob's story!

“Feedback was not a right.
You're not entitled to it.
So whenever you get it, it's a gift
and you had to treat it that way.”
Melody Hobson



A magnifying glass with a dark wooden frame and handle is positioned in the center-right of the image. Inside the lens of the magnifying glass is a large, bold, black question mark. The background is a solid, vibrant blue. Scattered around the magnifying glass are several pieces of crumpled paper. Some are white, and others are a dark, charcoal grey. The lighting is soft, creating subtle shadows and highlights on the paper and the magnifying glass.

—

What we want?

May be different than we think!

Using our
power tools!



Power Tool #1

Your ability to choose one
thought over the other!





Pace
Space
Grace





Space & Perspective!

You will find
what you are
looking for!

You control your focus!



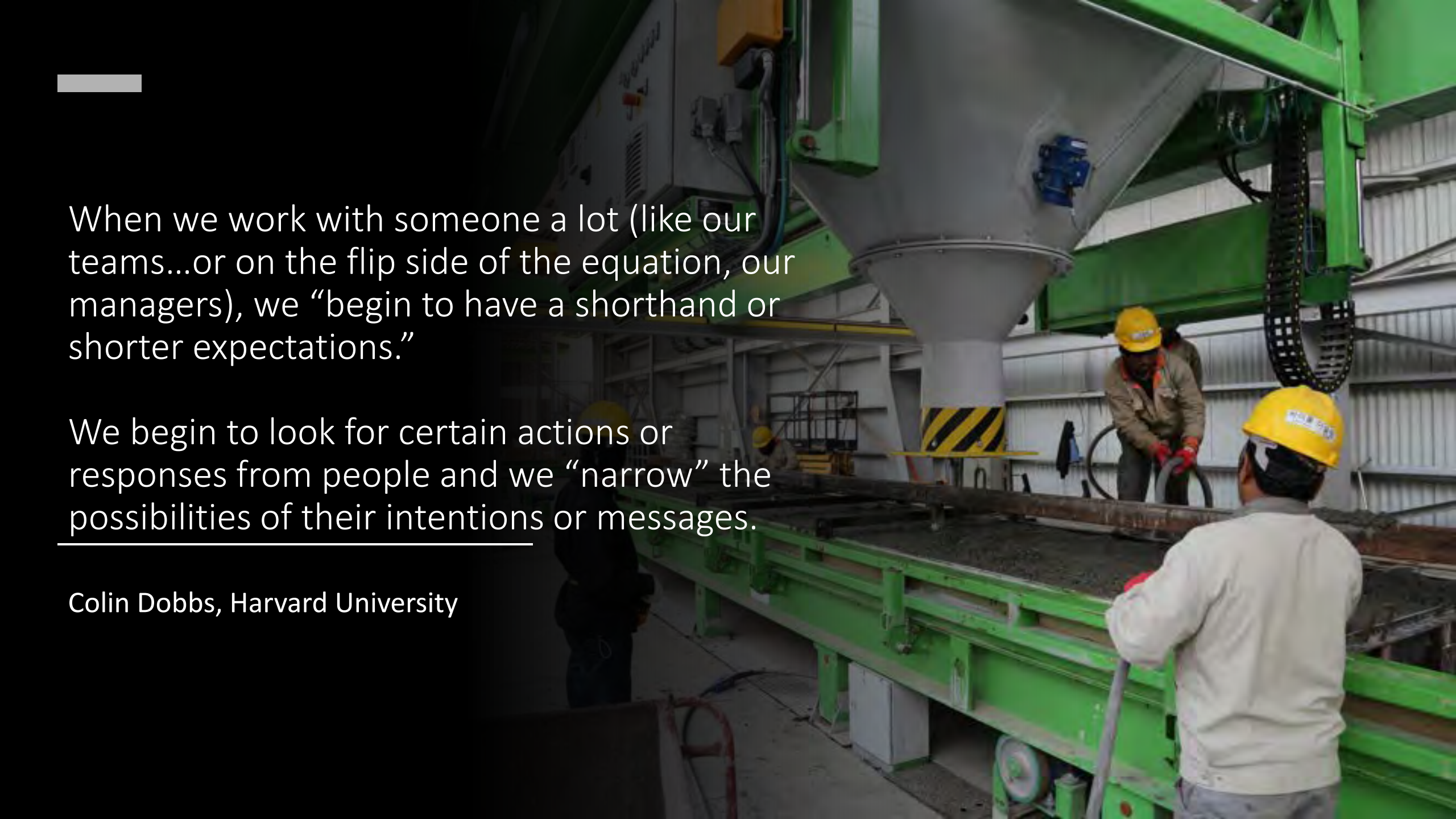
1. The sound of your name being called.
2. Anything that threatens your safety.
3. When someone is interested in you.
4. Whatever your RAS thinks is important.



Reticular Activating System



© 2011 Universal Studios

A background image of a factory interior. In the foreground, a worker in a white shirt and yellow hard hat is seen from behind, working on a large green industrial machine. In the background, another worker in a brown jacket and yellow hard hat is working on a similar machine. The machines are large, green, and have a funnel-like top. The floor is concrete, and the walls are white with some equipment mounted on them.


When we work with someone a lot (like our teams...or on the flip side of the equation, our managers), we “begin to have a shorthand or shorter expectations.”

We begin to look for certain actions or responses from people and we “narrow” the possibilities of their intentions or messages.

Colin Dobbs, Harvard University

A close-up photograph of a fire burning on a bed of red rocks and sand. The flames are bright yellow and orange, with a dark, charred log or piece of wood lying horizontally across the middle of the fire. The background is a deep red, suggesting a fire pit or a similar structure. The text "How does #4 affect us?" is overlaid in white, centered on the image.

How does #4 affect us?



What do you
really see and
hear?

People generally see
what they look for,
and hear what
they listen for

- Harper Lee

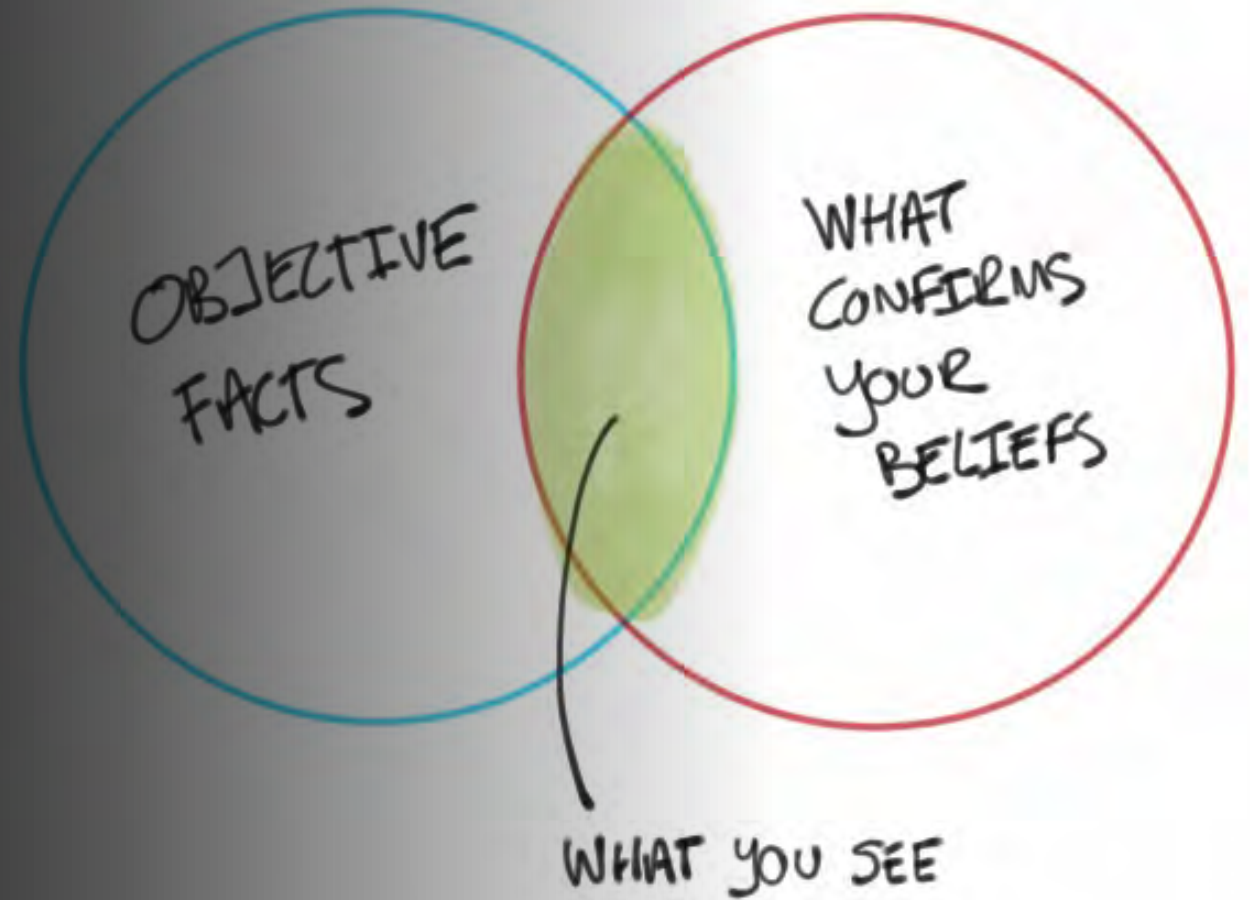
We don't see things as they are.

