

GIVING AND RECEIVING FEEDBACK

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LET'S GET STARTED

What sort of feedback do you like to give? Why?

What sort of feedback do you not like to give? Why?

What sort of feedback do you like to receive? Why?

What sort of feedback do you not like to receive? Why?

A TYPICAL FEEDBACK CONVERSATION

I'm dreading this. He doesn't take feedback well.

I'd like to give you some feedback on your report.

Umm... sure.

This is going to hurt.



WHAT ARE THE BENEFITS OF GIVING AND RECEIVING FEEDBACK?

If we don't provide each other with feedback, we won't become aware of our blind spots

- “If you don't know what's broken, how can you fix it?”

Giving people feedback is an act of trust and confidence

- It shows that you believe in someone's ability to change and that you have faith in their potential

It demonstrates commitment to the team and organization because, ultimately, we're all responsible for our collective success

TIPS FOR DELIVERING FEEDBACK

Examine your intentions and the purpose of the feedback

- Is it to punish the employee, get it off your chest to make you feel better, or is it truly help the employee improve because you care about them?
- Your intentions will affect the way your message is delivered and received

Make giving appreciative and developmental feedback a frequent event

Ask for feedback

- Role modeling receiving feedback non-defensively will help other employees learn to do the same

Ask for permission

- “Do you mind if I share some feedback with you that I think will help you be more effective?”

Focus on a specific behavior, not the person

- Make the feedback about the “what,” and not the “who”

Explain the impact of the behavior on you and/or others

Let the person process the feedback

- Listen empathetically
- Don't rush a response

Ask if they would like some ideas, suggestions or advice

TIPS FOR RECEIVING FEEDBACK

Look beyond your feelings

- Notice, and acknowledge to yourself, your feelings of hurt, anger, embarrassment, insufficiency, and anything else that arises
- Recognize the feelings and then put them aside so the noise doesn't crowd out your ability to listen and hear

Look beyond their delivery

- Feedback is hard to give, and the person offering feedback may not be skilled at doing it well
- Avoid confusing the delivery with the message

Don't agree or disagree; just collect the data

- If you let go of the need to respond, you'll reduce your defensiveness and give yourself space to really listen
- Don't assume you know what they mean
- Ask questions, politely probe, and solicit examples to further explore what you're being told

Later, with some distance, decide what you want to do

- Check your blind spots
- Ask yourself, "What might be right about what I just heard?"

FEEDFORWARD

Feedback = focuses on the past

Feedforward = focuses on the future

- Suggestions and idea generation

Concept created by Dr. Marshall Goldsmith, author of “What Got You Here Won’t Get You There”

- His website is www.MarshallGoldsmithLibrary.com

HOW FEEDFORWARD WORKS

Pick one behavior that you would like to change

- The change should make a significant, positive difference in your life (i.e.: "I want to be a better listener")

Ask the other person for feedforward -- 2-3 suggestions that might help the person achieve a positive change in their selected behavior

- NOT feedback about the past
- ONLY ideas for the future

Listen attentively to the suggestions and take notes

- DO NOT comment on the suggestions in any way
- DO NOT critique the suggestions or even to make positive judgmental statements, such as, "That's a good idea"

Thank the person for their suggestions

WHY DOES FEEDFORWARD FEEL DIFFERENT THAN FEEDBACK?



SOME USEFUL PHRASES — GIVING APPRECIATIVE FEEDBACK

I like/admire the way you... Keep it up!

You're effective when you...

The way you... seems to work well. Keep doing that.

I value your ability to...

I experience your strengths as...

You're very good at...

You have a particular talent for...

Continue to... You're effective when you do that.

SOME USEFUL PHRASES — GIVING DEVELOPMENTAL FEEDBACK

For the future, I would appreciate it if you would... It would help me (or the team) to...

I've seen several people increase their effectiveness by... Maybe that's an idea you might try.

Consider...

One suggestion for the future is...

Start to... I think that would be helpful.

Going forward, ...

You might be more successful if you...

You might want to try...

ONE MORE ALL-PURPOSE PHRASE

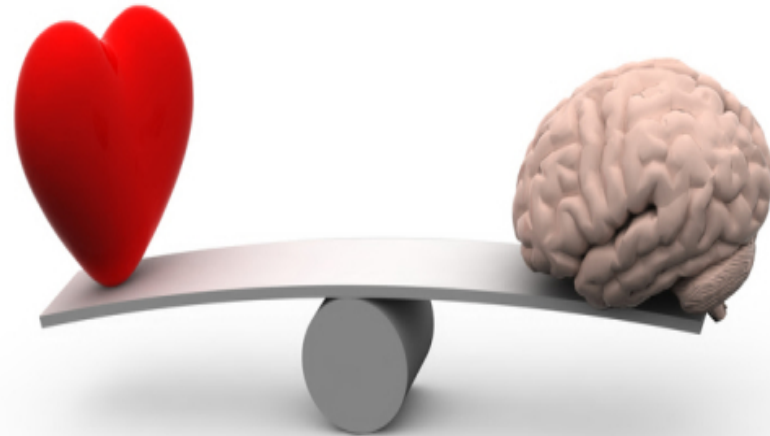
"Here are four ideas for the future. Please accept them in the positive spirit that they are given. If you can only use two of the ideas, you are still two ahead. Just ignore what doesn't work for you."

L-C-S TOOL

Like

Concern

Suggestion



A MESS!

Antoine was responsible for coordinating crafts night for students. Very few students participated in the activity and the room was a mess when the event was over.

CLOSING THOUGHTS

Be honest and kind

Communicate your message positively and constructively

Feedback is not a dialogue or debate

- In its purest form, it is a description of behavior that works well, or a suggestion about behavior that might be more effective

When receiving feedback, don't respond right away

- Be open to new ideas and possibilities
- “Let me give your ideas some thought and we'll talk again tomorrow”

When giving feedback, let the person know that you're willing to continue to be supportive of their efforts to be their best

- “Let me know if I can help you, going forward”

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