

Treat feedback as a practice, not an event

By Aytekin Tank
FAST COMPANY

One of the great tales from basketball lore is how coach Phil Jackson led teams like the Bulls and the Lakers to dynasty status.

Working with legends like Michael Jordan and Kobe Bryant, he might have let the all-stars run the show. Instead, his success hinged on transparency. Jackson gave players clear, constructive feedback. For example, he urged Jordan to cut back on scoring and involve his teammates more, recognizing that team success required more than a scoring leader.

It's a valuable lesson for business leaders today. Feedback can be tough to give. It can be uncomfortable. But withholding honest feedback is a disservice — to employees and to the company.

As CEO of Jotform, I encourage managers to treat feedback as an operating system embedded in daily work, rather than something delivered as an occasional event. Here's why.

FEEDBACK'S COMPOUNDING IMPACT

Feedback goes beyond merely improving how an employee completes an isolated task or project. You might be surprised to discover how the benefits endure,

compounding over time.

For starters, offering feedback boosts employee engagement. According to research from Gallup, 80% of employees who reported receiving meaningful feedback in the past week were fully engaged.

In a world where professionals are anxious about the threat of AI, it's understandable that getting a sense of how they're performing is encouraging. If I've learned anything in two decades as a business owner, it's that engaged employees are not only more motivated, they also tend to stick with the company. Even when feedback leans negative, it signals that the company is invested in employees and their growth.

As Harvard Business Review points out, feedback helps employees find meaning in their work. On a basic level, constructive feedback aids mastery. Put simply, mastering a skill feels good. If you've ever picked up a second language or perfected a new recipe, you understand that validating sensation.

When given thoughtfully, feedback shows how an employee's contribution fits into the bigger picture. It can make daily tasks, including inevitable busywork, feel more purposeful. For leaders, the challenge remains: how to make feedback more effective and meaningful.

HOW TO DELIVER FEEDBACK THAT WORKS

When feedback is limited to annual reviews or when it's only prompted by missteps and errors, it becomes a source of dread. Like a Pavlovian response, employees learn to associate a summons to the leader's office with bad news. They brace themselves for a difficult conversation.

When managers shift feedback from reactive to routine by proactively including it in regular workflows, meetings and project cycles, the idea of receiving feedback becomes less fraught.

At my company, regular feedback helps employees become accustomed to both positive and negative comments on their performance and view them more as coaching than reprimands (we do this using Jotform's online feedback forms, of course). Frequent feedback tends to buoy performance, too.

Indeed, employees are 3.6 times more likely to strongly agree that they are motivated to do outstanding work when their manager provides daily (rather than annual) feedback, according to Gallup.

For the sake of employees' nervous systems, it's good practice to standardize and communicate how leaders deliver feedback — whether through a quick face-to-face check-in, a scheduled phone

call, or a standing weekly Slack chat. When feedback follows a consistent structure and cadence, expectations become clearer, and employees know what to anticipate. Everyone receives the same level of attention, which reduces anxiety and helps minimize perceptions of bias.

When giving feedback, smart leaders leverage data and AI insights to spot patterns. That way, teams know that feedback is based on real, objective information, not just subjective opinions.

For example, you can tap into operational metrics, like error rates and customer response times, and use AI tools to analyze trends and tease out patterns in employee performance over time.

One final observation from my experience: the lion's share of employees actively want more feedback.

Younger generations, in particular, are eager for more regular insight into how they're doing. They recognize that it's key to advancement and career growth.

Thankfully, they also recognize the value of hearing from human leaders. Whether on the basketball court or in the office, they aren't convinced they can learn everything they need to know through AI tools like ChatGPT — not yet, at least.

MOVE

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homes in your area that have sold recently and list yours at or slightly below the average to attract the greatest number of potential buyers.

Get your house show-ready: Buyers lately have been looking for homes in move-in condition, which is one reason the share of new home purchases rose to 16% last year, a slight increase from 2024 and, overall, a level last seen in 2006, says the National Association of Realtors. To attract buyers and better compete with new construction, make sure you complete any necessary repairs or cosmetic upgrades before listing,

and consider having your home professionally staged.

