



GIVING AND RECEIVING FEEDBACK


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SESSION OVERVIEW


- Understand why feedback is so hard
- Techniques for successfully receiving feedback
- Delivering Effective Feedback
- Asking for feedback
- Why feedback is critical to build a successful team



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WHY IS FEEDBACK SO HARD?

- It's hard not to feel judged when receiving feedback
- It's hard to give feedback in you're nonconfrontational
- What may seem constructive to you is not to the other person
- We immediately start to think of excuses or reasons why the behavior that led to the feedback is excusable
- It's easy see the strengths and weaknesses in others as opposed to ourselves



Hearing Feedback

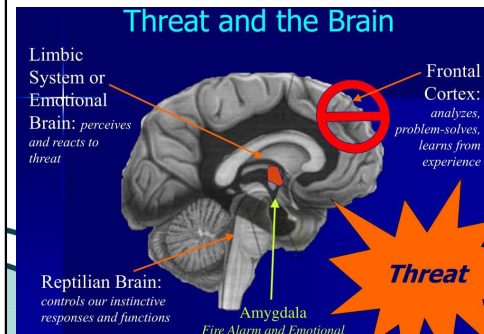
- Our brains have **5X** the amount of real estate dedicated to managing threats (e.g., negative feedback) as they do managing rewards.
- We respond positively to constructive feedback **1 out of 13** times!
- We apply the feedback we receive **30%** of the time.

NeuroLeadership Institute, Harvard Business Review

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Why is hearing feedback so hard?



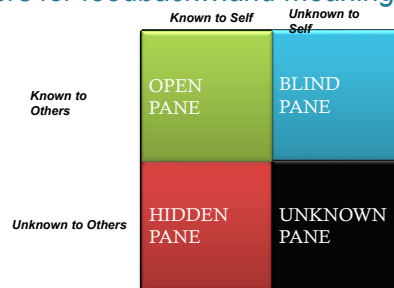
- Our brain consistently scans for threats.
- The challenge is that what we perceive as “threats” to life and limb are 99.99% challenges to our emotions...and self-identity.
- When our brain experiences “threat,” our amygdala activates fear.
- Fear generates a “flight, fight, or flee” instinct.
- The fear instinct increases your cortisol levels. Cortisol can make you shake and even cry.

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Getting Ahead of Feedback

One of the most powerful leadership skills we can develop is asking others for feedback...and meaning it.



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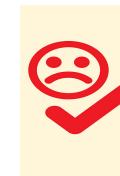


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Reflection



Think of a time you constructive feedback well received by you. made it a positive



Think of a time you did have a positive receiving feedback. Why negative?



SUCCESSFULLY RECEIVING FEEDBACK

- Listen carefully without interrupting
- Avoid objections
- Ask questions to gain clarity and understanding
- Thank the other person for the feedback
- Discuss implementation of solutions



Prepare for Feedback

- Practice box breathing to slow down your thoughts and focus
- Create space with yourself for the kind of feedback you might receive
- Stay positive; be curious as to what incredible things you might learn
- Brainstorm potential behaviors you might use, after the feedback



At the Meeting

- Be curious, ask for the feedback
- Stay neutral with your voice; try not to get too excited by one piece of feedback nor too disappointed by another piece of feedback
- Practice breathing, avoid any defensiveness
- Ask for specific examples: specifics will help you tremendously
- Take notes and use active listening skills



Post-Meeting

- Give yourself time to process the information
- Consider themes you might have heard. That is, are there themes you have heard before, and so this feedback is consistent.
- Consider discarding “one-offs.” That is, not EVERY PIECE OF FEEDBACK is truth. Some feedback is a perception. Either way, it’s good to learn.



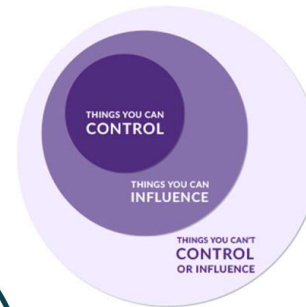
Post-Meeting

- Consider if the feedback is within your control to make changes
- Put a self-coaching plan in place— jot down specific behaviors can you do every day, and consider creating an accountability tracking template
- Find ways to retrain your neural patterns

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Circle of Influence and Control



Remember this when **GIVING** or **RECEIVING** feedback!

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DELIVERING EFFECTIVE FEEDBACK

THE CBE MODEL

Context | Behavior | Effect

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Reflection



Think of a time you gave constructive feedback that went well. Why do you think it went well? How do you know it went well?



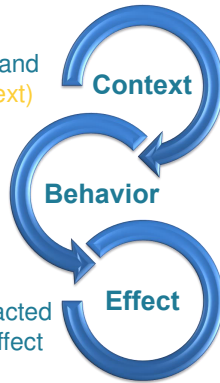
Think of a time you gave feedback and it was not well received. Why? How do you know it didn't go well?

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CBE MODEL

Describe the setting and circumstances (**context**)



Context

Behavior

Effect

Describe the **OBSERVABLE behavior** – Concrete and exact behavior; not a generalization and not a judgment

Add a consequence, when necessary

- Describe how others reacted to the behavior, or the effect on the business (**effect**)

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Giving Feedback

- Prepare for the meeting, don't rush because it's review time
- Stay calm and control your tone and emotions
- Give specific examples
- Ask the employee how they think they are doing?
- For areas of improvement, offer solutions for improvement – training? Online? Mentor?
- Feedback can be given any time, not just at review time

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Asking Feedback

- Asking for feedback shows your desire to improve
- After an important meeting or presentation ask peers/boss/others for feedback on how to improve
- Asking your client for feedback on your company's performance or your own individual performance is a great way to build a solid relationship and ensure client satisfaction
- Who's your office buddy that keeps it real with you??

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Importance of Feedback in Building Highly Successful Teams

- Builds trust and honesty in the team
- Shows your vested interest in employee development
- Increases engagement, satisfaction and productivity
- Increases peer to peer learning
- Reinforces adherence to SOPs
- Increases accountability

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Wise people prefer to benefit from
constructive criticism rather than be
ruined by false praise

— Shiv Khera —



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