Agenda

- Giving and receiving feedback
- Common feedback mistakes
- Tips for providing feedback
- Bad versus good feedback
- Giving negative feedback properly
- Two important points
- An exercise to practice
Giving and Receiving Feedback

Attributes of Giving Effective Feedback

- Concrete and specific
- Helpful
- Descriptive
- Relevant
- Timely
- Desired
Give Good Feedback

Concrete and Specific

Helpful

Desired

Good Feedback

Descriptive First

Timely

Relevant
Accept the Feedback You Receive

Take a moment before responding

Restate or paraphrase back

Take notes

Clarify

Try to see from speaker’s point of view

Evaluate feedback later
Receiving Feedback

- Ask from those you trust and who will be honest
- Ask for specifics
- Don’t be defensive. Listen and ask to understand.
- Do not over- or under-react
- Summarize
- Explain what you will do differently
- Thank the person
Common Feedback Mistakes

- Speaking out only when things are wrong.
- “Drive-by” praise without specifics – “Great job!”
- Waiting until performance is significantly below expectations before acting on it.
- Giving positive or negative feedback long after the action has occurred.
- Not taking responsibility for your feedback. “This came straight from the top.”
Common Feedback Mistakes

- Giving feedback via e-mail or telephone.
- Giving negative feedback in public.
- Criticizing performance without offering suggestions for improvement.
- No follow-through.
- Not having on-going and regularly scheduled performance reviews.
Tips for Providing Feedback

- Be proactive. Nip issues in the bud.
- Be specific. Give specific examples.
- Develop a measurable progress plan to check changes in behavior/performance during a specific time period.
- Link employees’ performance to organizational goals.
Bad versus Good Feedback

**Bad Feedback**
- 1) Demotivates, focuses on blame; creates defensiveness and confrontation
- 2) Problem-oriented; does not improve skill
- 3) Undermines confidence and self-esteem

**Good Feedback**
- 1) Encourages, focuses on improvements – achieved or possible; creates trust and cooperation
- 2) Solution-oriented; improves skills
- 3) Increases confidence in ability and potential
Giving Negative Feedback Properly

- Get your emotions under control.
- Find a private setting.
- Focus on actions/behaviors; not the person.
- Be specific. Be timely. Be calm.
- Stop talking and LISTEN.
- Define positive steps.
Two Important Points

- Feedback delivered during a performance review should not come as a surprise.
- There should be a direct correlation between written and oral feedback.
An Exercise to Practice Feedback Skills

- Work in groups of three
- One person is the employee, one the supervisor, and one the observer
- Choose a scenario and role play for 5-7 minutes
- Observer should provide feedback
- Go through three iterations, switching roles
- Class debrief
Leadership Communication: Handling Hostility

**READ:** Managing Anger; and A Better Path to High Performance