

THE GIFT OF FEEDBACK: GIVING AND RECEIVING FEEDBACK EFFECTIVELY

IMPACT Conference, Sarah White

OBJECTIVES

- Understand the importance of giving effective feedback
- Recognize challenges to giving feedback
- Identify steps in giving feedback appropriately
- Learn how best to give constructive feedback and how to hold others accountable
- Demonstrate effective behaviors for receiving feedback

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FEEDBACK IS NOT EVALUATION

Feedback is formative

- Helps with development
- Is neutral
- Presents information, not judgment

Evaluation is summative

- Summarizes a performance
- Comes after the fact and presents a judgment
- Expressed as normative statements (what should be)

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TYPES OF FEEDBACK

Positive

- Encourages an employee to continue certain behaviors
- Designed to recognize positive impact

Constructive

- Meant to build improved performance
- Communicates that performance is not meeting expectations and improvement or change is needed

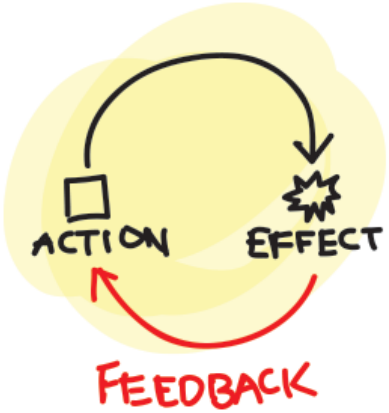
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TYPES OF FEEDBACK

Verbal	• Comments during a case, clinic, or rounds • Formal or informal conversation
Written	• Comments on Results Review • Comments in emails
Non-verbal	• Sighs, head shakes, eye rolling

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IMPORTANCE OF FEEDBACK



- Purpose
  - Recognize positive behavior
  - Recognize results you want to see continued
  - Address behaviors or results that do not meet expectations
- Benefits
  - Feedback helps us learn, grow, and improve ourselves, performance and behavior
  - Feedback drives higher engagement, motivation and job satisfaction

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WHO DELIVERS FEEDBACK?

LEADER TO DIRECT REPORT

Purpose	• Provide feedback on accomplishments • Address opportunities for development
Responsibilities	• Help individual become more successful • Drive higher performance • Help the individual grow
Challenges	• Uncomfortable topic • Attempted before without results • Defensive response from employees • Inexperienced in delivering feedback

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INDIVIDUAL TO LEADER

Purpose	• Address critical issues • Achieve team objectives
Responsibilities	• Keep the best interests of the team in mind
Challenges	• Fear of retaliation • Being perceived as a complainer • Cause tension in relationship



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PEER TO PEER

Purpose	• Effectively manage tasks • Accomplish goals
Responsibility	• Maintain a productive working relationships
Challenges	• Cause tension in relationship • Come across as a know-it-all • It's only 'my' perception

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CHALLENGES TO GIVING FEEDBACK

- Poor past experiences with feedback
- Not knowing how to give constructive feedback
- Receiver's attitude
- Assuming conflict
- Not having first-hand experience with the issues
- Fearing
  - Hurt feelings
  - Damaging the relationship
  - Doing more harm than good
  - Not knowing how the other person will react



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WHEN FEEDBACK IS MISSING

Individuals draw their own conclusions of their performance and may:

- Disparage the source
- Regard the issue as irrelevant
- Attribute constructive feedback (or criticism) to a difference in style
- Conclude it is no longer relevant to their current performance
- Generate a false sense of mastery of skills
- Continue inappropriate behaviors

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THOUGHT EXERCISE



REFLECTION

- Think about the last time you gave feedback. How did you deliver this message and how do you know if it resonated with the recipient?

- Think about the last time you received feedback.
  - If the feedback was effective, how can you model that when giving feedback?
  - If the feedback was ineffective, what would you have changed to have it be effective?

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DELIVERING FEEDBACK EFFECTIVELY

