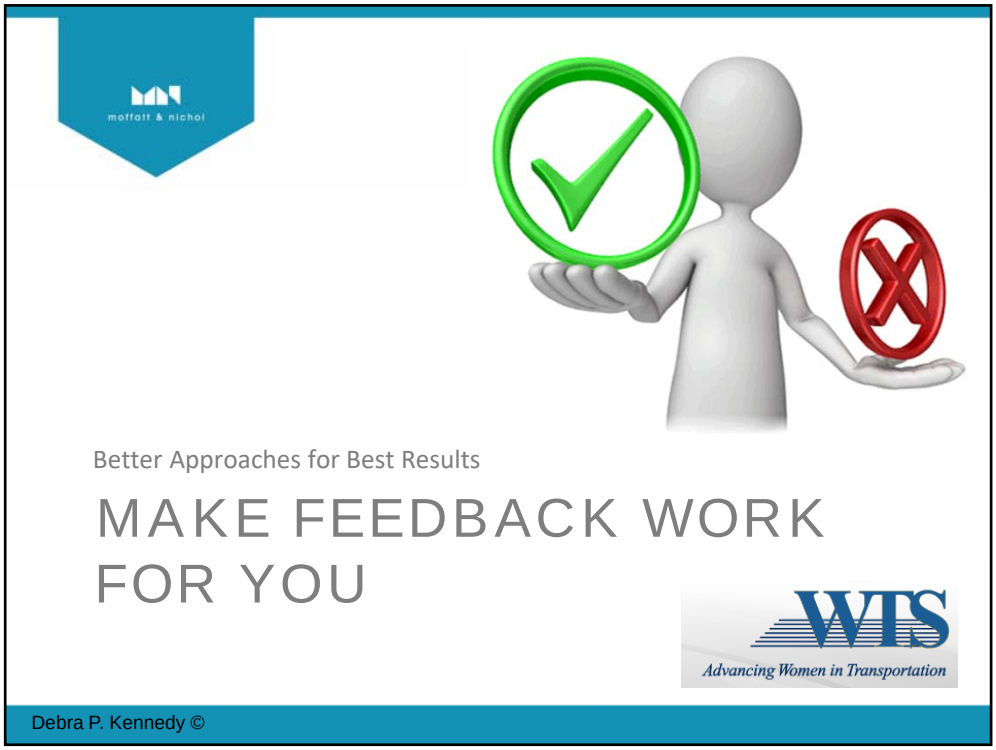
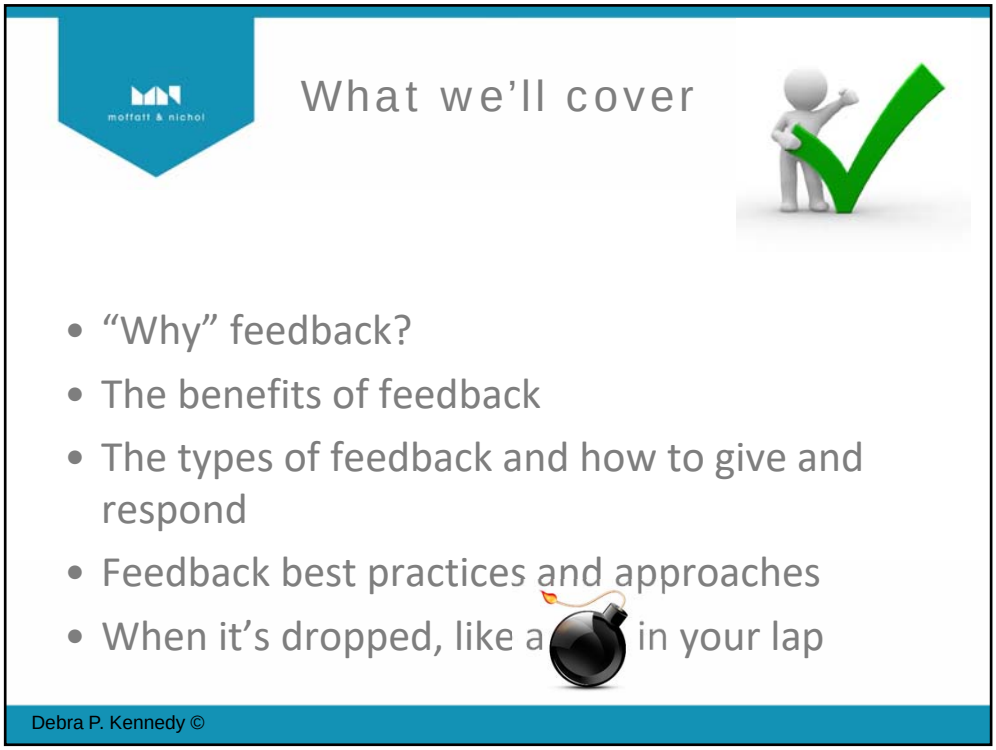


Feedback is a tool that when used successfully, can be powerful for relationships and career growth.

