



Thanks for the Feedback...



# Objectives

- Delivering Feedback - Best Practices
- The 3 barriers to receiving feedback
- The 3 types of feedback
- Trust

# Activity: Top 10 Feedback Situations You Face...

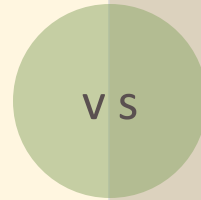
# Delivering Feedback



Delivering  
positive and difficult  
messages to maintain,  
improve & enhance  
performance

Quality Feedback

Poor Feedback



# Quality Feedback

- **Is candid, objective, specific, and clear**
- **Describes observed behaviors**
- **Is communicated in an even-tempered manner**
- **Is fair and honest**
- **It is balanced**
- **Is focused on the future**
- **It is two-way**
- **Is coupled with an offer to help**
- **Is continuous**

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# Poor Feedback

- **Is sugar-coated**
- **Is aggressive and can be perceived as a personal attack**
- **Is delayed or untimely**
- **Is given in the presence of others**
- **Deals with generalities**
- **Does not offer specific solutions**
- **Is a monologue rather than a dialogue**
- **References third parties in a non-transparent way**
- **Disregards emotional responses**

# Feedback Model



# Feedback Model

## Building and Presenting Feedback Messages (CAR/AR)

### Reinforcement / Redirection

Context	Action	Result
The context of the discussion	Actions /behaviors that you or others observed	Explain the <b>impact</b> of the behavior on business/team/the individual

### Elimination of Behavior

Alternative	Result
Describe a behavior that would be more appropriate, more effective	Explain how and why the alternative behavior would be more effective

# Example: Redirect Message

## Building and Presenting Feedback Messages (CAR / AR)

### Redirect - Constructive Criticism

Context	Action	Result
Stephanie, our team agreed to always be on time for team meetings.	I've noticed that you've been absent and late for meetings on a couple of occasions this week.	This caused us to not be able to report to our product owner on some work in progress.

### Elimination of Behavior

Alternative	Result
If you are not going to be at a meeting or if you will be late, could you let one of us know ahead of time?	This will ensure that we can get your information even in situations when you can't attend.

# Individual Activity: Preparation Practice

**Think of a situation in which you need to provide feedback to someone. Use the CAR/AR framework to help you prepare and deliver redirect feedback**

Context	The context of the discussion	
Action	Actions or behaviors that you observed or heard	
Result	Ask / Explain the impact of the behavior on business/team/individual	
Alternative	Ask / Describe a behavior that would be more appropriate, more effective	
Result	Ask / Explain how and why the alternative behavior would be more effective	

# Activity: Feedback Role Play

## Three roles:

- Giver - be natural
- Receiver - be yourself
- Observer - carefully evaluate and give feedback

**Giver:** provide a quick context to the group before the role play begins

**Receiver:** listen to the feedback. Provide *token* resistance.

**Observer:** listen for all 5 CAR / AR components - give feedback to the Giver

# Receiving Feedback

# Why is receiving feedback so difficult?

# Because...

We want to learn and grow

vs

We want to be accepted and  
respected as we are

# Question

Think of a piece of advice you have received in the last year that you have not taken?



# Overcoming Barriers to Receiving Feedback: Know your “Triggers”

A trigger is *anything* that causes us to **quickly** discount or reject the potential value of what the Giver is saying

## Common Triggers:

1. Truth
2. Relationship
3. Identity

# Trigger 1: Truth

## Reactions based on:

- Information that is factually “off”
- Points of view that are uninformed, under-informed or ill-informed

# Trigger 2: Relationship

## Reactions based on:

- The “person” the information is coming from
- The amount of trust we have with the Giver based on:
  - Character
  - Competence
  - Credibility
  - Our “connection” with them
  - Our perception of their level of self-interest - our view of what might be their “real” intention