We see them as we are!

What we
expect changes
what we
hear...and do!



Confirmation Bias!





What role does Self-Talk play in
our ability to give or accept feedback?

What do we
project on
others?



Learning to give
data its own
SPACE is critical
to our ability to
use it as power.




Power Tool #2

Our Response-Ability!



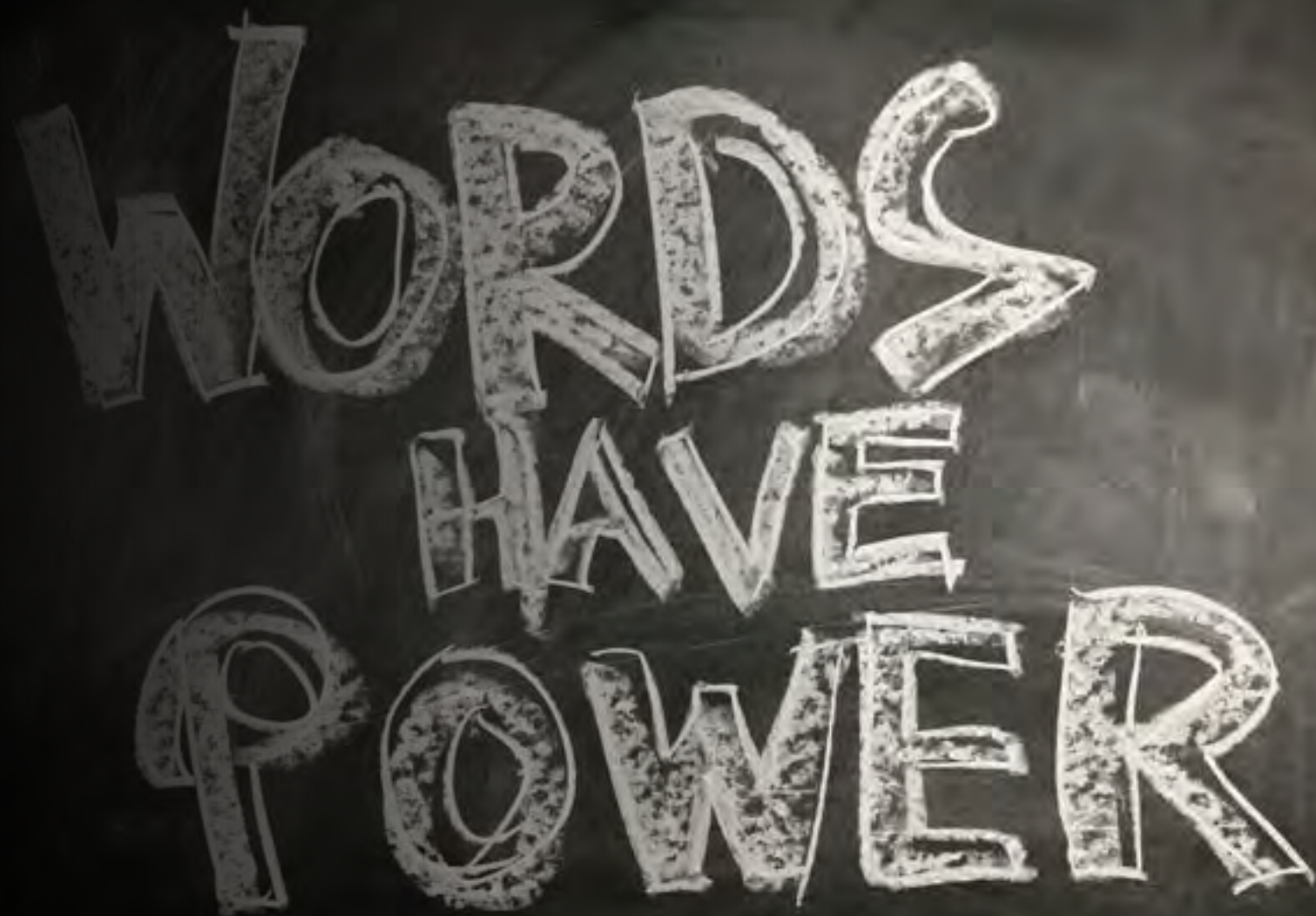
Pace





Communication is the foundation of every great relationship. Communication builds trust. Trust generates commitment. Commitment fosters teamwork, and teamwork delivers results.

Words are tools...
They both predict
and perpetuate
performance!



WORDS
HAVE
POWER

Authors Andrew Newberg, M.D. and Mark Robert Waldman discuss the effect of both positive and negative framing in their book,
Words Can Change Your Brain.

“The longer you concentrate on positive words, the more [they] begin to affect other areas of the brain,” says Newberg and Waldman, “functions in the parietal lobe start to change, which changes your perception of yourself and the people you interact with.”

What we say and how we say it matters!

Study by John
Gottman (1980)

Predicted divorce
within 94% accuracy!

You ask your boss if
he would like a cup of
coffee. How could he
respond?

Bid No

A low-angle photograph showing the silhouette of a person's head and arms reaching upwards towards a bright, hazy sky. Several colorful balloons (yellow, red, blue, green, orange) are floating in the upper right. Small dark silhouettes of birds are visible in the sky. The overall mood is hopeful and aspirational.

Toward Bids

- Nearly Passive – “uh-hu”
- Low Energy – “okay”
- Attentive – Empathy, Insight, joke, question
- High Energy – Enthusiastic – “wow”



Against Bids

- Contemptuous - “we wouldn’t need directions if you could read the map”
- Belligerent – “do you really think I have time for that?”
- Contradictory – “actually, I think it’s pronounced...”
- Domineering – “you shouldn’t have...”
- Defensive – “well don’t look at me!”



Turning-Away Bids

- Silence – Silent “can’t you see I’m busy?”
- Dismissiveness – ignore the substance/minimize “yes, but the real issue is...”
- Changing lanes – changing the subject “It’s going to be nice today.” “I really wish I had a coffee”

TELL ME A STORY!



Semantic shifts!



SHIFT

COULD?



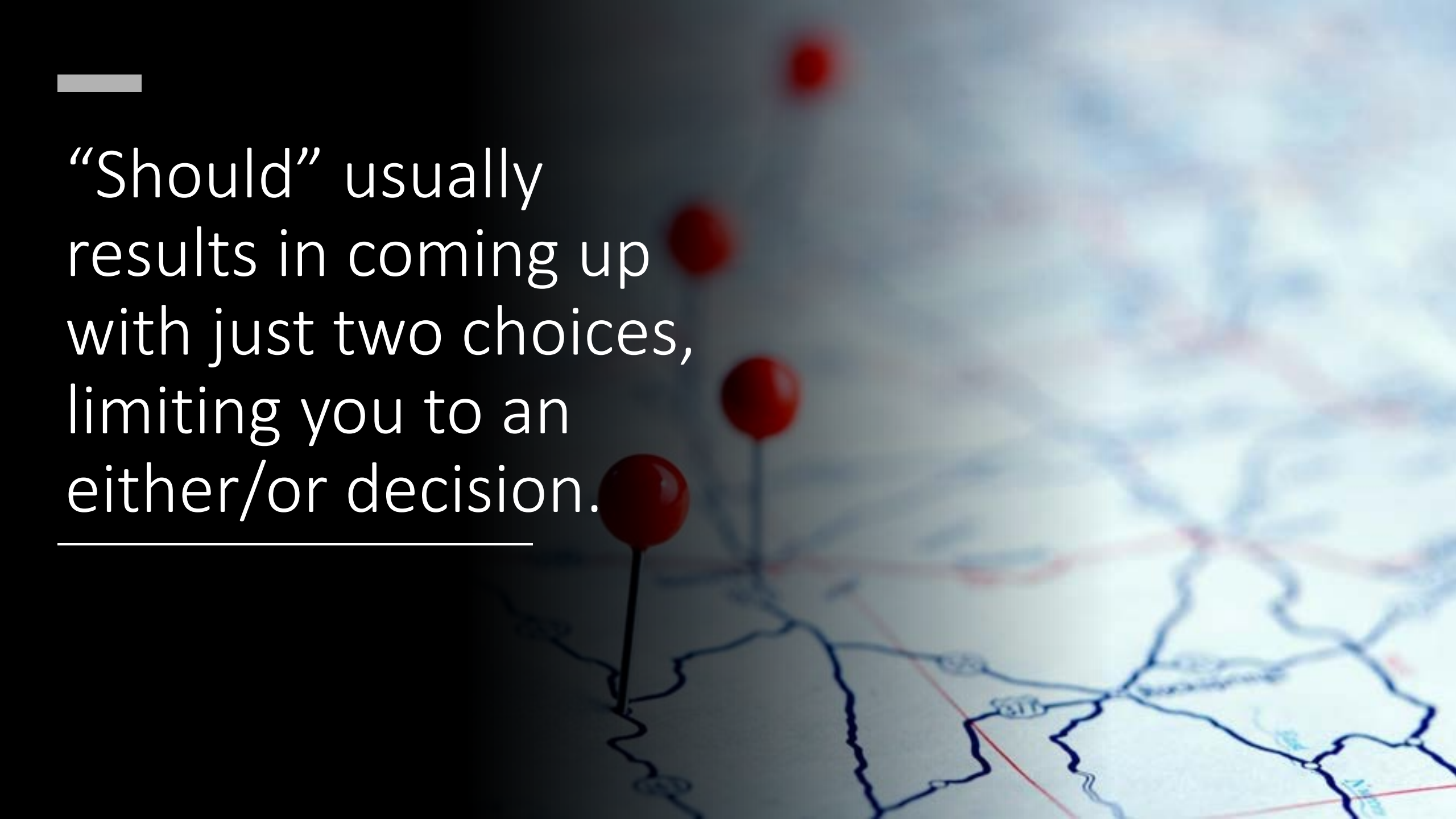
How you say it matters.