Using a few “Better Approaches” will help you get the best results



Feedback shouldn't be a once or twice a year thing. Ideally, feedback happens ongoing –

There are many reasons to ask for or offer feedback. **What are some reasons you might ask for feedback??**

Today, we're going to discuss approaches for both GIVING and ASKING FOR feedback

I'll bet most of us have asked for and have given feedback – And I wonder: how often has it gone **REALLY WELL?**
So, would you like to make the experience better overall? Today we're going to discuss refining that approach

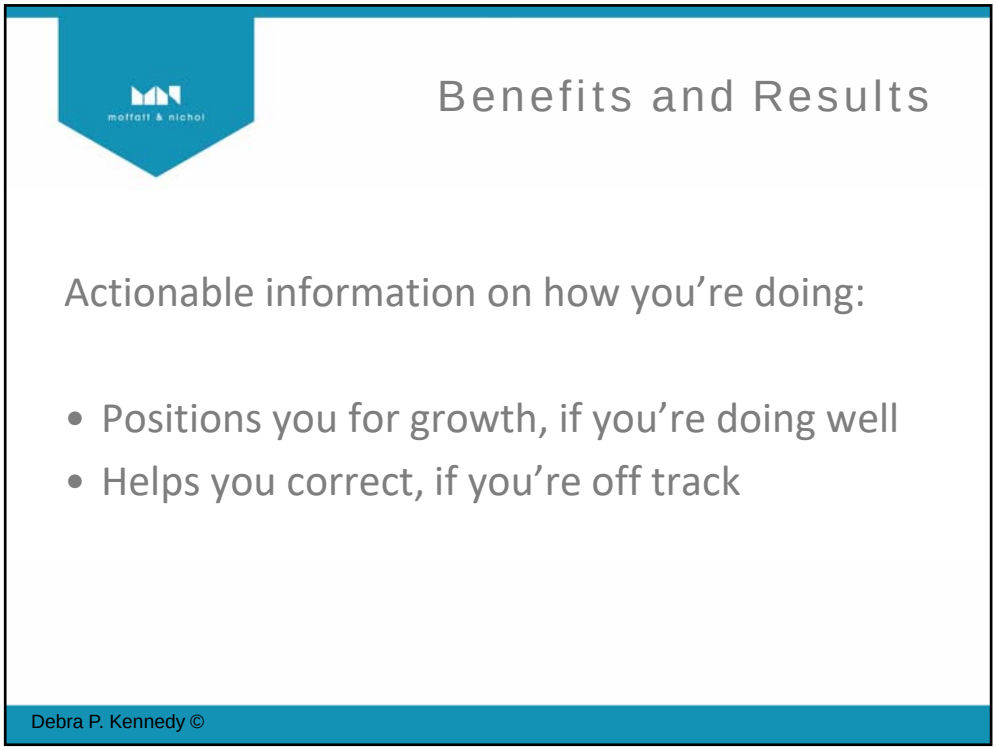
And finally, we'll touch briefly on suggestions for improving our ability to be on the receiving end of a request for feedback



Many of us want feedback regularly; many of us avoid it like the plague. But if we learn to do it well, there are definite benefits!!

- Feedback is higher level communication
  - Adds depth and breadth to your relationships with leadership
- Requires engagement
  - Engagement and productivity are correlated

- Requires trust, helps build trust
- It takes maturity to ask for and receive feedback and an equal amount to deliver it



Many of us want feedback regularly; many of us avoid it like the plague. But if we learn to do it well, there are definite benefits!!

- When you follow best practices, you receive information that you can use to either correct course or continue to grow

Why do we avoid it?

- Afraid it will come out wrong or be ignored;
- Unsure how it will be received;
- Unable to respond with firsthand information;
- Concerned it will ruin a relationship;

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Why don't we ask for it?