SIMPLE MODEL

1. One thing I appreciate about you is...
2. One thing you can do to be even more effective is…

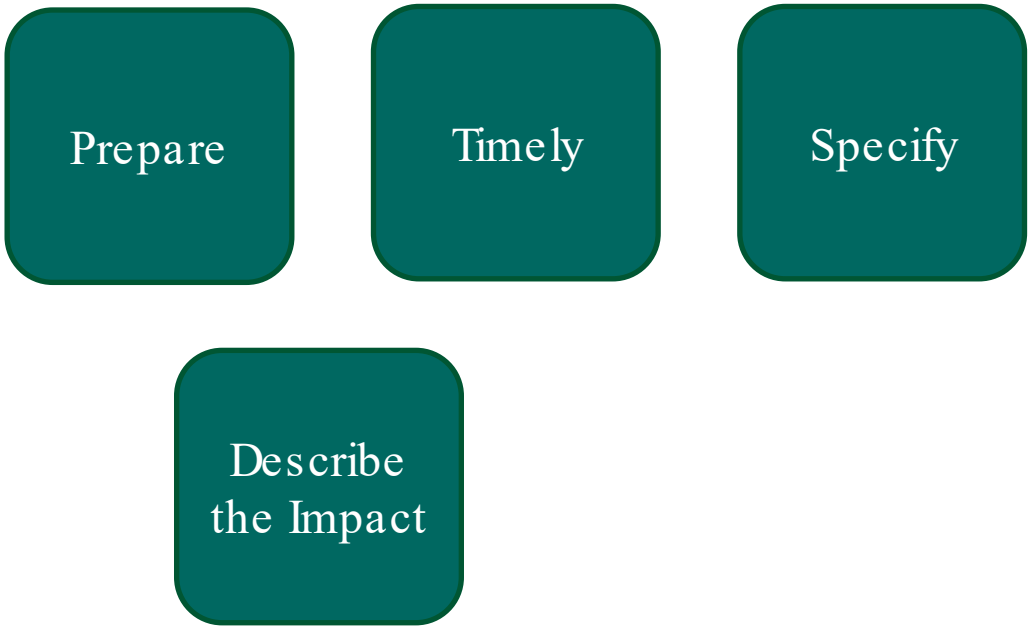
"I really appreciated your willingness to jump in and make those last-minute scheduling changes for me. It really showed your agility and team-first attitude. One thing to keep in mind if this situation arises again; after completing the schedule changes, could you please send me a note to re-confirm all of the changes? That would help me know we are all set and keep me from having to follow up with you and interrupt your other work."

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STEPS TO DELIVER FEEDBACK

STEPS TO EFFECTIVE FEEDBACK



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PROVIDE FEEDBACK

You recently asked a staff member to help you put together a grand rounds presentation. The individual worked to understand exactly what you needed, provided a rough draft 3 weeks in advance and a final draft 1 week prior to your presentation. You received many compliments for the content and look of the presentation.

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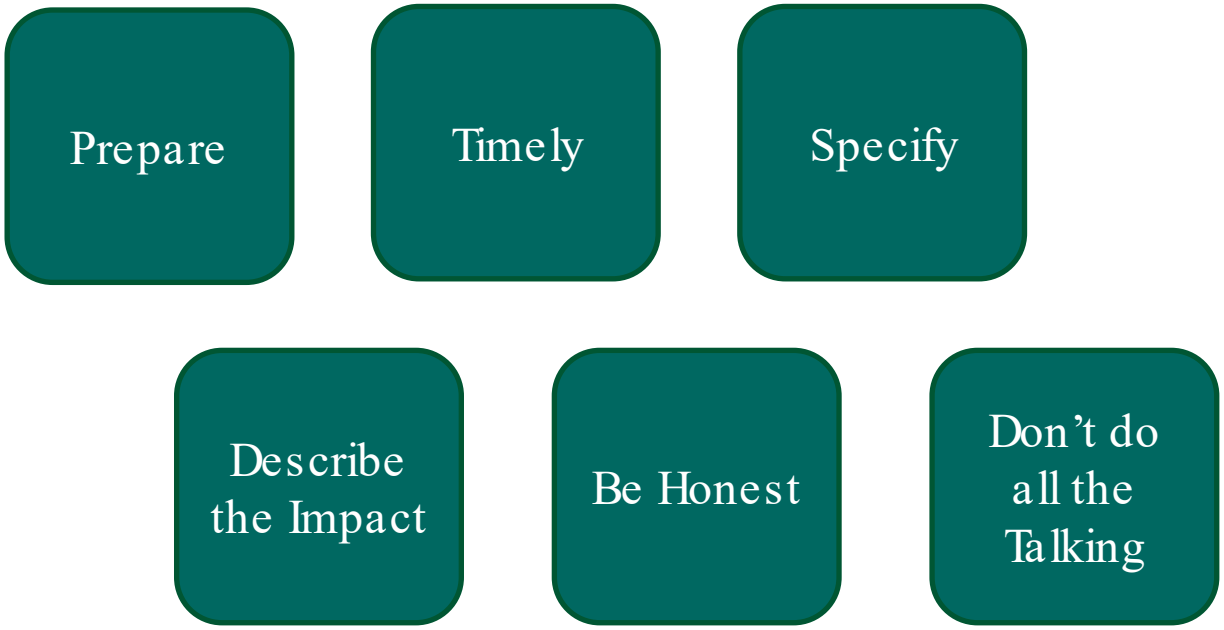
EXAMPLE

Upon return to your office, you seek out the staff member and say:

"Thank you for the great presentation you put together. I could tell you paid attention to and understood what I was requesting because the content was spot on. I also received many compliments on the visuals and the way the content was presented, great use of color, pictures, and white space. I was well prepared because of the draft you provided and allowed me to comment on. Then having the final draft one week prior allowed me to really get comfortable with the slides and find my voice. Thank you very much, you deserve the compliments."