# Trigger 3: Identity

**Reactions based on Information that conflicts with our Identity, or “sense of self”**

**Examples:**

- A talented businessperson
- A fair vendor
- A “people” person
- An expert

# Individual Activity: Triggers

**Think back to situations in your career where you were “triggered”**

**Provide an example for one of the triggers below:**

- Truth Trigger \_\_\_\_\_
- Relationship Trigger \_\_\_\_\_
- Identity Trigger \_\_\_\_\_

**(3 minutes)**

## Activity” With 2 or 3 others:

**Share your example of when it was difficult to “hear” the feedback giver’s feedback because of a:**

- Truth Trigger
- Relationship Trigger
- Identity Trigger

(5 minutes)

# Managing Truth Triggers

- **We are excellent at “wrong spotting”**
- **Identify exactly what you think is wrong. Ask for clarification.**
- **Ask what might be “right” about the feedback.**
- **Think about both sides before coming to judgment**

# Managing Relationship Triggers

## Valuing Perspectives

### Separating the person from the message

- Giving the benefit of the doubt
- Guard against reacting to who is saying it vs. what they are saying
- Seeing strengths instead of weaknesses
- Laying aside latent relationship frictions



# Managing Identity Triggers

**Reactions based on Information that conflicts with our “sense of self”**

**Examples:**

- A talented businessperson
- A fair vendor
- A “people” person
- An expert

# Managing Identity Triggers

## 2 mirrors to hold up to ourselves:

- **Supportive Mirror** - the one that show us when we are at our best and in a flattering light
- **Honesty Mirror** - the one that shows us when we are less than our best and in an unflattering light

## Question:

Which do we use most often?

# The Challenge of Seeing Ourselves Clearly

## Examples of common misperceptions:

- Aloof / Shy
- Intimidating / Direct
- Elitist / Someone with High Standards
- Overbearing / Extroverted
- Self-Interested / Ambitious
- Aggressive / Assertive

# Activity: Challenge to See Yourself Clearly

**Name 3 things that others may misperceive about you?**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

# Requesting Feedback

# Kinds of Feedback

- Appreciation
- Evaluation
- Coaching

Source: Sheila Heen, “Thanks for the Feedback”

# Appreciation

- Praise
- Positive feedback that helps us feel noticed and valued by others
- Best “appreciated” when it is delivered on its own and not “sandwiched” with other types of feedback messages that may create mixed messages

# Evaluation

- Judgement - always based on a set of standards and prescribed expectations
- Objective data that tells us how we have performed and where we stand
- Constructive criticism



# Coaching

**Anything aimed at increasing knowledge and skill through learning including:**

- Suggestions and advice
- Provocative questions
- Teaching / Mentoring
- Role modeling
- Encouraging and building confidence

# Analyzing Your Feedback Repertoire

**Rate the quality of the feedback you currently deliver (1 = low, 4 = high)**

Appreciation	1	2	3	4
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Evaluation	1	2	3	4
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Coaching	1	2	3	4
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# Overall Quality Score

## ***Add the three scores:***

Key: 1 - 4 (Poor)

5 - 8 (Average)

9 - 12 (Above Average)

## ***Questions to consider:***

- Which type of feedback do you give the most/least often?
- What might be the impact on performance? Engagement?
- Who needs more feedback from you? What type?

# Handling Emotional Reactions

# Tips for Delivering Difficult Messages

## Remember: Defensiveness is Normal and Expected!

- When you are advocating your position **remain calm, firm, decisive and in control**
- **Don't get defensive** or allow yourself to get into a heated debate. This only escalates the tension
- Ask if it would be ok to **pause and reconvene** if it gets to that point
- **Make empathy your most important skill during tense moments**
- Don't get drawn into **discussions about other people**
- **Acknowledge that it is ok** for the other person to be upset
- Remember it is ok to have disagreement. Agree to disagree, but **don't become disagreeable**

# Group Exercise

**What would you do if the employee is:**

Angry or Defensive

Silent or  
Indifferent

Emotional or  
Overwhelmed

# Group Exercise

## What would you do if the employee is:

Angry or Defensive

- Acknowledge anger by being empathetic
- Listen for new information & paraphrase concerns
- **DO NOT Attempt to debate. Reiterate your position**
- Encourage them to focus on what he/she can control
- Give them time to consider your message and suggest reconvening