- Afraid of what I'll hear;
- Afraid that feedback may be biased;
- Afraid I won't be able to live up to the expectation of change;

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Make feedback work for you

- We avoid asking for it
- We avoid offering it
- We also avoid responding to requests for it



. . . We Fear it!!!

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WE AVOID IT . . . .

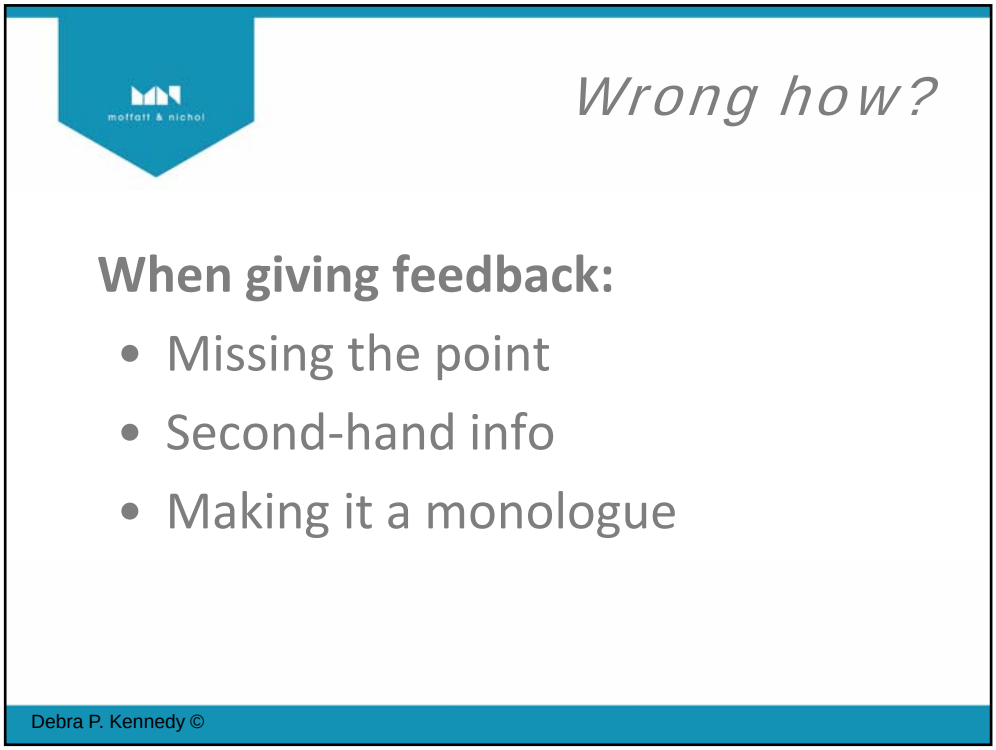


WHY do we Fear it?? Because it can go so WRONG!

Did you notice that "Fear" is a key reason for avoidance

I suggest feedback goes wrong because, while we might understand the steps and the "how to" of feedback, we really don't know how to control it.

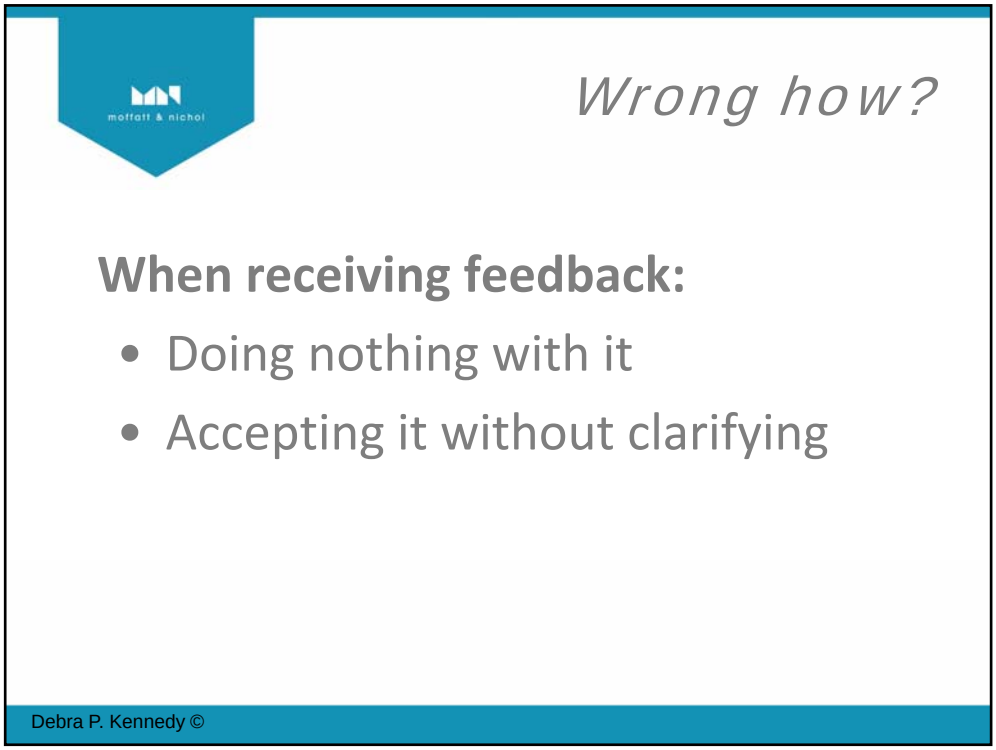
By control it, I mean that whether you're on the giving or receiving end you know exactly how to approach it, set it up, and what to expect; it doesn't come out wrong, aggressive, or from left field. Nobody's feelings are hurt, no enemies made.