Use your advantage: Many older adults plan to downsize to smaller homes and condominiums when they sell. Often, says Eric Rollo, vice president of Greater Boston and Cape Cod at The Agency, downsizers have a huge edge over competing buyers, who are commonly cash-strapped first-timers: substantial equity in their current home that they can tap for a large down payment or an all-cash deal. If that describes you, make sure that's clear to the real estate agent and homeowner of any property you're interested in buying — especially if that seller is eager for a quick deal.

SAVAGE

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a secured credit card — a Visa or Mastercard backed by your small deposit in a bank. Find a secured card at CreditCards.com.

Fill out that Personal Financial Organizer from TerrySavage.com so you know where everything is in case of emergency.

Make sure that your daily transaction bank accounts are titled with both names as "joint tenants with right of survivorship." That allows you individual access to the money. But it is not the total solution to ownership, because if your spouse is incapacitated by a stroke, you don't have complete freedom to sell property titled in joint name. That's why major assets should be retitled into the name of your revocable living trust.

Demand that you be part of an estate planning process that starts immediately. Laws vary in each state, so you'll need an attorney in your locality. Find one by either

asking the local bank trust department, or go to www.search-attorneys.com.

Insist that your attorney create a revocable living trust. Call it the "Smith Family Trust" with John and Mary Smith as co-trustees. Then make sure that title to all accounts is changed into the name of the trust (including your home). There is no cost or tax implication to this change.

Get a health care power of attorney and a living will — the end-of-life instructions that no one wants to think about.

Do the work now, while you can. The cost is irrelevant. There is no way to measure the emotional cost of dealing with what happens after a spouse dies and leaves financial arrangements in a mess. And that's the Savage Truth.

Terry Savage is a registered investment adviser and the author of four bestselling books, including "The Savage Truth on Money." Terry responds to questions on her blog at TerrySavage.com.

PICKLES



ORANGE COUNTY NOTICE OF PUBLIC HEARING

NOTICE BY ORANGE COUNTY BOARD OF COUNTY COMMISSIONERS OF INTENT TO USE THE UNIFORM METHOD OF COLLECTION OF A NON-AD VALOREM ASSESSMENT

The Orange County Board of County Commissioners will hold a public hearing on **April 7, 2026, at 2 p.m.**, at the Orange County Administration Center, 201 South Rosalind Avenue, Orlando, Florida.

You are invited to attend and be heard regarding a request to consider the adoption of a Resolution authorizing the Orange County Board of County Commissioners to use the uniform method of collecting non-ad valorem assessments levied by the Orange County Board of County Commissioners as provided in Section 197.3632, Florida Statutes.

***** IF YOU HAVE ANY QUESTIONS REGARDING THIS PUBLIC HEARING NOTICE, CONTACT ORANGE COUNTY COMPTROLLER SPECIAL ASSESSMENTS - 407-836-5770 - E-MAIL: Special.Assessment@occompt.com*****

PARA MAS INFORMACIÓN, REFERENTE A ESTA VISTA PÚBLICA, FAVOR DE COMUNICARSE CON LAS OFICINAS DE FINANAS DEL CONDADO ORANGE, AL NUMERO - 407-836-5715

Notice is hereby given to all owners of lands located within the boundaries of Orange County, Florida that the Orange County Board of County Commissioners intends to use the uniform method for collecting the non-ad valorem assessments levied by the Orange County Board of County Commissioners as set forth in Section 197.3632, Florida Statutes.

These non-ad valorem assessments would be levied and would be collected by the Tax Collector on the **November 2026** real estate tax bill and each and every year thereafter until notification of discontinuance by the Orange County Board of County Commissioners. Failure to pay the assessment will cause a tax certificate to be issued against the property, which may result in a loss of title. All affected property owners have the right to appear at the public hearing and the right to file written objections with the Orange County Board of County Commissioners within twenty (20) days of the publication of this notice.

Estimates, sketches, and specifications of the described properties are on file in the Office of the Orange County Comptroller (Special Assessments), Orange County Administration Center, 201 South Rosalind Avenue, Orlando, Florida, which are open to the public for inspection.