Silent or  
Indifferent

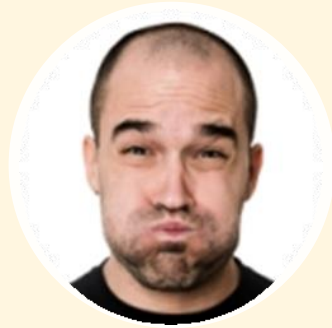
- Acknowledge silence and express your concern
- Ask them to repeat what they've heard
- Invite reaction by asking open-ended questions (i.e. are you surprised by my comments?)
- Give them time to consider your message and suggest reconvening

Emotional or  
Overwhelmed

- Acknowledge their reaction
- Continue with your message, pause or ask "would you like to continue?"
- Reiterate your confidence in them (as appropriate)

# Feedback - Taking it in, Reflecting, Reacting

Awareness of Dilemma



Reflection



Motivation



Illumination



# Managing Difficult Feedback Conversations

# The Inquiry, Empathy, & Advocacy Model

## **Inquiry**

**Ask questions to engage and spin-up receptivity and to ensure that your conclusions are correct**

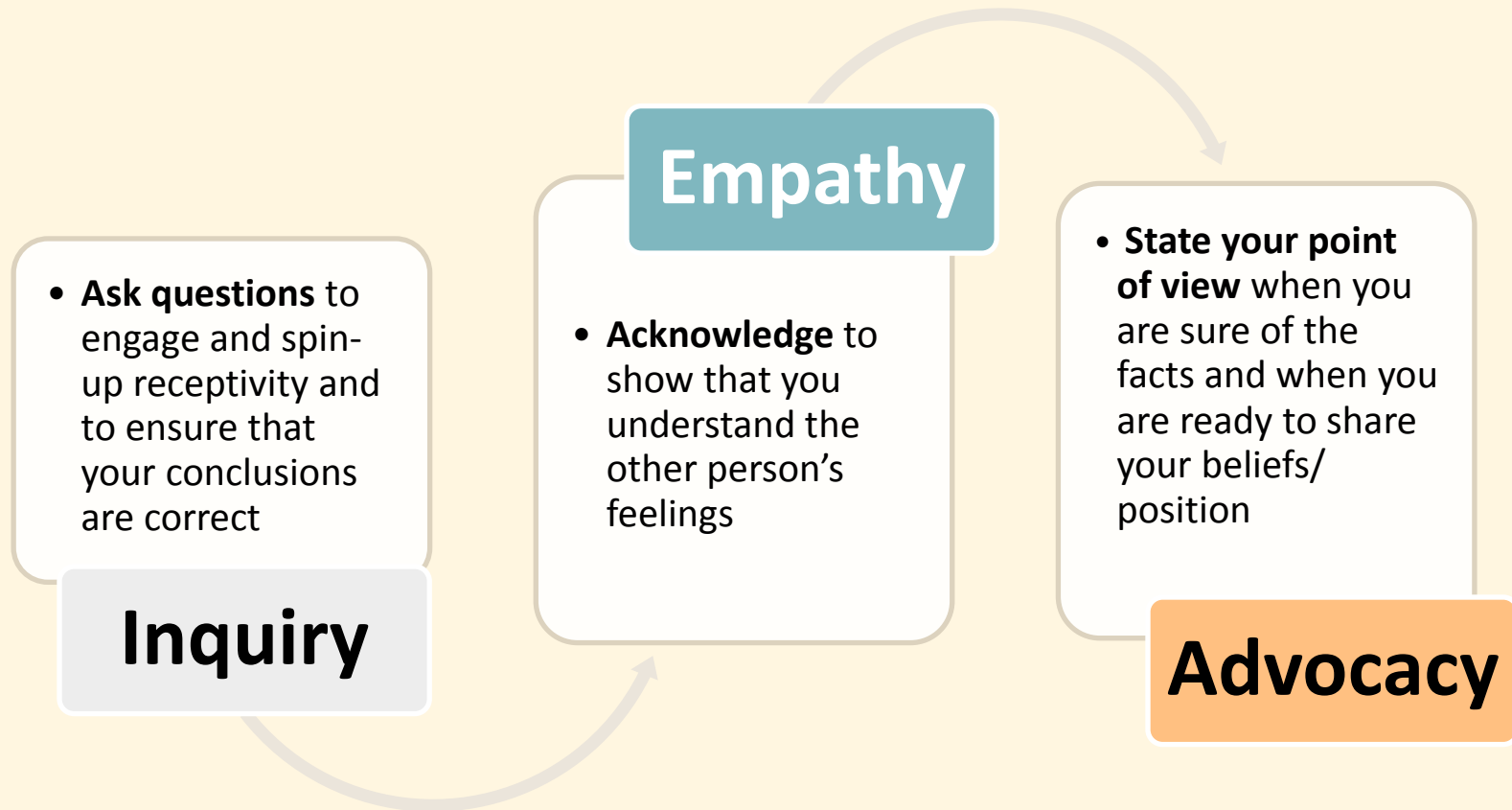
## **Empathy**

**Acknowledge to show that you understand the other person's feelings**

## **Advocacy**

**State your point of view when you are sure of the facts and when you are ready to share your beliefs/ position**

# The Inquiry, Empathy, & Advocacy Model



# Inquiry

## **Curiosity before Criticism: Diagnose before prescription**

- Inquiry helps to build receptivity from the very start of the conversation
- Allows you to seek other's data and reasoning
- It helps attain mutual understanding and guards against pre-conceived notions
- It involves asking open-ended questions and secondary probing to ensure that your understanding is correct
- It requires active listening and the willingness to change your opinion based on what you are hearing

# Empathy

## Empathy: Feelings before Facts

- Letting others vent is often a necessary step to problem resolution. It diffuses emotion and allows the conversation to move forward
- Empathy is about reflecting back to the other person using their words, or your words, to express your understanding of their emotion