Wrong how?
For the Giver of Feedback:

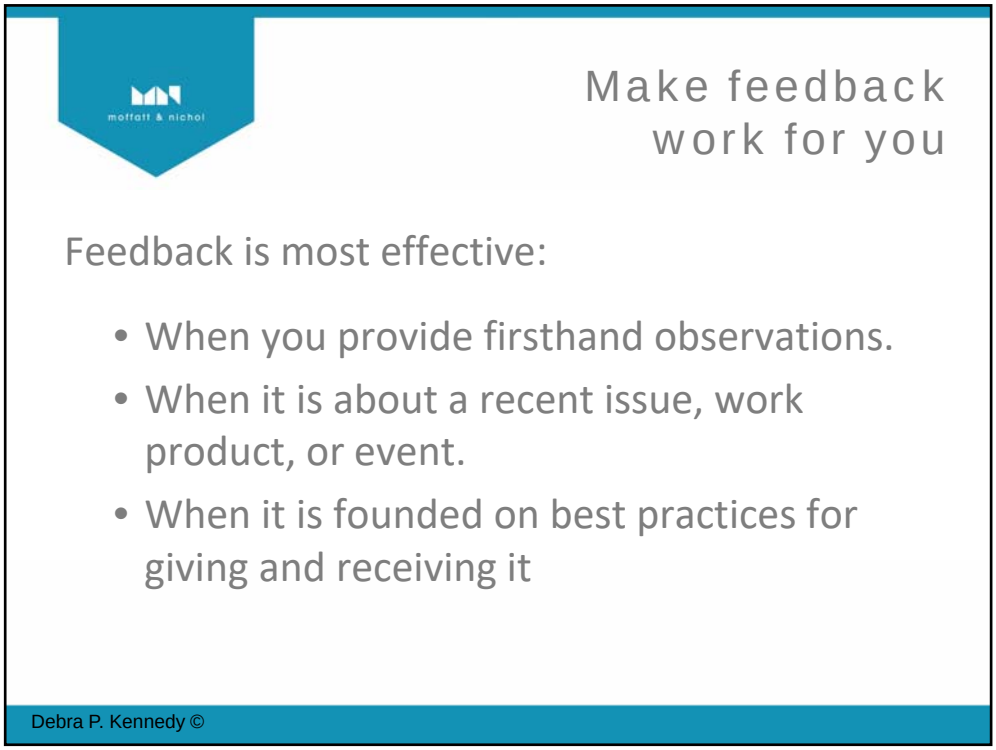
Secondhand information is not allowed in a court of law. Why should secondhand information be allowed on something as important as feedback?

Remember we said feedback strengthens relationships by building trust?