Can...should....COULD?

“What should we do?” you
ask your team.

The first thing you should
do is substitute “could”.





—

“Should” usually
results in coming up
with just two choices,
limiting you to an
either/or decision.

—

“Can” makes us
question what
we can do. Do
we believe we
“can”?





Why?

BECAUSE!

Phrase 1: “Excuse me, I have five pages. May I use the Xerox machine?”

The result? 60 percent of the people standing in line let the individual in ahead of them.

(Most people like to be nice... or at the very least, like to avoid confrontation.)



Phrase 2: “I have five pages. May I use the Xerox machine because I am in a rush?”

The result? 94 percent of the people standing in line let the individual in ahead of them. (Also makes sense; nearly everyone tries to be helpful.)



Phrase 3: “Excuse me, I have five pages. May I use the Xerox machine because I have to make copies?” The result? 93 percent of the people standing in line let the individual go ahead of them.



■

“A well-known principle of human behavior says that when we ask someone to do us a favor, we will be more successful if we provide a reason. People simply like to have reasons for what they do.”



Whenever you want the people you lead to do something — to do *anything* — always include the word “because.” But don’t stop there. Make sure your “because” is clear, logical, and compelling.

Then people will want to work with you, and not just for you.

How to Think Neutrally and

WHAT

Gain Control of Your Life

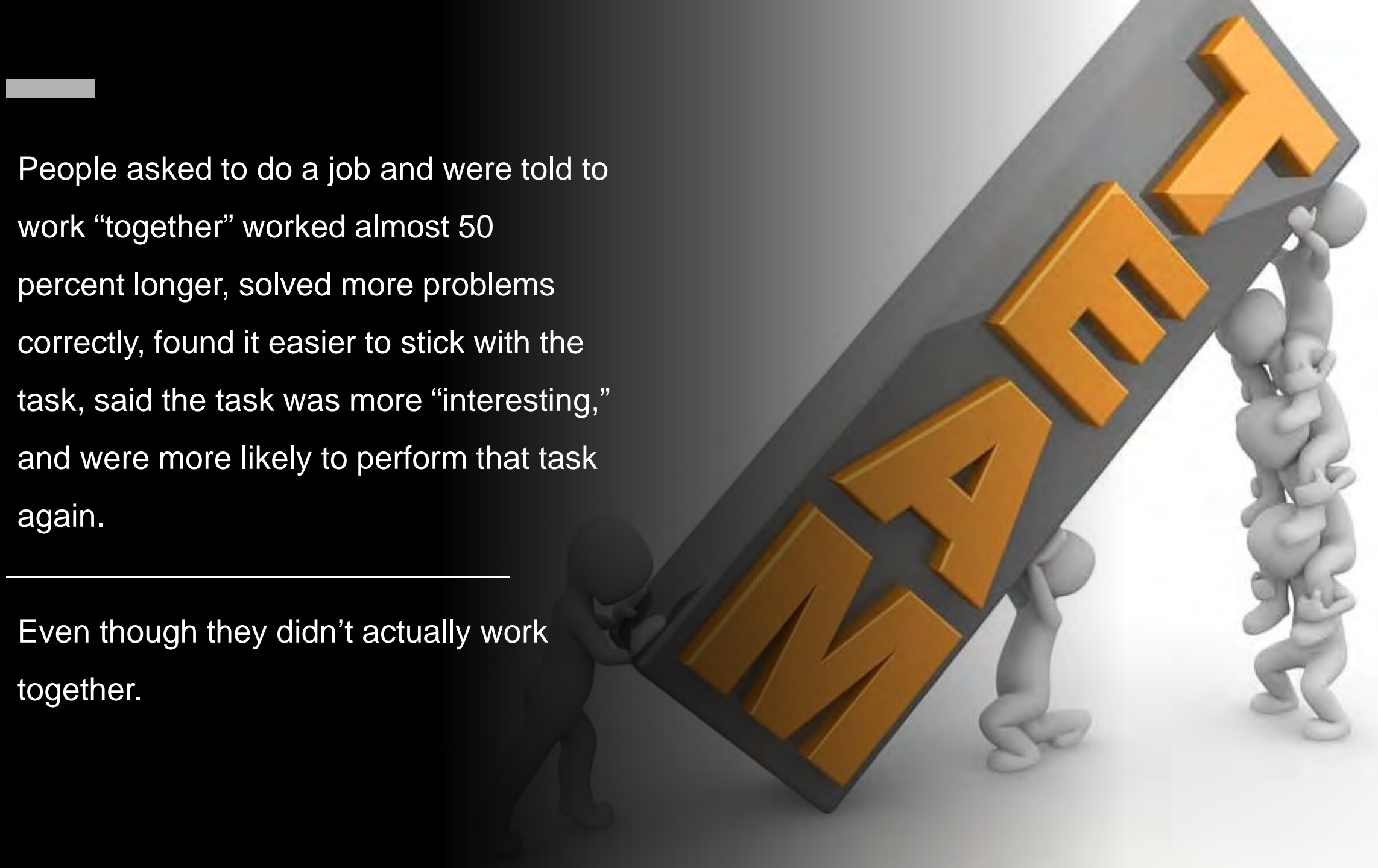
IT TAKES



TOGETHER!

People asked to do a job and were told to work “together” worked almost 50 percent longer, solved more problems correctly, found it easier to stick with the task, said the task was more “interesting,” and were more likely to perform that task again.

Even though they didn’t actually work together.

