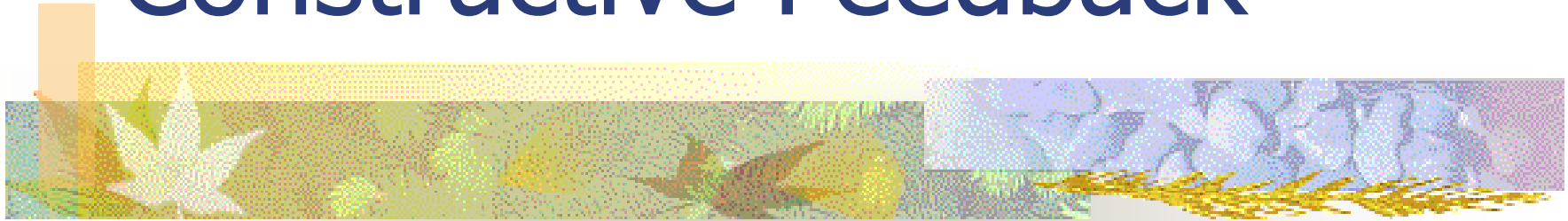


How to Give (And Receive) Constructive Feedback



center for
work & family
life



Objectives

- Why Constructive Feedback is Valuable to Our Team
- Essential Characteristics for Giving Feedback
- Steps for Giving Feedback Effectively
- Essential Characteristics for Receiving Feedback
- How to Handle Received Feedback



Thought...


“I have never in my life
learned anything from any man
who agreed with me”

--Dudley Field Malone



Why Constructive Feedback is Valuable to Our Team

- Core Values
 - Integrity
 - Teamwork
 - Excellence
- Continuous Quality Improvement
- Destructive Silence



Personal Characteristics for Giving Constructive Feedback

Becoming a trusted source

- The “3 B-s”
 - Benign
 - Beneficial
 - Benevolent
- Privacy, dignity and discretion



Thought...

“The right to criticize must be earned, even if the advice is constructive in nature. Before you are entitled to tinker with another person’s self-esteem, you are obligated first to demonstrate your respect for him/her as a person. When a relationship of confidence has been carefully constructed, you will have earned the right to discuss a potentially threatening topic. Your motives will have been thereby clarified.”

--Dr. James Dobson



Barriers That Prevent Positive Feedback

- I don't have time
- I don't know how to do it
- I don't want to be perceived as "weak" by praising others
- Praising feels awkward
- Nobody gives me positive feedback; I have no role model
- I have too many employees/ coworkers to do it effectively with all of them
- My employees will expect a raise if I praise them
- It's their job to complete assignments, why should I praise them for meeting their job requirements?
- Our employees already know they are doing a good job
- I feel silly giving positive feedback
- This employee/coworker is motivated and doesn't need positive feedback
- I don't care whether the employee progresses or grows



Guidelines for Giving Positive Feedback

1. Tell the person in specific, descriptive terms what behavior s/he did right and the impact of that behavior – up front.
2. Tell the person how you feel about the behavior or how the behavior will affect others – be specific.
3. Encourage more of the same behavior.



The Art of Constructive Criticism

- Realize that relationships matter
- Review assumptions
- Relax and center yourself before the meeting
- Share your intention to contribute to the other's success



The Art of Constructive Criticism

- Clarify expectations
- Ask questions
(and listen to the responses)
- Speak respectfully
- See the positive as well as the negative



Essentials of Constructive Feedback

- Describe rather than evaluate
- Be specific rather than general
- Focus on the behavior rather than on the person
- Feedback must reflect the needs of both the receiver and the giver of feedback
- Direct your feedback toward behavior the recipient can do something about
- The best constructive feedback is solicited rather than imposed
- Timing is important



Essentials of Constructive Feedback

- Share information instead of giving advice
- The amount of information should be appropriate to what the receiver can use
- Focus on what is said and done, or how it is said or done, not on your assumption of why it was said or done
- Check to determine the degree of agreement from others
- Follow up feedback by paying attention to the consequences of the feedback
- Constructive feedback leads to authenticity



Pinpointing

- First, you have to plan ahead
- Second, you have to behave assertively
- Third, it must be done privately with the coworker



Now let's study specific steps for giving constructive feedback.

- Step 1: Set Realistic Goals
- Step 2: Research the Facts
 - What Happened?
 - What Were the Expectations?
 - Why Are You Providing Feedback?



Do's and Don'ts of Giving Feedback

■ DO...

- Be Timely
- Be Specific
- Be Open and Offer Suggestions
- Create the right environment
- Check for understanding and buy-in



Do's and Don'ts of Giving Feedback

■ DON'T...

- Don't make it personal
- Don't give feedback only when there's a problem
- Don't address multiple issues in one discussion



Thought...