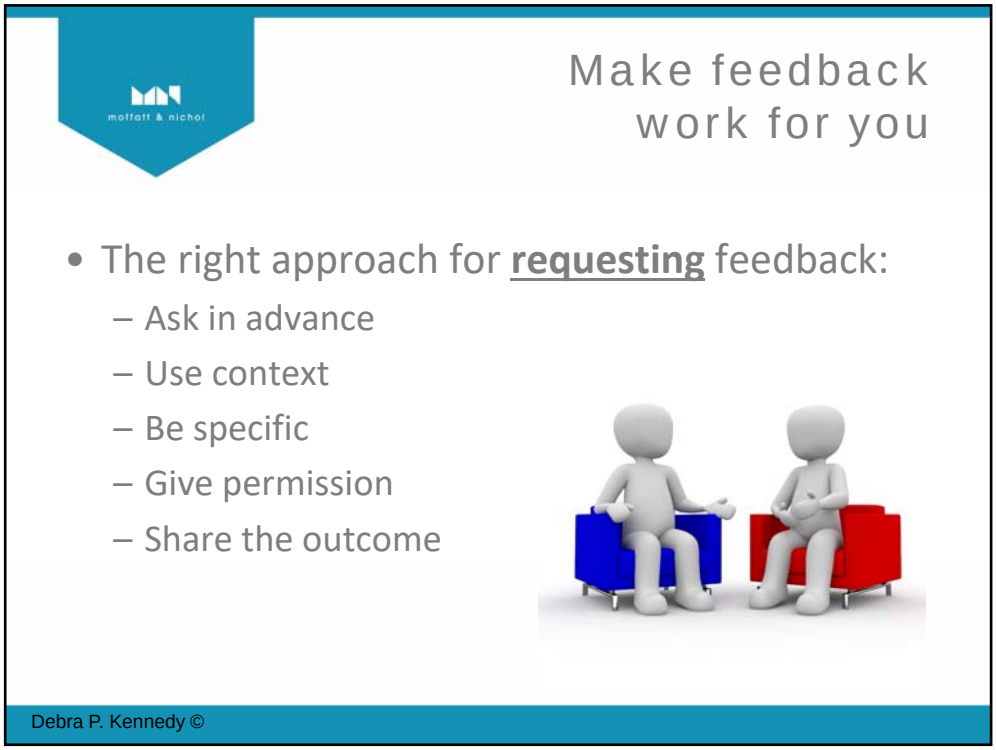


Wrong how?
For the Receiver of Feedback:
(missing the point): Accepting the feedback and dismissing it and doing nothing with it
(missing the point): Sometimes the person giving feedback needs clarification (may have misunderstood what you're looking for); and we don't redirect them –
If you ask for feedback and do nothing with it, the giver's perception of the experience is affected

(secondhand info): second-hand feedback is an indication that you've asked the wrong person -
(making it a monologue): can also be why the giver launches into a monologue . . . . They're really unsure (or unqualified) to give you the info you need, and cover it up by talking



- You can actually control the “feedback outcome” by using the approaches we are going to discuss
- If you demonstrate these best practices, you take control and are able to have a positive affect on the “feedback outcome”



The right approach / best practice for ASKING for FEEDBACK includes

- Advance: Identify an opportunity to ask for feedback
- Advance: Determine the right person to ask
- Set it up for success
    - Context: why you're asking for feedback, what led up to this point, and how you expect to benefit from it;
    - Specific: within the context of a behavior, task, or assignment, identify the specific "THING" you want their observations on
    - Permission: let the person know that you realize you've made a "big ask" and give them your permission to be open, candid, and direct. This let's them know that you're ready for what they have to say.
    - Share the outcome: after you've gotten the observation, apply the feedback and let the person know the result or how you benefitted from their observation

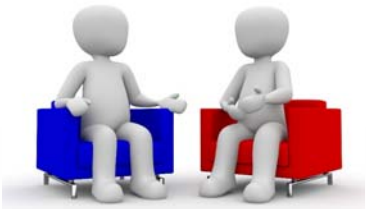
If you are asking for difficult feedback, let the person KNOW that you're prepared for it; share that you know you've asked them to take a risk by being direct and candid – and then tell them you're ready, prepared for their honesty.

Asking for Feedback

The right approach makes the difference

Imagine:

"Deb, how did I do in my presentation last month?"



What could go wrong here?