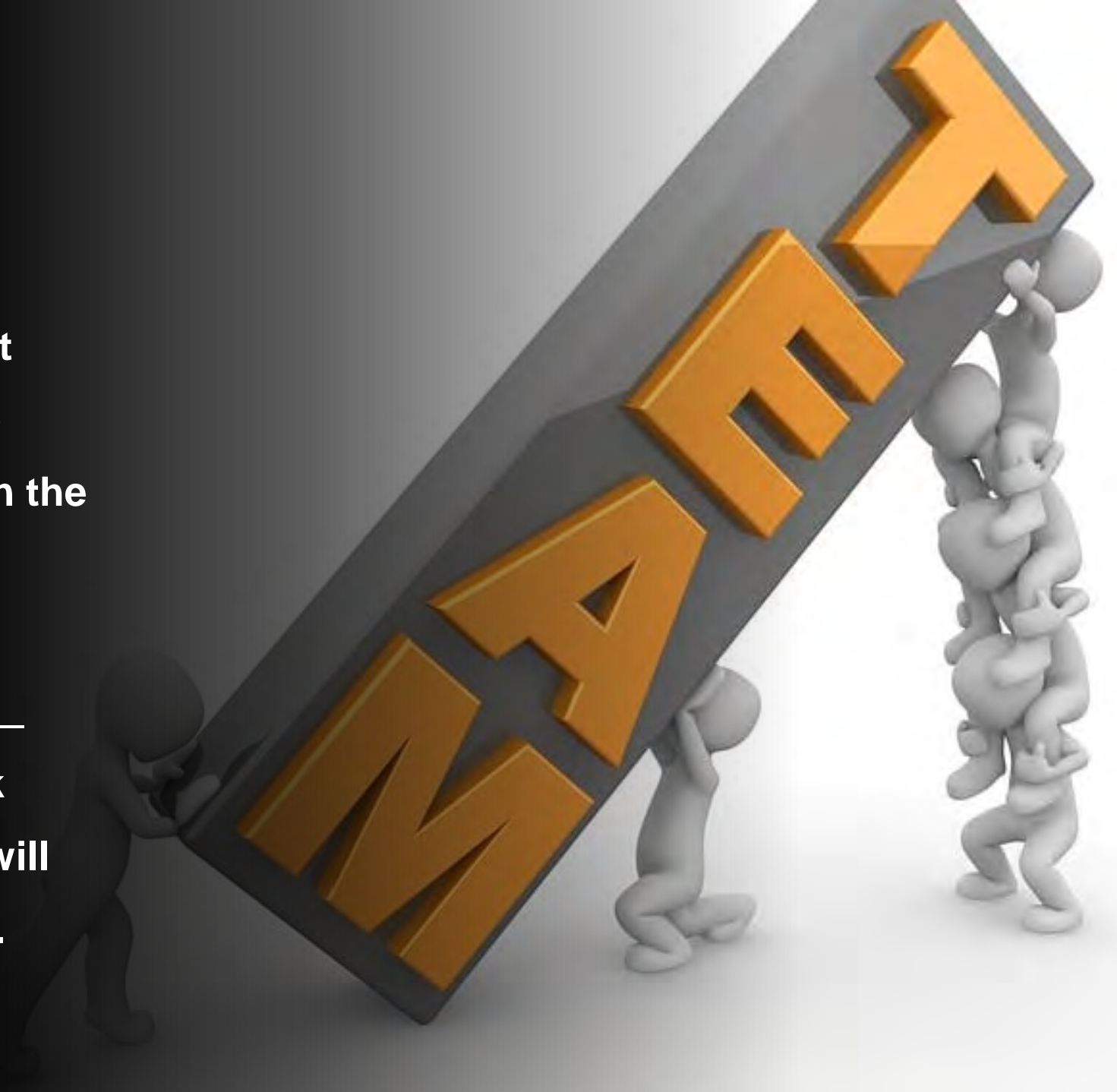


Using the word
“together” can cause
people to work harder,
longer, and more
effectively.



If you are building a team, don't just say what you want them to accomplish. Say they'll work on the project together. Say they'll achieve the outcome together.

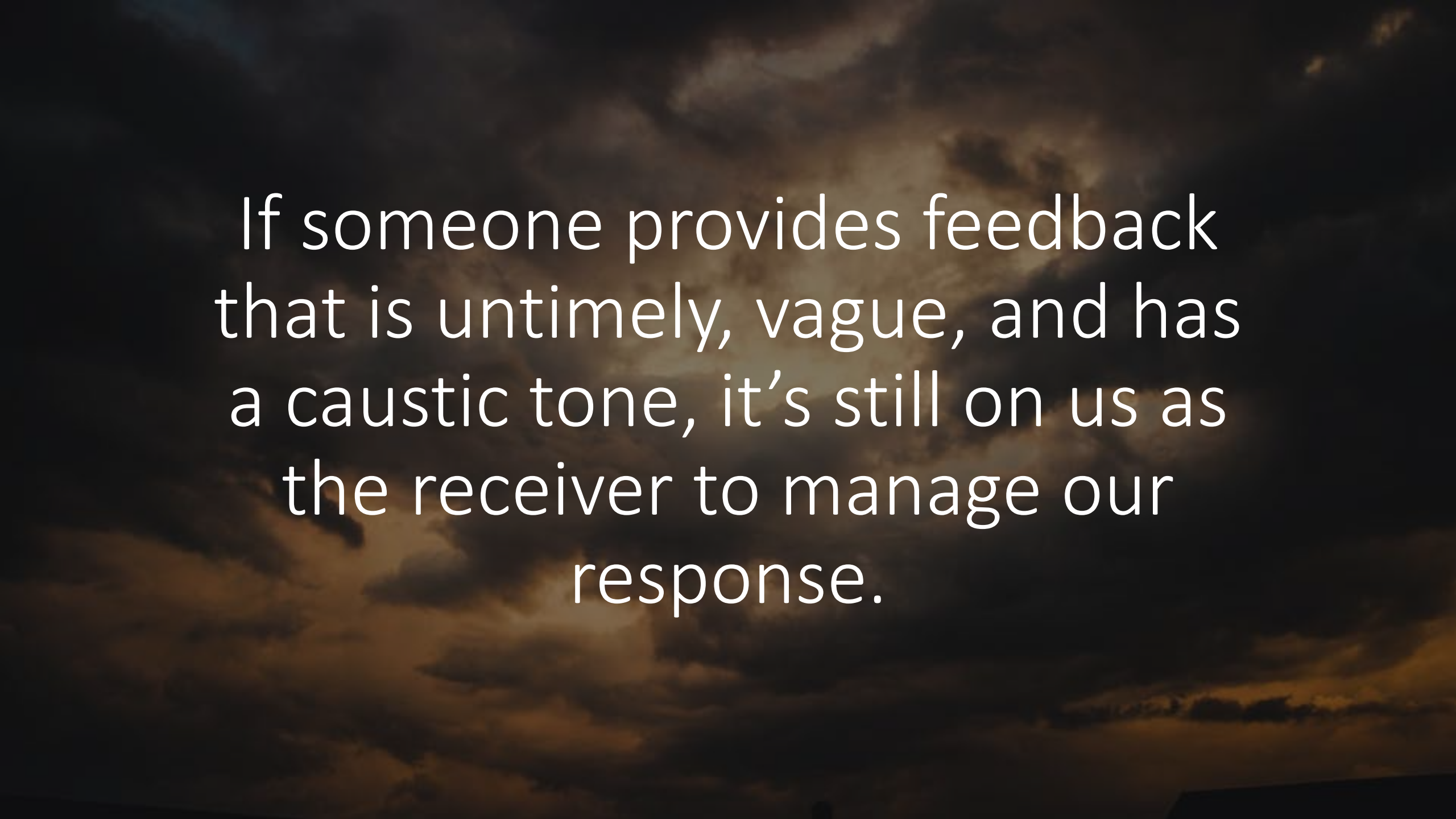
Science says they'll likely work harder, longer, and better and will enjoy it more. Win-win-win-win.





How can we make data
useful?

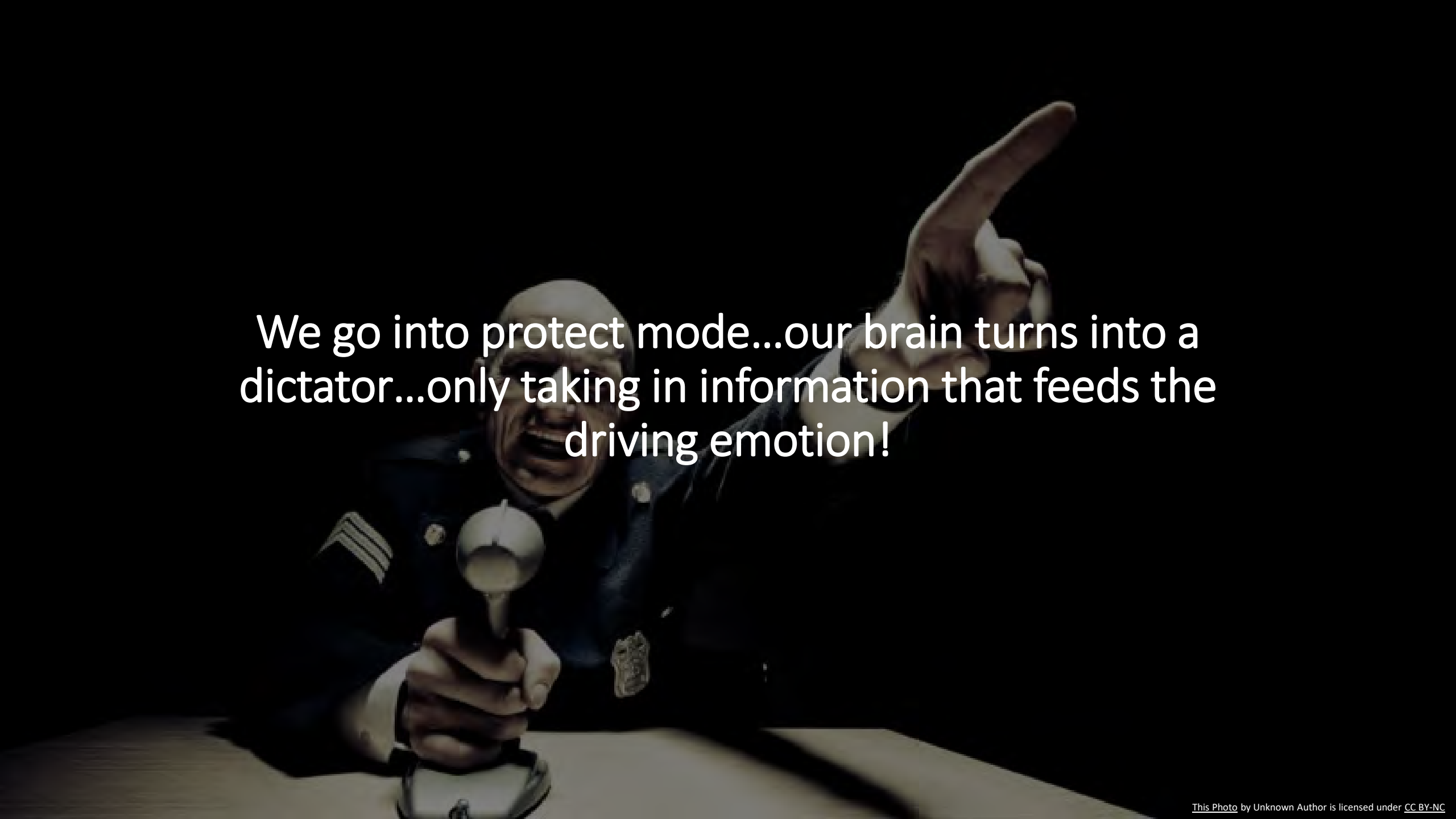
They are sharing DATA!