- It does not constitute agreement; it is a way to show the other person that you understand their feeling
- Empathize every time emotions are expressed

# Multiple Ways to Show Empathy

## Demonstrating Empathy

- Body language, tone of voice, eye contact
- Reflective statements
- Being attentive, but just listening
- Sharing a similar experience where you have felt the same or similar emotions

# Common Emotions & Helpful Language

Anger

Frustration

Sadness

Irritation

Disappointment

Nervousness

Hesitation

Embarrassment

Fear

Discouragement

**“You seem disappointed with these result.”**

**“I recognize you are frustrated about this.”**

**“You understand that you are angry about this.”**

**“I’m hearing you say you feel discouraged.”**

# Advocacy

## **Say What You Mean, and Mean What You Say**

- Advocacy is stating and explaining your point of view in a candid way, without sugar-coating your views or using ambiguous language
- It requires that you be honest, direct, fair, even tempered, and in control of your own feelings
- After you advocate, don't take back what you have said - don't backpedal, but do use inquiry to determine if the other person has heard your message correctly



# Advocacy Statements

## Candid and Direct Advocacy Statements:

- “It is clear to me that you need to involve others more finishing the work that the team has assigned you.”
- “We agree on many of the points that you raise, where we disagree is . . .”
- “The fact remains that the user requirements were not submitted on time, which caused a delay in completing the group’s report.”
- “You are not giving the team the autonomy it needs to make their own decisions.”

# And The Message Is?

**How many of these statements do you make?**

“Could you **possibly** do this next time?”

“**Maybe** you could help out.”