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STEPS TO EFFECTIVE FEEDBACK



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CONSTRUCTIVE FEEDBACK

- Be positive and supportive
  - Present as an opportunity for development
- Do it privately
- Focus intently on facts
- Use “I” statements
- Get their side
  - Practice Empathy
- Set expectations moving forward

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PROVIDE FEEDBACK

You recently asked a staff member to help you put together a grand rounds presentation. The presentation was 4 weeks away and you did not receive any questions or a draft of the presentation until the day before. This did not allow you adequate time to incorporate all your edits into the presentation. Further, during the presentation, some of the interactive pieces the staff member put in didn't work. You left the presentation feeling like you were unprepared and that you didn't live up to your expectations.

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EXAMPLE

Upon return to your office, you seek out the staff member and say:

"Do you have a moment to meet in my office? (When in your office or another private area) I wanted to offer you some feedback on the presentation you put together for me. It did not go as well as I had hoped as I did not have much time to review the presentation even though I had asked you with 4 weeks notice. The edits I had were not addressed because of the lack of time. During the presentation, there were technical issues which took away from the message. From your perspective, what do you think we can do in the future to have a better outcome?"

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EFFECTIVELY RECEIVING FEEDBACK



CHALLENGES TO RECEIVING FEEDBACK

- Message is hard to hear
- Focused on “who” is delivering the feedback
- Challenges your perception of self

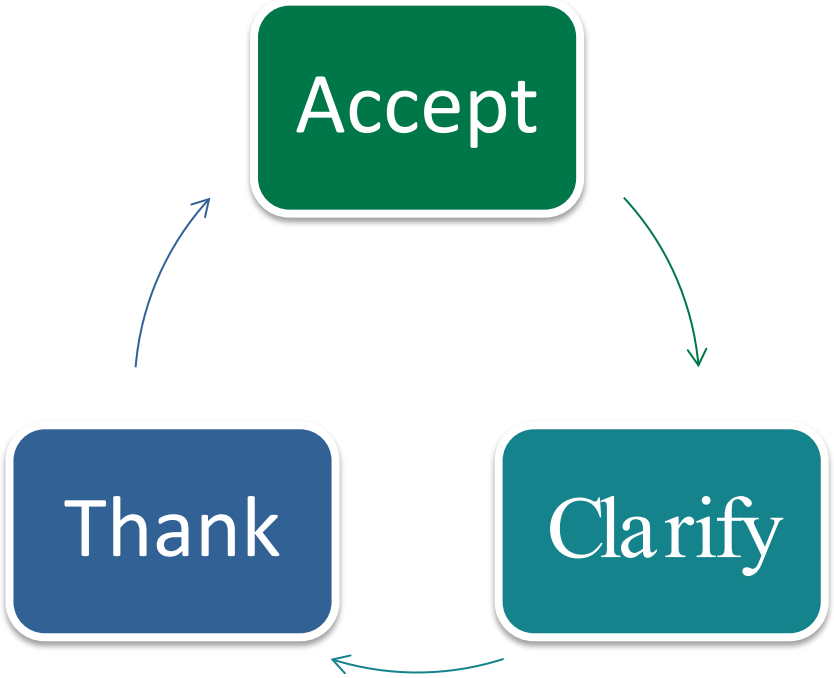
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TIPS FOR RECEIVING FEEDBACK

- Try to control your defensiveness
- Show appreciation for the feedback
- Listen to understand
- Summarize what you hear
- Ask questions for clarification and for examples
- Be approachable
- Check the perceptions of others
- If you disagree, get some space, then speak with the person who delivered the feedback for additional information and perspective sharing

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TRY THE ACT MODEL



Accept

- Shows you are willing to listen and have a conversation

Clarify

- Seek specific examples and ask for tips

Thank

- Appreciate someone is trying to help you

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“FEEDBACK IS THE BREAKFAST OF CHAMPIONS.”

- KEN BLANCHARD

—GIVING FEEDBACK IS ONE OF THE MOST CRUCIAL TOOLS AVAILABLE TO HELP DRIVE HIGH PERFORMANCE.