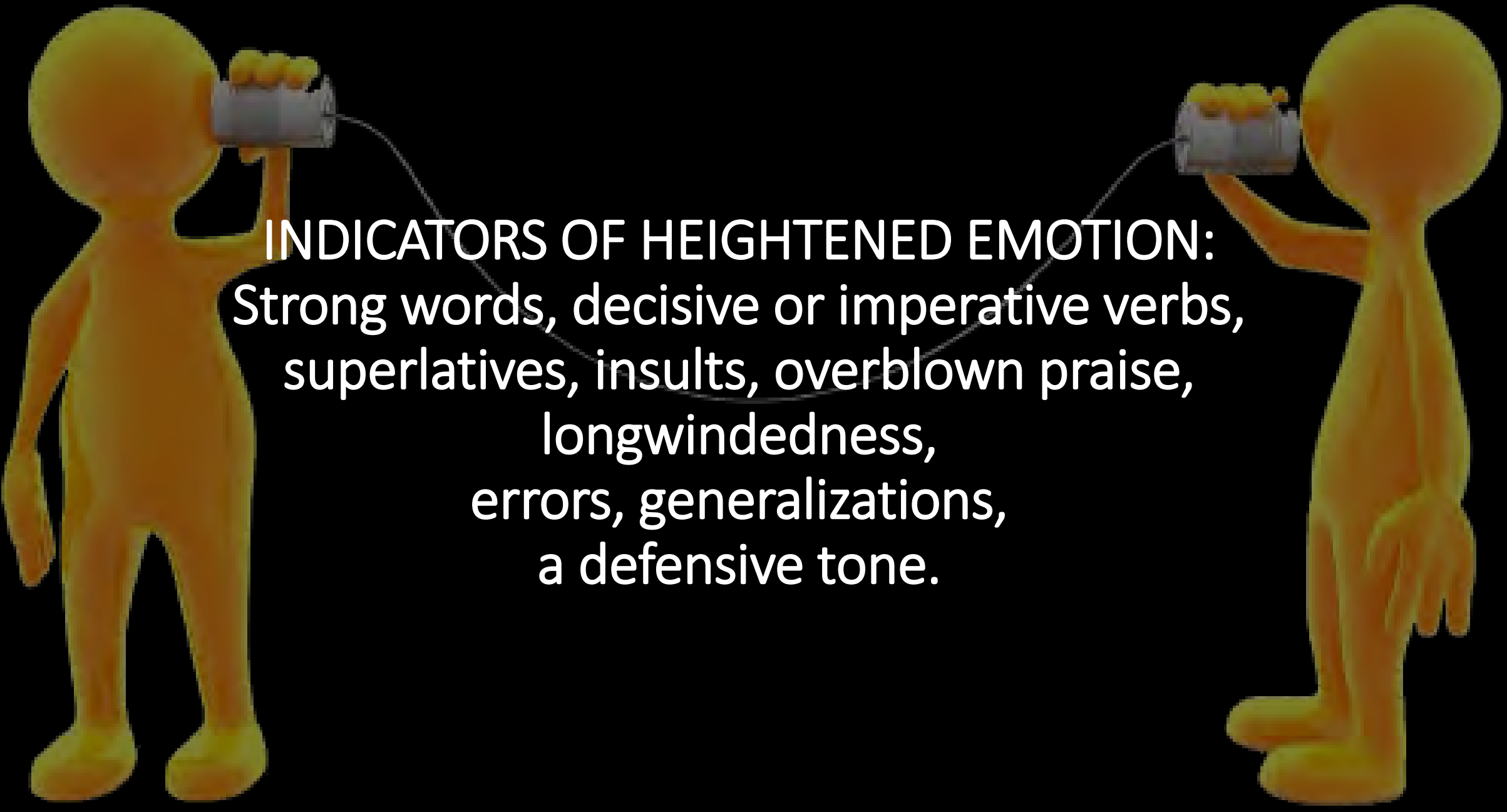
If someone provides feedback that is untimely, vague, and has a caustic tone, it's still on us as the receiver to manage our response.

How can we filter
data and spit out
something better
on the other
side?





We go into protect mode...our brain turns into a dictator...only taking in information that feeds the driving emotion!


Two yellow 3D stick figures are positioned on either side of the central text. Each figure is holding a small, grey, rectangular device with a yellow top. A thin, grey wire connects the two devices, looping around the central text. The figures are standing on a black background.

INDICATORS OF HEIGHTENED EMOTION:
Strong words, decisive or imperative verbs,
superlatives, insults, overblown praise,
longwindedness,
errors, generalizations,
a defensive tone.

No matter how the data
is delivered, I get to do
something with it.

That is AGENCY.



