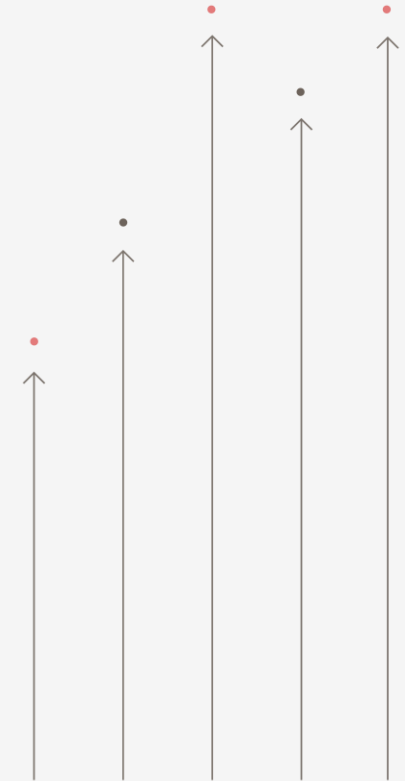# The Mindset Gap:
Drive Behavioral Change Through Meaningful Feedback

Driving Performance

- **80%** of employees who say they have received meaningful feedback in the past week are fully engaged. *Gallup*

- **21%** of employees said they have received meaningful feedback in the last week. *Gallup*

Root Causes of Behavior

A person is driving over the speed limit.

What could be the root cause of his behavior?

Root Causes of Behavior

Cognitive	Psychomotor	Affective
Knowledge	**S**kill	**A**ttitude (Mindset)
• Policy	• Active listening	• I'm an excellent driver
• Processes	• Giving feedback	• Change is hard
• Product features	• Troubleshooting	• Mistakes are failures

*Bloom Taxonomy Domains (Bloom, 1956)

Values

Beliefs

Experience

Our Mindset

Perception

Attitudes

Assumptions

Mental shortcuts (heuristics)

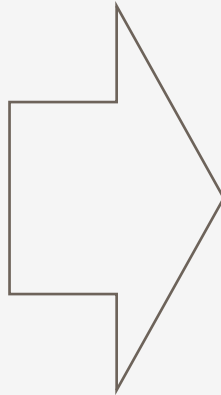Help us solve problems and make judgments quickly and efficiently.

Perspective change Examples

Mindset Gap

Change is hard

Mistakes are failure

Proactivity is only for managers
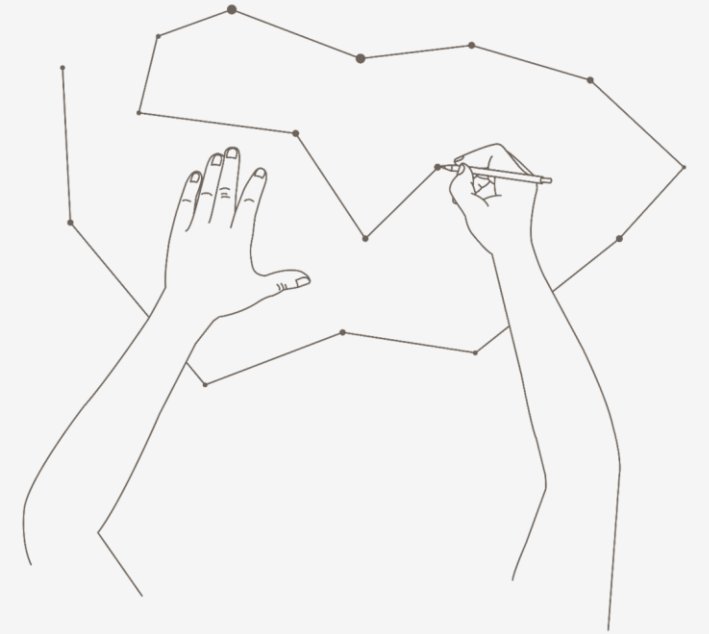
New Mindset/Perspective

Change is a challenging adventure

Mistakes are growth opportunities

Proactivity is for everyone

Our Mindset

- Drives behavior and motivation.

- Can be changed.

- Must be addressed.

Discover the root cause of the behavior

Cognitive
Knowledge

What?

Psychomotor
Skill

How?

Affective
Attitude (Mindset)

Why?

*Bloom Taxonomy Domains (Bloom, 1956)

Addressing Mindset Gaps

Discover

Understand the current perspective

Did you notice X?
What drove your decision to do Y?
Why does Z matter?