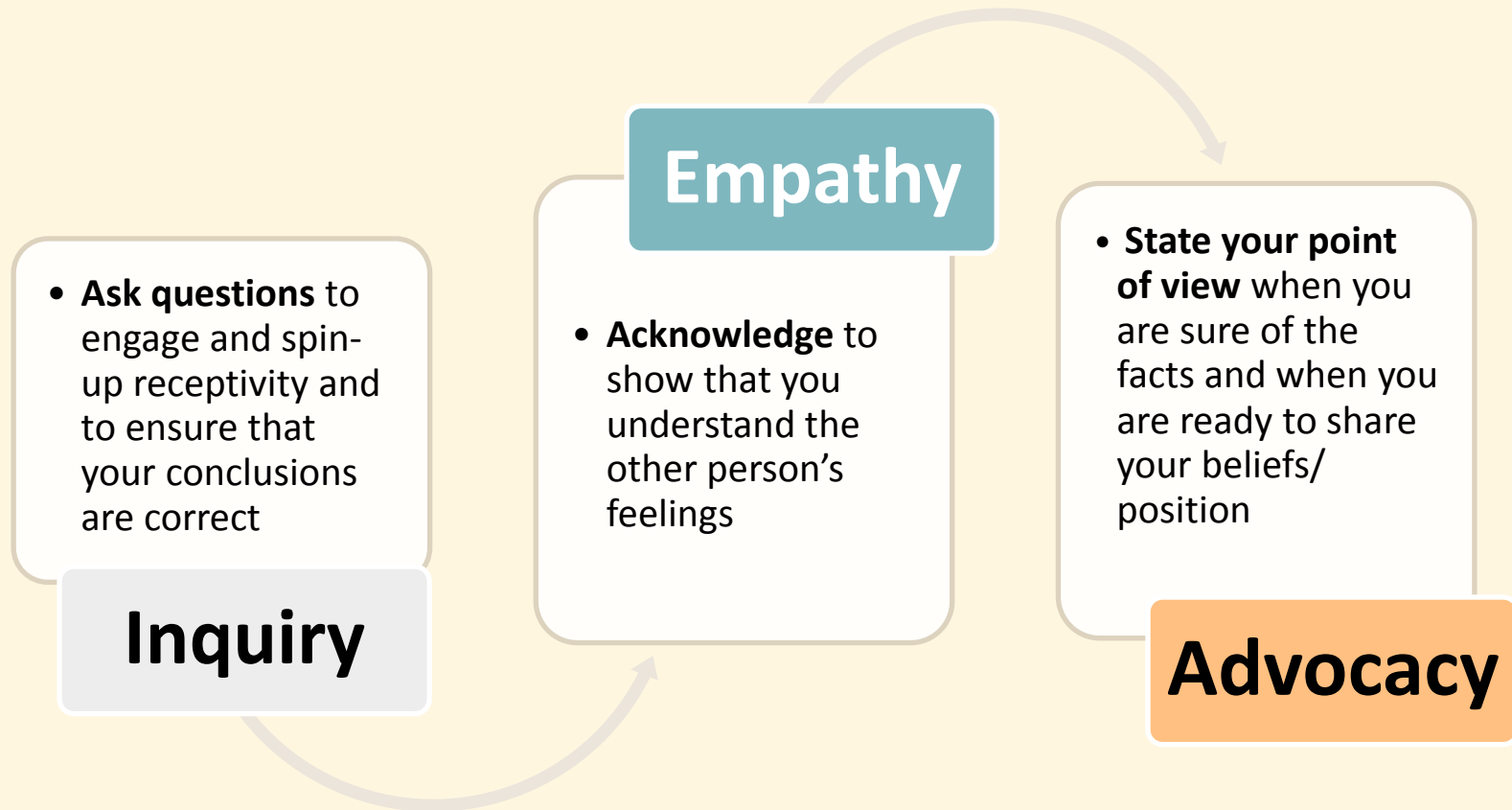
“This is **kind of** an issue for the team.”

“This is **sort of** a problem.”

“**A little** concern that I’m having is...”