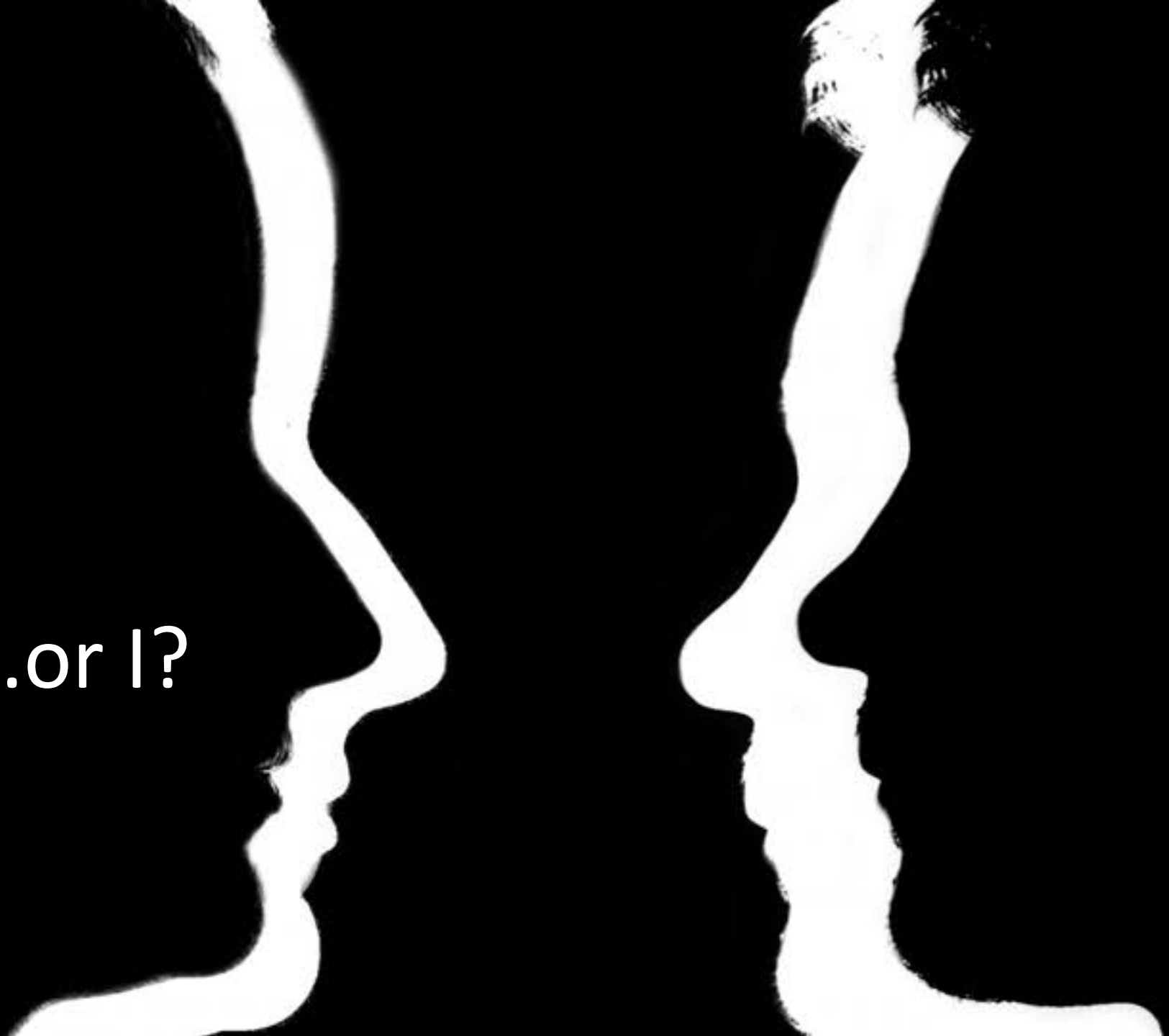



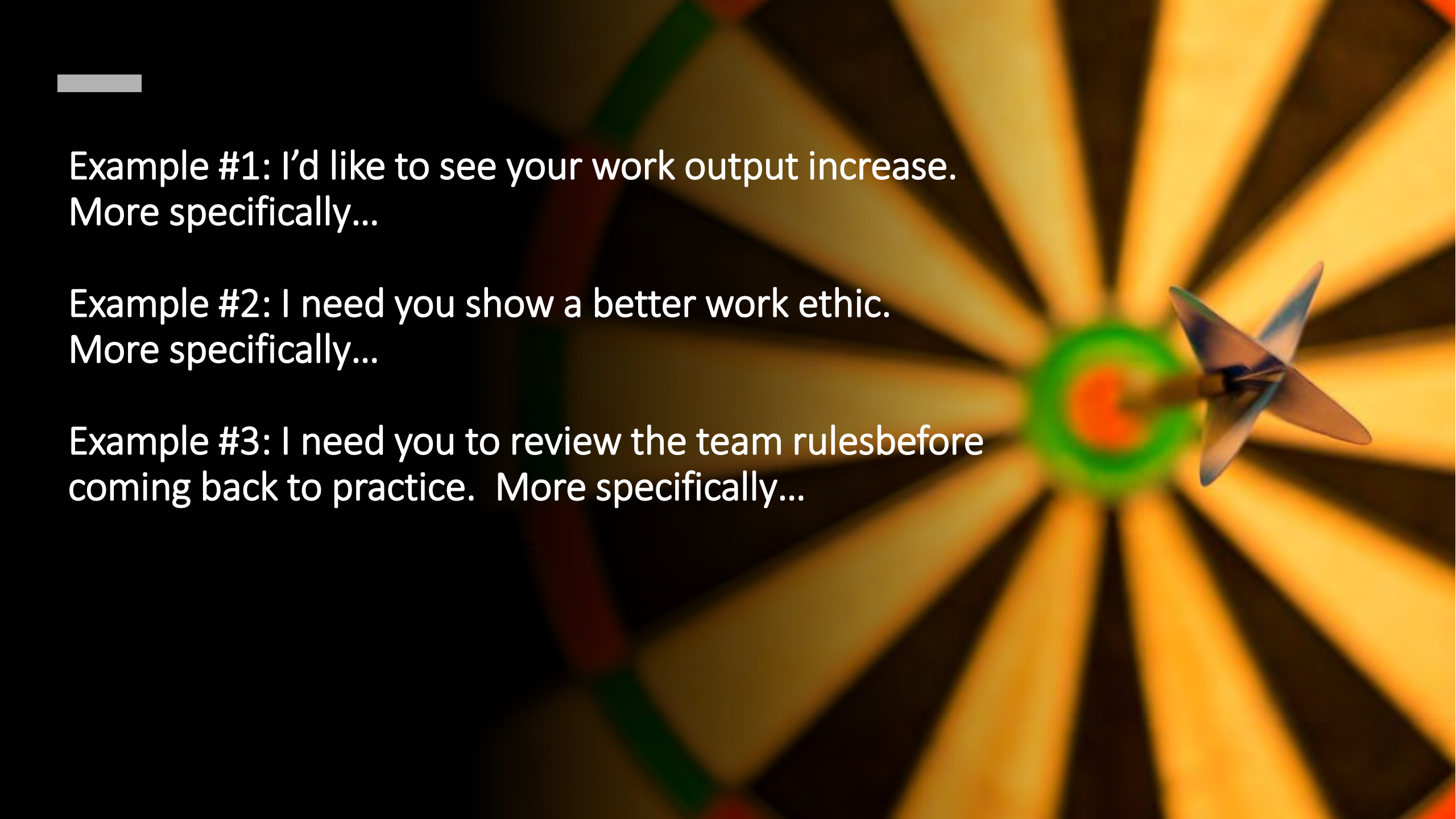
Valid?
Timely?
Useful?

The 3-Prong Test

GUIDE PEOPLE TO UNDERSTAND!

YOU....or I?





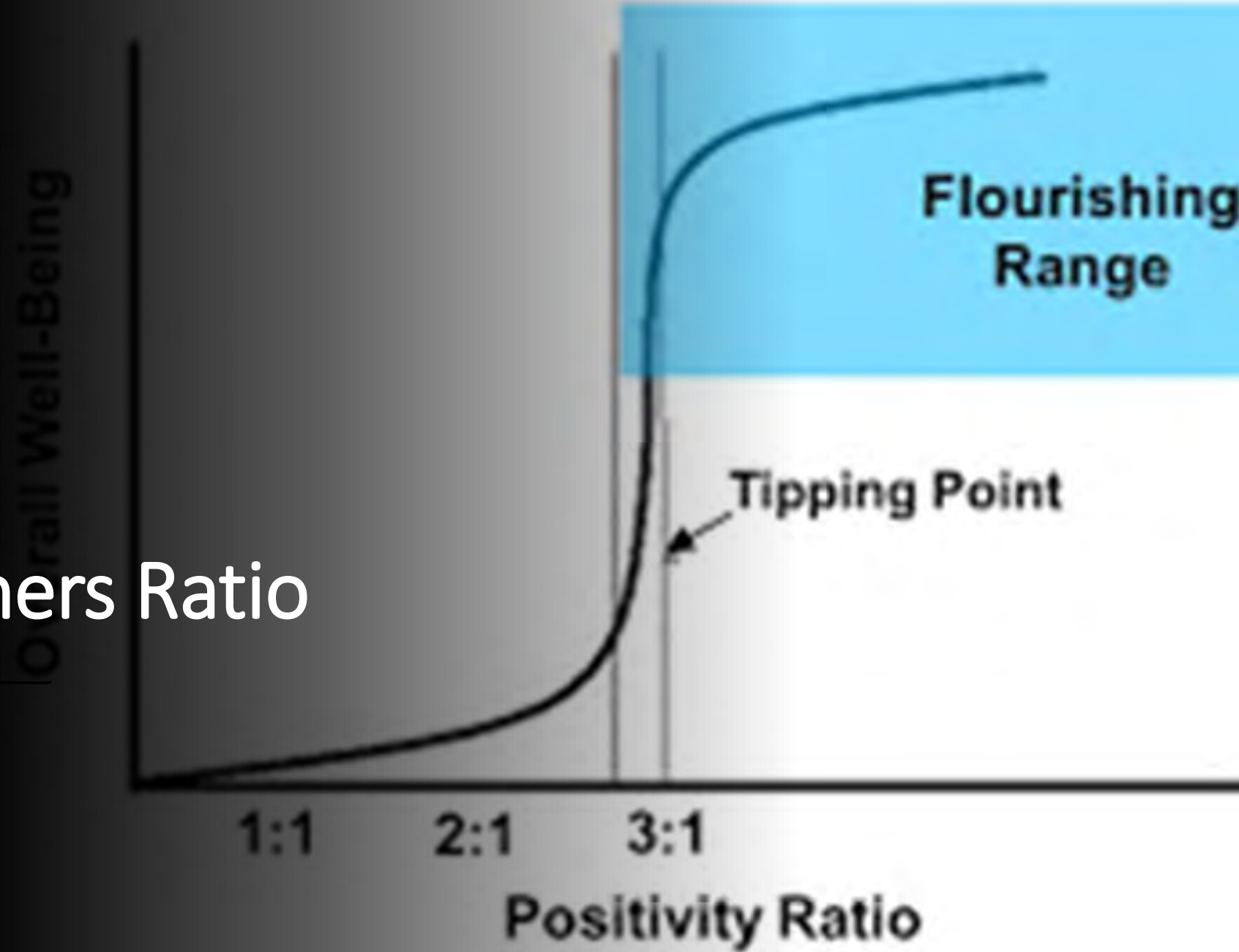
Example #1: I'd like to see your work output increase.
More specifically...

Example #2: I need you show a better work ethic.
More specifically...

Example #3: I need you to review the team rules before
coming back to practice. More specifically...

