

# feedback

**What is feedback?** Feedback is information that helps us improve and be more successful.

- Positive feedback tells us what we are doing well.
- Constructive feedback helps us develop skills and capabilities.

**Why do we need feedback?**

- Leaders give feedback and coaching as a way to get the best from their team.
- Colleagues give and receive feedback to help create a more accountable and collegial culture.
- Feedback is essential to holding people accountable.
- Feedback can show people that you care about them.
- When your colleagues know you are “for” them, they are more willing to take your feedback.

**Who needs feedback?** Everyone!

## When GIVING Feedback

### 1. Be Prepared

- Be clear about the outcome you want to achieve by giving the feedback.
- Determine why is it important for the individual to hear this? What behavior needs to be changed?
- How serious is the feedback? Should you gather additional information? Is the feedback authentic?
- Consider the person’s personality style and generation.
- Summarize thoughts, facts, or ideas in key categories or themes.

### 2. Ensure You Have a Willing Listener

- Ask: “May I give you some feedback?” “May I share some candid thoughts with you?”
- If a person wants to say “no” to getting feedback, set new time to discuss. You want openness, not mere compliance.
- Sense when enough is enough.
- Recognize the feedback “Set Up” is as Important as the actual feedback.
- Anxiety is contagious, so try not to be anxious. Preparation helps with this.

### 3. Acknowledge Your Noble Intentions

- I’m sharing this because your success is important to me and to the organization.
- I think so highly of you, I thought you could benefit from this.
- I’m telling you this because I think you have a lot of potential.
- Please hear this feedback as it’s intended...to help you be the best you can be.
- I want you to know this feedback is coming from my heart.

### 4. Acknowledge the Individuals Aspirations

- I know you want to do a great job.
- I know you want to be a high achiever in the organization.
- I know your ability to respectfully interact with judges, yet get your point across, is important to you.

### 5. Ask Questions to Encourage Self Reflection

- Questions encourage reflection and are less accusatory than declarative sentences.
- What happened in court today?
- How could you contribute to making this a better, more effective team?
- How do you want to be seen in the organization?
  - How do you think engaging in this behavior helps you achieve that?
- Help person see things from other people’s/the team’s perspective.
- Help individual apply her own concerns to herself and to others.





## Six Steps to Receiving Quality Feedback

1. Before asking for feedback, be clear about what you want to know and why.  
Ask questions such as:
  - What am I doing well?
  - What could I be doing better?
  - What are my biggest challenges?
  - What are my biggest opportunities?
2. Be specific when stating your request (what you need to know and why).
3. Listen carefully for intention and meaning.
4. Summarize what you've heard so you are clear about the feedback given to you.
5. Model the behavior you want to see.
  - If you're not getting feedback from your employees, you need to ask yourself what you're doing to invite feedback.
6. Thank the person for the feedback, regardless of how difficult it is to hear. Don't "shoot the messenger" or you'll never get feedback again.

## Taking Accountability for Feedback: Ask Yourself Important Questions...

- Why would someone have this impression of me or someone else?
- What did I do to create this impression?
- What could I have done differently?
- What do I "own" about this feedback?
- In what way could I have controlled this situation better?
- What can I learn from this situation?
- Do I find myself in these situations frequently either at work or at home?

## Watchouts - Don't...

- Assume one data point is a "fact"
- Overreact to feedback about yourself or someone else.
- Get into arguments; instead, seek understanding.
- Become emotional.
- Represent your feelings or perspective as that of others.
- Be accusatory: *"She intentionally went over my head to discredit me." "You did a really lousy job on that project. You didn't try very hard to get it right."*