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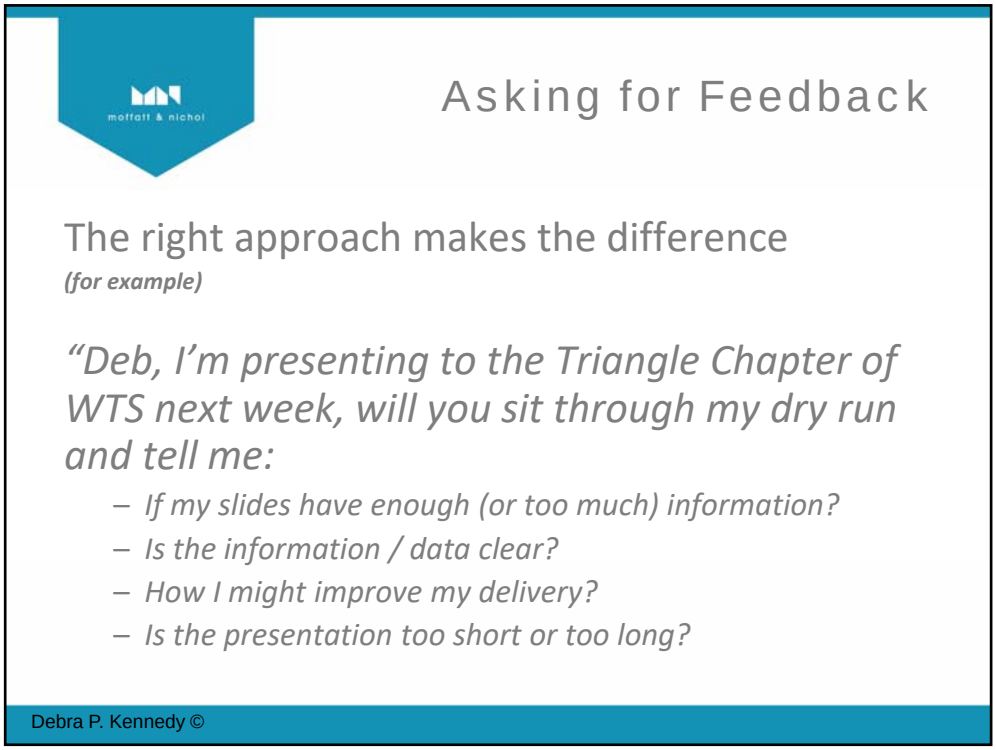
Considering the points about making a feedback request work for you, What could possibly go wrong with this feedback request?

Engage participants; list all the opposite of best practices –
Within the list of best practices, this is not a request in advance; it is not a specific request; you've not indicated what, specifically, you want feedback on.

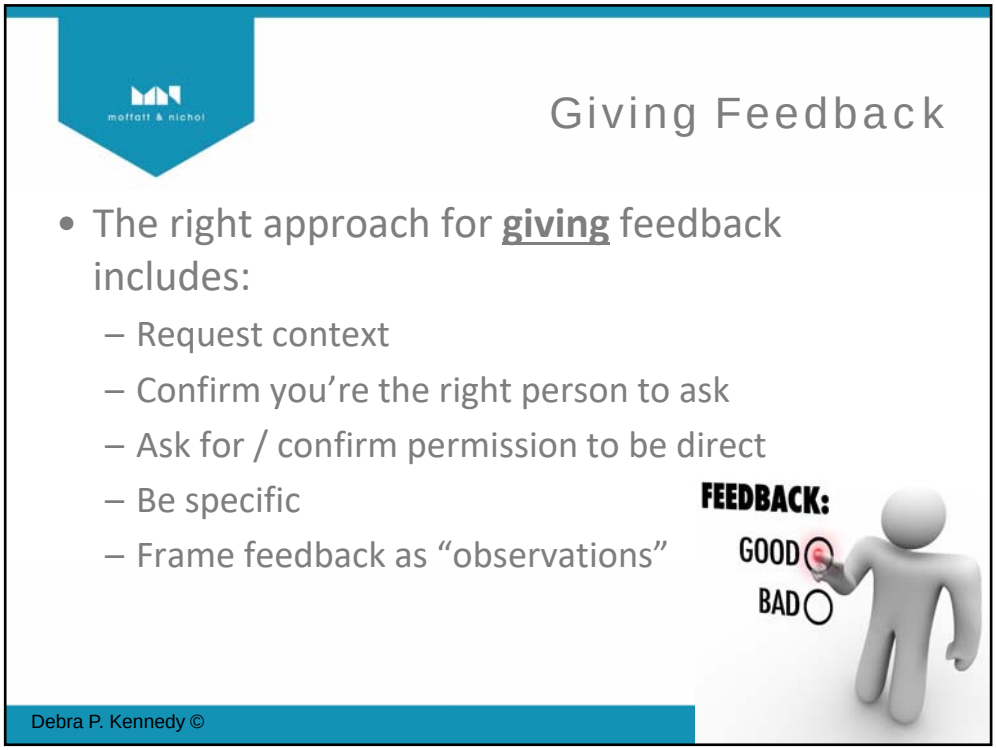
And then frame it up "the right way"



This is ONE way to improve . . .