Losada Line

3:1 Ratio = Winners Ratio

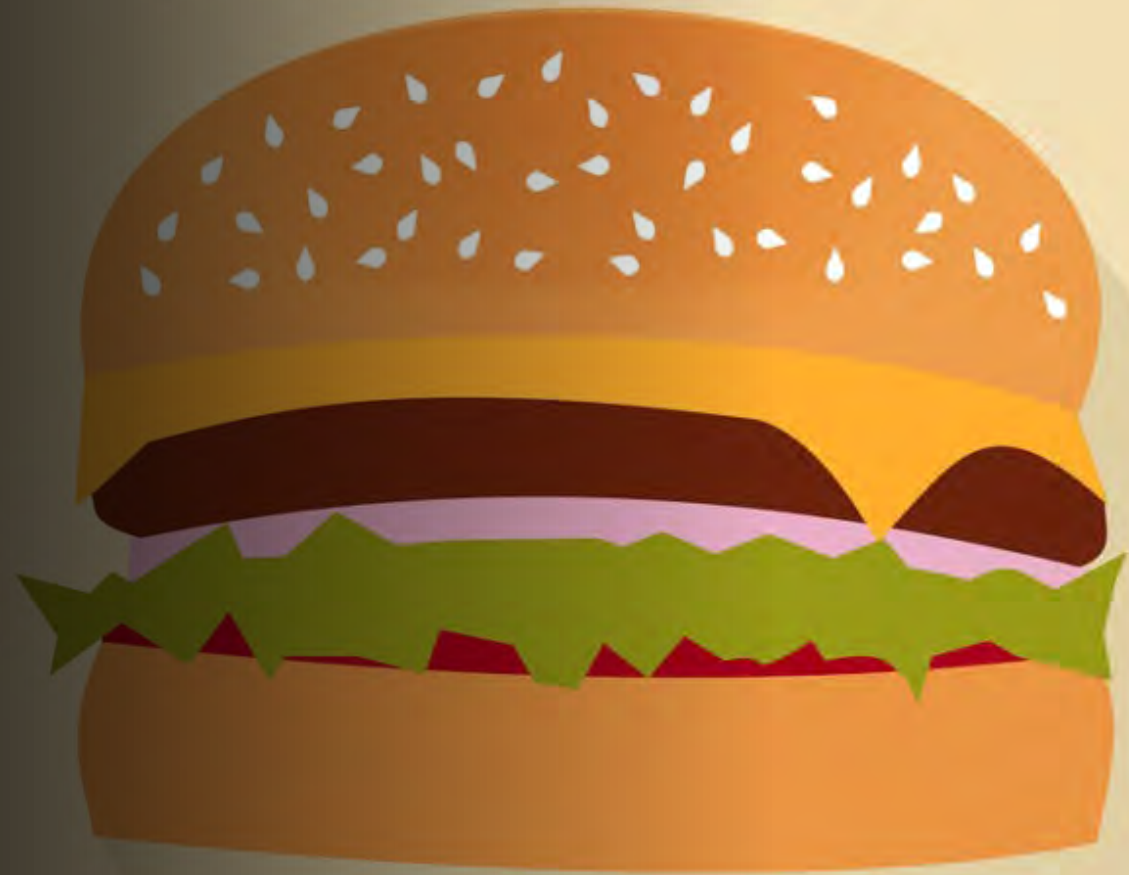


FEEDBACK SANDWICH

S#@&
Sandwich

positive feedback

**negative
feedback**



more positive feedback

Three ways to keep bids toward...

1. Acknowledge
2. Open with a positive bid
3. Establish common ground

Three ways to avoid turning bids...

1. Observe your tendencies
2. Acknowledge
3. Fill the silence with a simple toward bid

Three ways to avoid against bids....

1. Pause
2. Summarize/Repeat
3. Report

Accepting Feedback

Compliments + criticism

LOOK

NOD

DON'T ARGUE

THINK

RESTATE

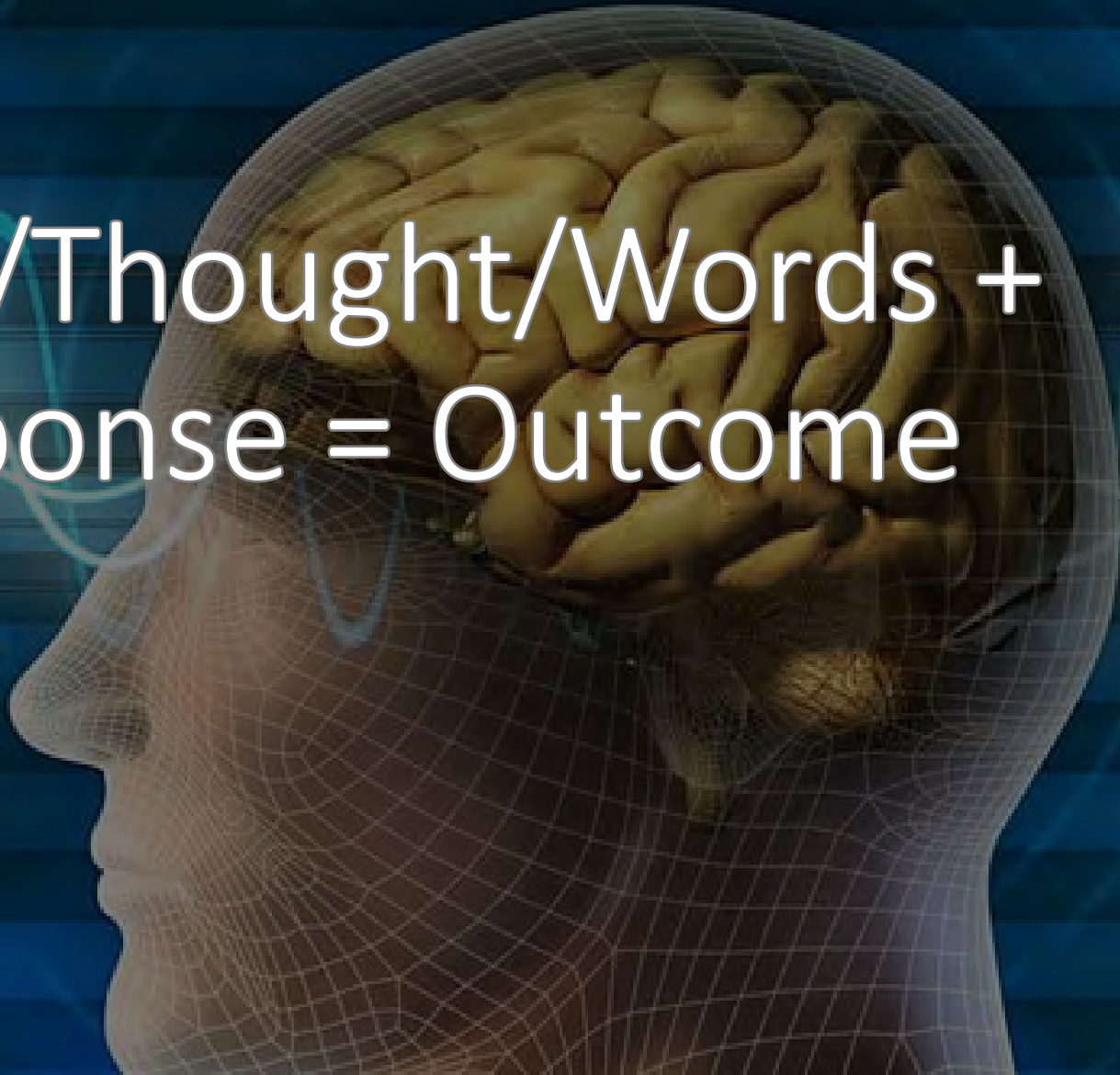
THANK

DECIDE

EYE CONTACT!!!



