Giving and Receiving Feedback

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It takes two to speak the truth—one to speak and one to hear.

- Henry David Thoreau
Key takeaways from this session

1. Understand the following:
   – The importance of feedback to individual and organizational success
   – Two types of feedback

2. Learn frameworks/ideas
   – To give & receive feedback effectively
Feedback

• Feedback is communication that is intended to maintain or improve *performance* and *job related behavior*.

• Ideally, it should be *multidirectional*.

• Types of Feedback:
  – **Instructional** (redirection)
  – **Motivational** (reinforcement)
Why should you give feedback?

Performance Improvement Cycle

- Goal setting
- Feedback & coaching
- Rewards & positive reinforcement

Critical responsibility of managers
More than 60 percent of employees say they don’t get enough feedback.

43 percent don’t get enough feedback to improve their performance.
Impact: Employee engagement

Gives honest feedback in a helpful way

Employee Engagement Percentile

- Bottom 10%: 25
- Next 25%: 37
- Middle 30%: 50
- Next 25%: 63
- Top 10%: 77
You can learn how to give and receive feedback effectively.
Giving effective feedback – Basic Rules

- S - specific
- T - timely
- A - accurate
- A - actionable
- M - meaningful
Reactions to giving instructional feedback
Fear of feedback

- You won’t be liked
- You will become too emotional in the process
- Recipients will become too emotional
- Giving feedback reminds you of uncomfortable times in the past

- Leads to maladaptive behaviors: procrastination, denial, and irritability.
Giving Instructional Feedback Effectively

1. Identify objective
2. Prepare for the session
3. Deliver feedback
4. Follow up
Step 1: Identify objective

What is your objective?
Step 2: Preparing for the session

1. Do you have all the information you need?
   - performance/behavior
   - Impact/consequences

2. How are you framing the situation?

   Managers tend to frame situations in a way that is narrow and binary.
Step 2: Preparing for the session

- WHAT
- HOW
- WHEN
- WHERE
Step 2: Preparing for the session

- Prepare a script
- Run it by someone with experience
- Role play with someone you trust

Address your anxiety
Step 3: Delivering feedback

- Opening

- Body of feedback
  - Present information
  - Clarify your expectations
  - Develop an action plan

- Closing
To sandwich or not to sandwich, that is the question.
Step 4: Following-up

- Draw on timelines developed at the feedback session
- Coach for effectiveness
- Consider consequences

Don’t wait for the next formal appraisal session
The relationship you have with people, and the respect and credibility you have earned will ultimately determine your effectiveness at giving feedback.
Giving motivational feedback

1. Describe behavior
2. Explain impact
3. Give credit to recipient
4. Thank recipient
Use Recognition Effectively

1. Frequently delivered
2. Reflects organizational values
3. Is appropriate to the achievement
4. Is tailored to the individual

Courage is what it takes to stand up and speak; courage is also what it takes to sit down and listen.

-Winston Churchill
Impact: Leadership effectiveness

![Bar chart showing leadership effectiveness percentile by groups.](chart.png)

Looking for opportunities to get feedback

<table>
<thead>
<tr>
<th>Group</th>
<th>Leadership Effectiveness Percentile</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bottom 10%</td>
<td>15</td>
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<tr>
<td>Next 25%</td>
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<td>Middle 30%</td>
<td>50</td>
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<tr>
<td>Next 25%</td>
<td>68</td>
</tr>
<tr>
<td>Top 10%</td>
<td>86</td>
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</tbody>
</table>
Using feedback for success

- **S** – specify what you are looking for
- **T** – time for thoughtful response
- **A** – absorb the feedback
- **R** – respond
Receiving feedback effectively

• **Ask** for as much detail as possible
• **Paraphrase** what you think you heard
• **Discuss** ideas for action
• **Thank** the person giving the feedback
Growing through feed forward – A constructive cycle

1. Ask
2. Listen
3. Think
4. Thank
5. Respond
6. Involve
7. Change
8. Follow-up

Source: Marshall Goldsmith
Thank you
&
Good luck!