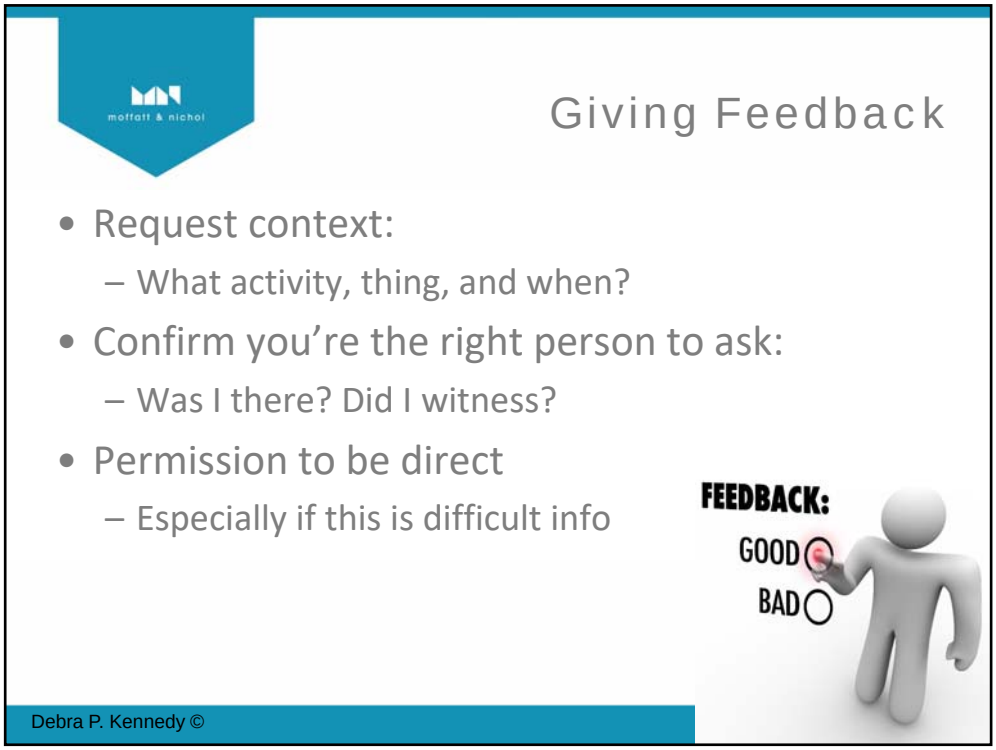
This is ONE way to improve . . .



The right approach / best practice for GIVING for FEEDBACK includes (AND THIS WORKS FOR FAMILY/FRIENDS)

- Advance: ideally you are asked to observe something in the future, but you can also do a good job of sharing feedback in retrospect if you ask for context
- **Context**: what, specifically, are they requesting feedback for? What led to the request, what are they hoping to improve, learn, or avoid?
- **Confirm**: are you truly the right person to ask? This is important. Can you share firsthand observations? If not, it might be best to plan for a future situation or suggest someone else.
- **Permission**: ask them if they will be OK with you providing direct, honest information; "I want to be honest so that the feedback will be meaningful, is that OK?"
- **Specific**: within the context you've been given, share your "**observations**" – frame it up as what you saw, heard, noticed, etc.
- Engage in dialog: after you've given your observations, encourage them to get clarifications, ask if they want follow up,

If you have difficult information to share, frame it up. "I want to be candid; do I have your permission?"