“Humility is...
accepting the possibility
that someone else
knows something about me
that I don't know myself”

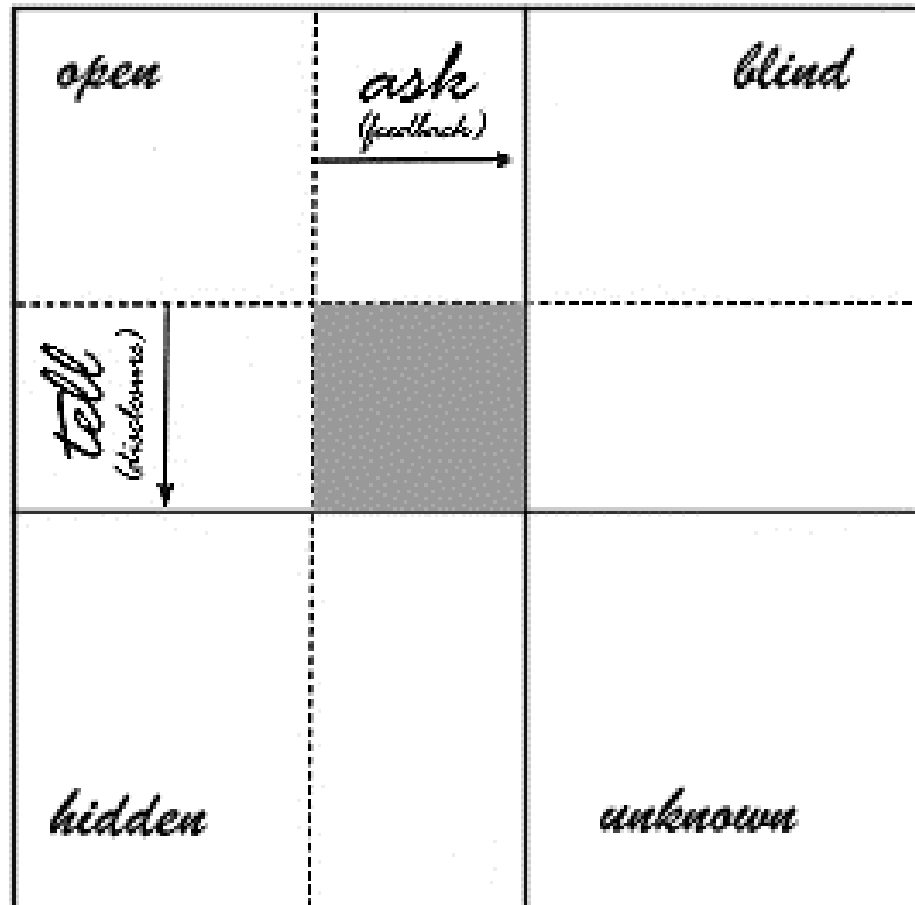
--Anonymous



Personal Characteristics for Requesting Feedback

- Humility
- Courage
- Curiosity
- Philosophy of self-improvement

Activity: Johari Window



Anecdote





Receiving feedback

- If you ask for feedback, be sure you are ready to receive it
- Actively listen with your full attention
- Ask for specific examples of what you did well and what could have been better
- Ask questions to clarify, and paraphrase to check your understanding
- Don't resist the feedback and avoid being defensive -- don't explain, rationalize or justify
- Listen for the impact your behavior is having on the other person



Receiving feedback

- Consider carefully whether, and how you want to change your behavior
- Let others know immediately so they can support you
- Ask for help and assistance, if appropriate
- Most importantly, thank others when they provide you feedback. They have taken a risk to help you grow
- Remember: Feedback is a gift, a unique learning opportunity. Whether you agree or not, it has value because it represents a set of perceptions about you and your behavior.



Steps for Unwelcome Feedback

- **Step 1: Inform.** For example:
 - “Do you realize that your comment is hurtful?”
 - “That comment was rude.”
 - “I didn’t ask for your feedback.”
- **Step 2: Request.** For example:
 - “I ask that you keep your opinions to yourself.”
 - “I only want constructive feedback.”
- **Step 3: Insist.** For example:
 - “I insist that you only give constructive feedback.”
 - “I insist that you keep your judgments to yourself.”
- **Step 4: Leave.**
 - “I won’t continue this conversation while you’re criticizing me.” Say nothing confrontational.



Ten Tips for Dealing with Feedback

- Seek feedback on projects or assignments before miscommunication occurs and mistakes become a crisis
- Ask others for positive feedback if none has been offered
- Keep a ME file with examples of work for which you are especially proud
- Listen carefully to your critic to make sure you understand the critical feedback
- Do not automatically assume your critic is right or wrong



Ten Tips for Dealing with Feedback

- Evaluate the source of feedback and whether it was offered constructively
- Do not passively accept critical feedback or become a silent victim
- When you have made a mistake, avoid over-apologizing or over-compensating
- Don't make globally negative assessments about your character or ability based on one mistake
- Lower your emotional temperature when dealing with critical feedback



Activity: Break-Out Groups



Feedback Challenge

What one new trait of Constructive Feedback will you adopt...

- *Immediately?*
- *In one month?*
- *This year?*



For more...

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