Assessments are due and payable the same as property taxes and bear the same penalties for delinquency as property taxes, including potential loss of property title through tax certificate and tax deed sale. The Uniform Method for the levy, collection and enforcement of non-ad valorem assessments, Section 197.3632, Florida Statutes, will be used for collecting the assessments.

The following is the property to be assessed and the type and amount of assessment estimated for the first year; please note that the charges for these properties are all based on a flat rate per lot / per parcel per year basis:

Lakeview Pointe at Horizon West Area, Ravenna Phase 3 and Shoppes at Lakeview
Retention Pond: \$78.00

Subdivision Name: **Shoppes at Lakeview**, Plat Book 118, Pages 10 through 11, Section 34, Township 23, Range 27, Lot 1; Public Records of Orange County, Florida. This subdivision is located in **District 1**.

The following is the property to be assessed and the type and amount of assessment estimated for the first year; please note that the charges for these properties are all based on a flat rate per lot / per parcel per year basis:

Northlake at Ovation Area
Streetlighting: \$173.00, Retention Pond: \$78.00

Subdivision Name: **Northlake Phase 2 and 3**, Plat Book 119, Pages 60 through 63, Section 19, Township 24, Range 27, Lots 186 through 290;

Public Records of Orange County, Florida. This subdivision is in **District 1**.

The following is the property to be assessed and the type and amount of assessment estimated for the first year; please note that the charges for these properties are all based on a flat rate per lot / per parcel per year basis:

Sagewood
Streetlighting: \$202.00, Retention Pond \$78.00

Subdivision Name: **Sagewood**, Plat Book 119, Pages 126 through 129, Section 02, Township 21, Range 28, Lots 1 through 71; Public Records of Orange County, Florida. This subdivision is located in **District 2**.

The following is the property to be assessed and the type and amount of assessment estimated for the first year; please note that the charges for these properties are all based on a flat rate per lot / per parcel per year basis:

Silverleaf Area
Streetlighting: \$205.00

Subdivision Name: **Silverleaf Oaks at Hamlin Phase 3B**, Plat Book 119, Pages 1 through 12, Section 30, Township 23, Range 27, Lots 529 through 766; Public Records of Orange County, Florida. These lots are located in **District 1**.

The following is the property to be assessed and the type and amount of assessment estimated for the first year; please note that the charges for these properties are all based on a flat rate per lot / per parcel per year basis:

Silverleaf Area
Retention Pond: 78.00

Subdivision Name: **Silverleaf Oaks at Hamlin Phase 3B**, Plat Book 119, Pages 1 through 12, Section 30, Township 23, Range 27, Lots 529 through 766; Public Records of Orange County, Florida. These lots are located in **District 1**.

Subdivision Name: **Hamlin Meadows at Hamlin**, Plat Book 119, Pages 66 through 72, Section 30, Township 23, Range 27, Lots 1 through 165; Public Records of Orange County, Florida. These lots are located in **District 1**.

The following is the property to be assessed, and the type and amount of assessment estimated for the first year; please note that the charges for these properties are all based on a flat rate per lot / per parcel per year basis:

Stoneybrook Hills Master Roads
Streetlighting: \$54.00

Subdivision Name: **Foothills of Mount Dora Phase 4-2**, Plat Book 118, Pages 32 through 43, Section 10, Township 20, Range 27, Lots 126 through 226; Public Records of Orange County, Florida. This subdivision is located in **District 2**.

If you wish to appeal any decision made by the Board of County Commissioners at this meeting, you will need a record of the proceedings. You should ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based.

If you require special accommodations under the Americans with Disabilities Act of 1990, please call 407-836-3111 no later than two (2) business days prior to the hearing for assistance. Si usted requiere ayuda especial bajo la ley de Americanos con Incapacidades de 1990, por favor llame al 407-836-3111.

Phil Diamond, County Comptroller
As Clerk of the Board of County Commissioners
Orange County, Florida



YOUR SEAT AWAITS

As Orlando's theme parks beckon, here's what you need to know before you go. Get the latest on all of your favorite Central Florida attractions. For unmatched coverage, visit **OrlandoSentinel.com/themeparks**

And be sure to sign up for **THEME PARK RANGERS**, an exclusive newsletter from our thrill-seeking insiders, at **ORLANDOSENTINEL.COM/NEWSLETTERS**

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