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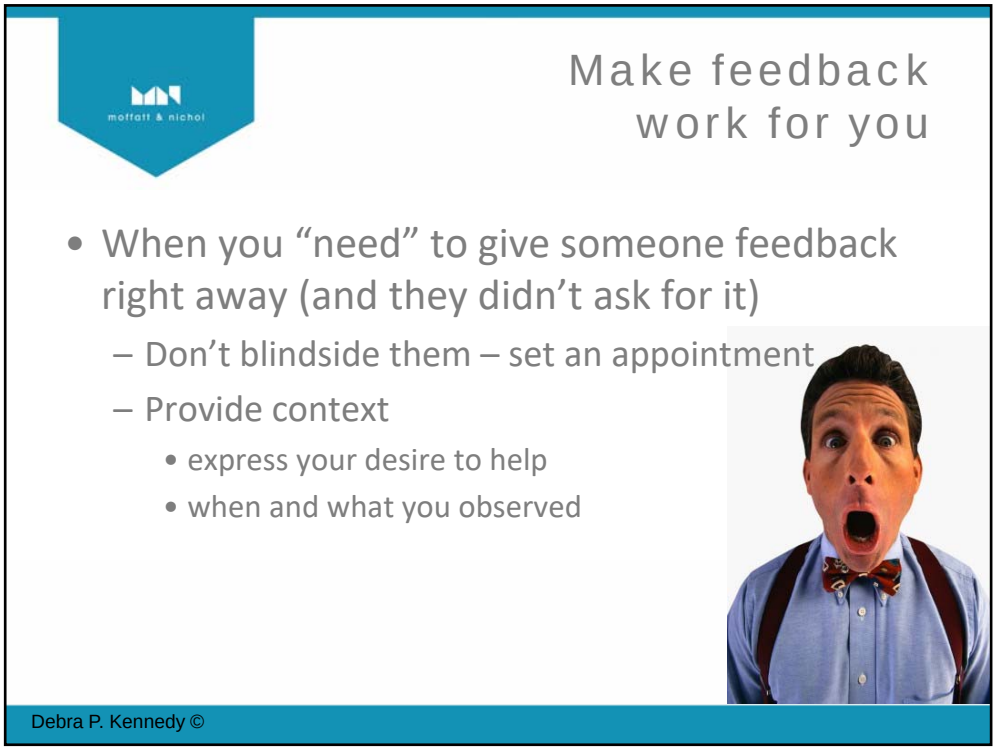
The right approach / best practice for GIVING for FEEDBACK includes

ALWAYS good to confirm permission to speak candidly, freely, openly. If the person on the receiving end seems hesitant, suggest scheduling a more private time . . . .



Sometimes you observe someone go *really wrong* . . . And are certain you can and should help:

- Feedback should be asap – as soon after the event as you can make it
- Should not be a surprise – request a few minutes of their time, uninterrupted
- Should include context – what triggered you to feel that it is important to share the feedback/observation (did you see a negative reaction in a meeting?)
- FIRST underscore your desire to help; then share when and what you observed
- "in the project review meeting this morning, you and PM disagreed about several key items; it escalated quickly, and the team looked uncomfortable with the conflict. I'd like to share a couple of observations from where I was sitting – I'd like to help. Would that be ok? Can we get together this afternoon?"

In other words – set a specific appointment with someone and tell them you want to share an observation, so they can come prepared.



When someone dumps feedback in your lap . . . .

As in the example of you “needing” to give someone immediate feedback, someone may need to provide you feedback
remember (as difficult as it might be) that the person really might want to help you!
Take a breath (or 6)

FOLLOW UP IS KEY!! Close that loop!

Make feedback work for you



When you're on the receiving end

- *I wasn't prepared for this*
- *You've shared several interesting perspectives*
- *I need some time to consider*
- *Let's schedule a follow-up conversation*

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- It's OK to admit you didn't see this feedback / info coming. If you truly weren't prepared, tell them . . . ***"Wow, this is really out of left field"***
- You aren't obligated to "own" the feedback, admit "guilt" or culpability – remember, these are perceptions – you can diffuse the situation by acknowledging what they've shared
- You're also aren't obligated to respond to what's been dumped in your lap – at least not immediately – tell the person you need time to think about what they've shared
    - cool down; check in with a trusted colleague (using the feedback approaches we've discussed) to ask for their observations
- Your follow up is to acknowledge the perceptions and info "shared"
    - If you've already got a plate full of personal development, tell the person you'll keep their observations in mind
    - If you agree with what's been shared – let the feedback giver know what you can and plan to do about the feedback
    - Use the experience as a teaching moment and share what you know about effective feedback

Wrapping it up

- Benefits of feedback
- Best practices and approaches for feedback
- When you're on the receiving end



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Feedback can be powerful when used appropriately, remember the best practices we've shared. It can strengthen relationships, improve performance and perceptions.
When you become adept at offering and receiving feedback, your relationships change, and you become a trusted partner.

Make feedback work for you



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