Discuss

Suggest different perspectives

WIFM	Influence tools
Impact	Storytelling
Analogy	Framing

Align

Agree on a shared perspective

Encourage reflection:
What is your key takeaway?

5 Tips for Leading Root-Cause Feedback Conversations

Fact vs Interpretation

He's Disrespectful

What makes you say that?

He's late all the time

How many times was he late this month?

4 Times!

Fact: He was late 4 times this month

Interpretation: He's disrespectful

Fact
Behavior I witnessed:
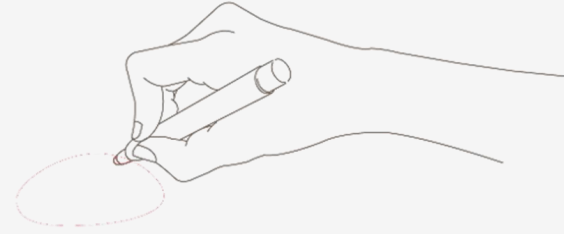Saw or heard

Interpretation
My thoughts or assumptions
about the behavior

Tip 1: Separate Facts From Interpretation

- Avoid an amygdala activation.

- Create a safe environment.

Tip 2: Allow Choice

Let the person receiving feedback choose where to begin: areas of strengths or areas for improvement:

• Reduces anxiety: Lowers threat response (amygdala activation).

• Increases focus: Less cognitive overload.

• Improves listening: reduces defensiveness.

What About the Strengths?

- Only **23%** of employees strongly agree that they get the right amount of recognition for the work they do. Those who do are 4 times more likely to be engaged. *Gallup*

- Only **19%** of employees strongly agree that focusing on weaknesses motivates them to do outstanding work. *Gallup*
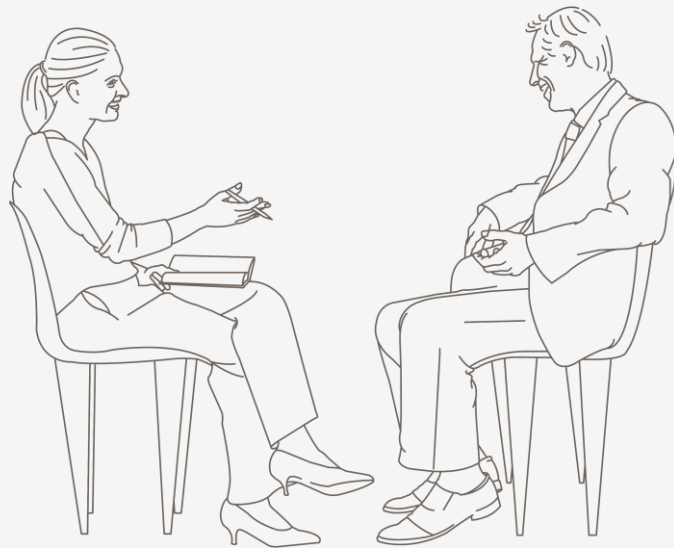
Tip 3: Uncover Root Cause of Strengths

- Did you notice X?

- What drove your decision to do Y?

- Why does Z matter?

Tip 4: Avoid Anchoring Bias

How to incorporate this into a feedback conversation?

Feedback Conversation Suggested Flow

Set the Stage	1. Create a relaxed, open atmosphere. 2. Define conversation goals. 3. Invite the employee to reflect and self-assess. 4. Allow Choice: Ask what they'd like to focus on first.
Coach	5. Share observed facts (what I saw/heard) 6. Identify root causes using KSA questions. 7. Address gaps using coaching questions and insights.
Reflect and Recap	8. Ask for key takeaways. 9. Recap the session for alignment.

Repeat

Tip 5: Activate the Prefrontal Cortex

- Focus for 10 seconds on a physical sensation (PQ Rep).

5 Tips for Leading Root-Cause Feedback Conversations

1. Separate Facts From Interpretation.

2. Allow Choice.

3. Uncover the Root Cause of Strengths.

4. Avoid Anchoring Bias.

5. Activate the Prefrontal Cortex.

"The confidence people have in their beliefs
is not a measure of the quality of evidence
but of the coherence of the story
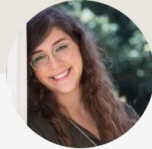the mind has managed to construct."

~ Daniel Kahneman
(1934-2024)

ARTEMIS
Organizational Development

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and Talent Development | Maximizing Perfo...

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