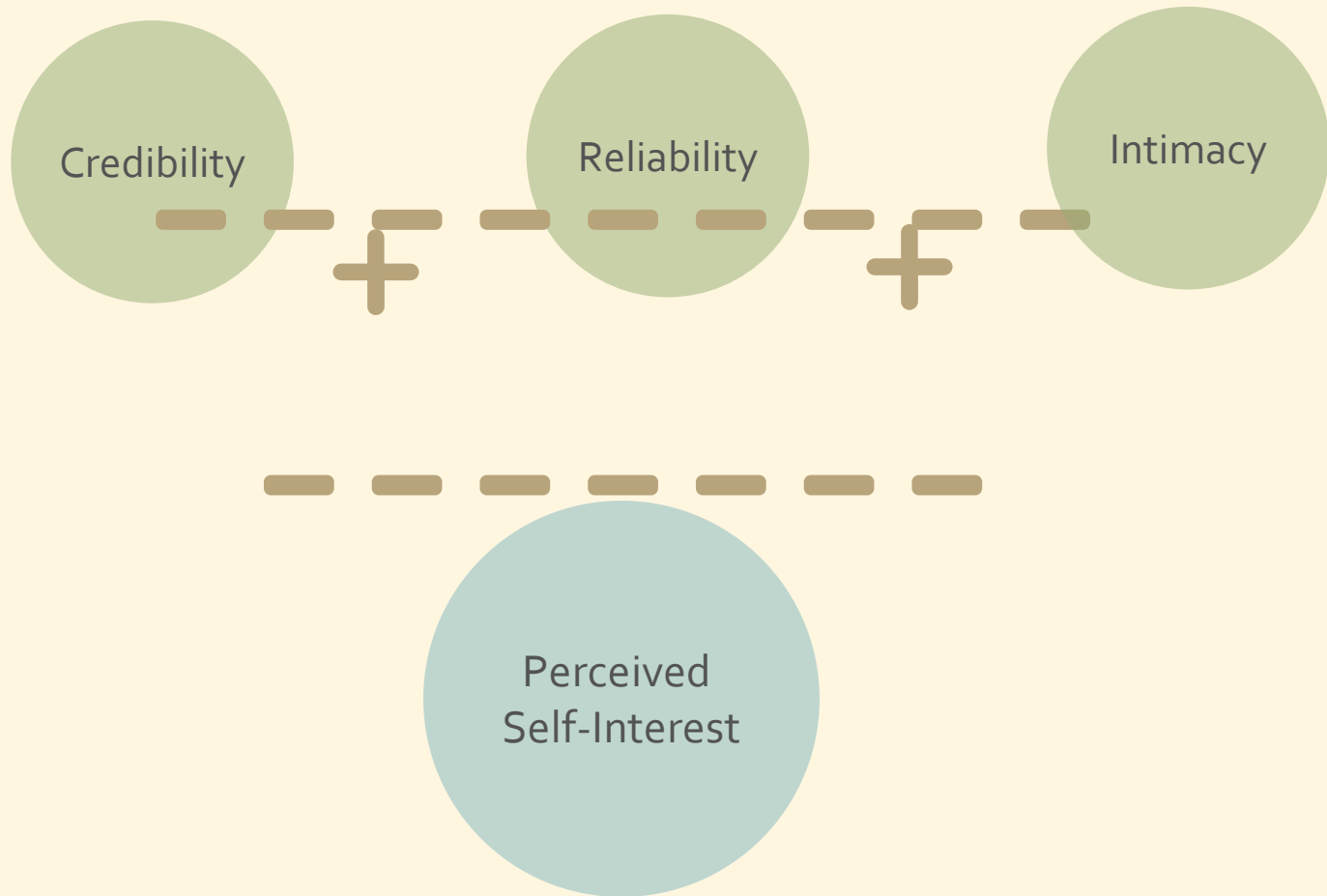
“Your attendance is **a bit** of a problem...”

# Sequence Variations



# Building Trust

# The Trust Equation



# Summary

- Delivering Feedback - Best Practices
- The 3 barriers to receiving feedback
- The 3 types of feedback
- Trust