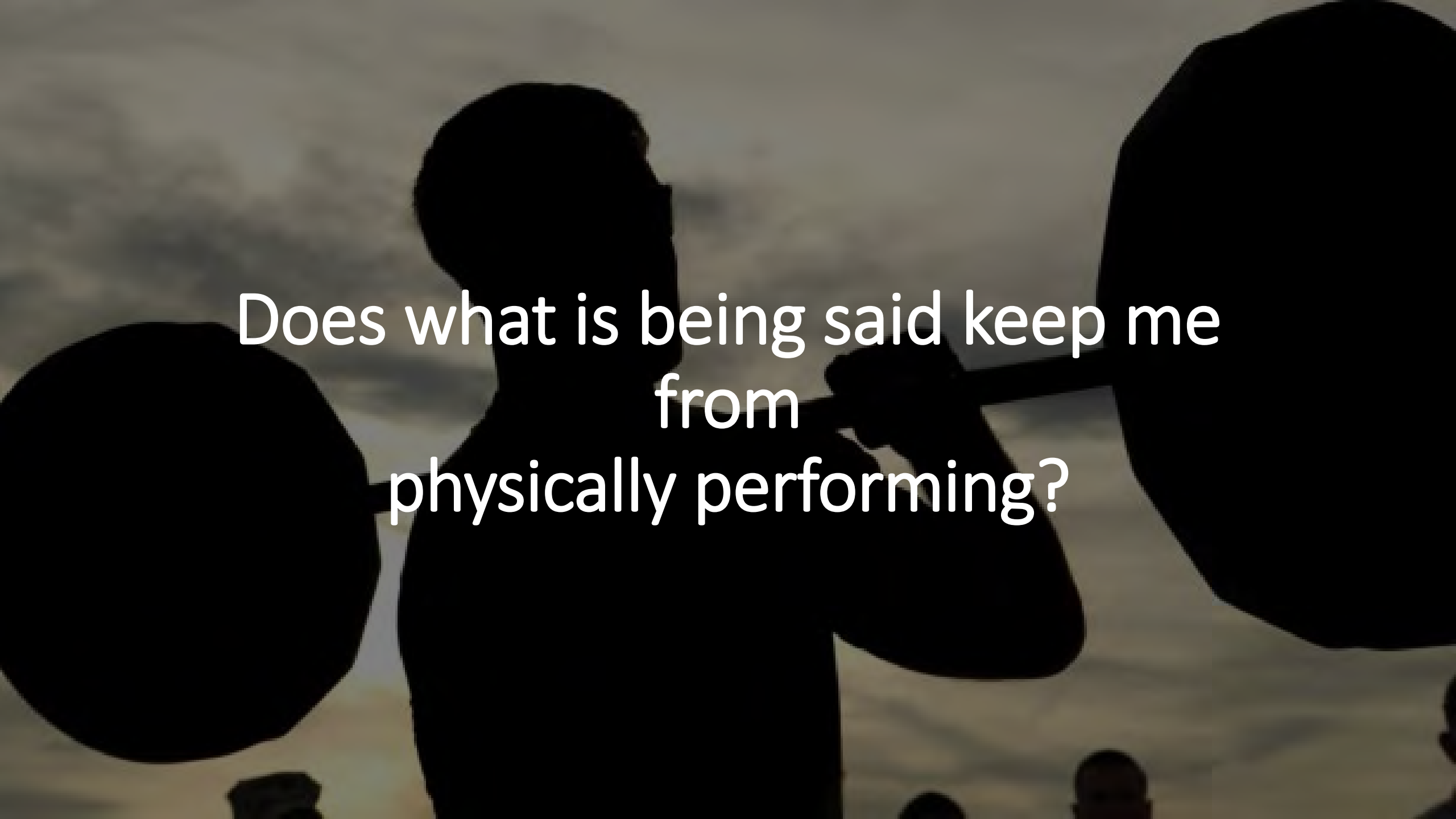
Event/Thought/Words +
Response = Outcome





Power Tool #3

Our ability to manage our
state!

The image features a dark, moody background with the silhouettes of several people. In the center, a person is seen from the back, holding a microphone. To their left and right, other individuals are partially visible, some holding large, dark circular objects that could be umbrellas or signs. The overall atmosphere is somber and suggests a public gathering or protest. Overlaid on this scene is a white text question.

Does what is being said keep me
from
physically performing?



93% more...



A stylized illustration of a radio tower with concentric blue circles representing broadcast signals. The tower is a simple black silhouette with a circular top and a rectangular base. It is positioned in the center of the frame. Surrounding the tower are several concentric blue circles of varying radii, representing the range of broadcast signals. The background is black.

What do you broadcast?



You choose!

“Each member of your team is contagious and every day you all are either sharing positive or negative energy with each other. When you walk into the locker room, the office, or onto the field, you have a decision to make: Are you going to be a germ to your team or a big dose of vitamin C?”

Jon Gordon

itaminin

Keep in mind that your attitude is reflected in your body language, facial expressions, demeanor, and the inflection in your voice.



In what ways do we choose
to protect ourselves in
feedback situations?

What are the consequences?





Consequences Matrix

How will your decision to give or receive feedback affect your team’s success?

When we think about “what happens next” as we communicate, we often make better decisions on when and how to deliver and receive feedback. We are our best when we ask, “What will happen to my team if I accept or reject feedback OR if I give or neglect to offer feedback in this situation?”

- What are possible consequences of rejecting, being self-protective or ignoring feedback from a teammate or leader?
- What are possible consequences of accepting, acknowledging and adjusting to feedback from a teammate or leader?

	Long-Term		Short-Term	
	Positive	Negative	Positive	Negative
Consequences for self				
Consequences for team				

- What are possible consequences of not sharing feedback with a teammate or leader?
- What are possible consequences of sharing feedback with a teammate or leader?

	Long-Term		Short-Term	
	Positive	Negative	Positive	Negative
Consequences for self				
Consequences for team				



What is the
leading cause of
malpractice suits?



Patients who feel heard and respected have a better experience and better results. Patients who trust their caregivers and feel good about their experience are less likely to sue those caregivers; even when things go wrong.

Miscommunication between providers and patients is a leading cause of malpractice claims. This can include misunderstandings about diagnoses, treatment plans, or post-operative care



Practice replaying
what others say
with new similar
words and watch
how much better
people respond!

Reflective Statements...



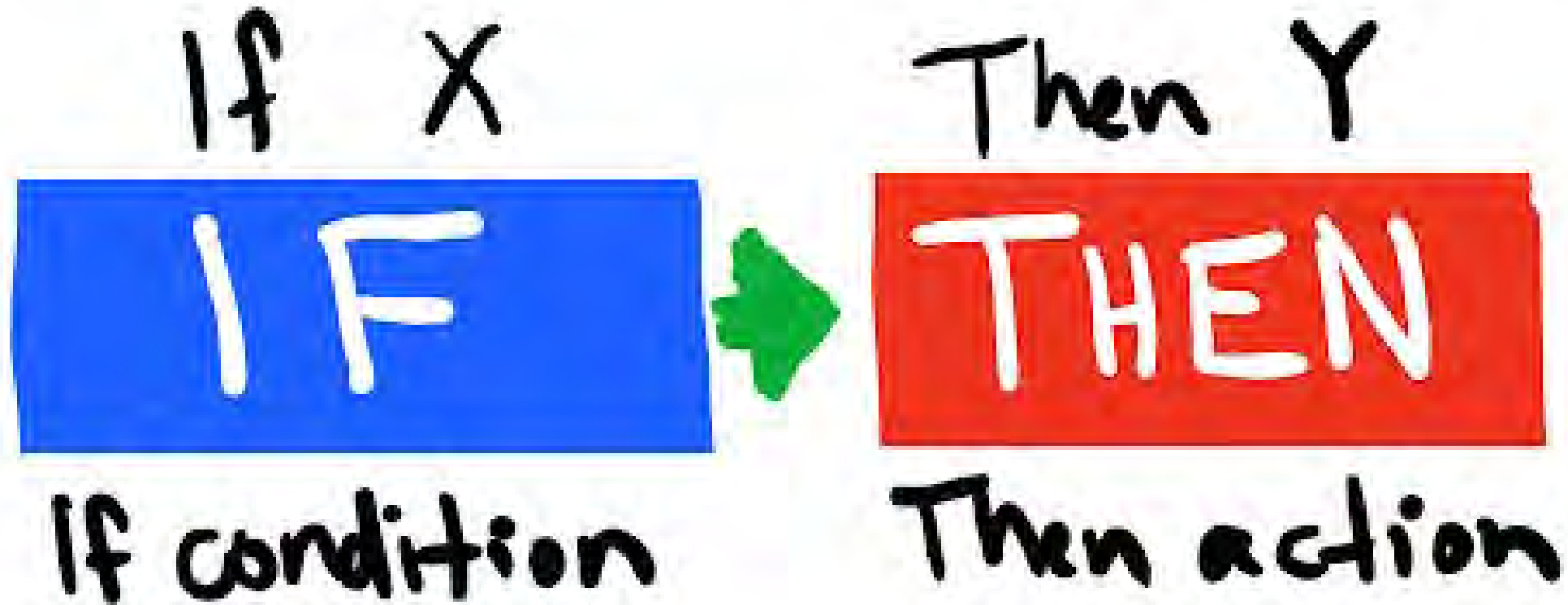
Asking questions
prompts our
brain to look for
solutions!

The power of CURIOSITY!



Plan for the challenges!

Be sure you are understood!





Your influence
is never neutral




UNRAVL-ED

Understood
Needed
Respected
Appreciated
Valued
Loved/Listened to

Enthusiasm
Discipline





The single most important thing a leader can do is focus on guidance: giving it, receiving it, and encouraging it. Guidance, which is fundamentally just praise and criticism, is usually called “feedback,” but feedback is screechy and makes us want to put our hands over our ears. Guidance is something most of us long for.

GUIDANCE!!!


Feed Forward!

COACHING



To be consistently
successful, be consistent in
your COMMUNICATION!



A black and white photograph of a chessboard. In the foreground, a row of chess pawns is in sharp focus, receding into the background. The lighting is dramatic, with a bright light source from the upper right creating a strong highlight and casting long, soft shadows. The background is blurred, showing more chess pieces and the continuation of the board.

Life is not a
TALENT game...
It is a STRATEGY
game!

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