High Impact Feedback

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Sculpting Passion Into Action
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Welcome & Introductions

- Name, pronouns, year, major
- Which is more challenging for you – giving or receiving feedback?
- One way you receive feedback in your life.
Learning Objectives

- Understand the leadership, work, and personal benefits of incorporating feedback from others
- Explore best practices for providing beneficial feedback to others
- Practice the art of giving and receiving feedback
Feedback Feelings
Feedback is...

- An invitation to interaction
- Commentary on how someone’s behavior affects the organization
- Essential leadership communication
- A useful tool for personal and professional growth
- Motivating!
- A gift
Feedback Factors

- Relationship
- Power & Identity
- Situation & Setting
- High or Low Stakes
- Feelings
- Past Experiences
- Delivery
- Mindset & Openness to Growth
“As growth-minded leaders, they start with a belief in human potential and development – both their own and other people’s.”

Receiving Feedback
“The key factor in your growth is not your teacher or your supervisor. It’s you.”

~ Douglas Stone & Sheila Heen

Thanks for the Feedback
When receiving feedback...

Swallow

Breathe

Say “Thank you”
What Feedback Givers Do

From to Going To

Data → Interpretation → LABEL → Advice Consequences

Gaining Value from Feedback

- Ask where the feedback is coming from.
- Ask where the feedback is going.
  - Coaching - Advice
  - Evaluation - Expectations and Consequences

From Coaching: Clarify Advice

Looking Back
What did you observe about me, about the world, about whatever matters to this topic? What can you see that I can’t?

Looking Forward
What’s your advice? What would I do or say to implement it? Show me, model it, give me an example.

D. Stone & S. Heen, Thanks for the Feedback. 2014.
From Evaluation: Clarify Expectations & Consequences

Looking Back

What were the criteria you used?
What did you consider to be the most important? Are there concerns I should know about?
Are there skills or experience that I am missing?

Looking Forward

What are the consequences? How will this affect me in the coming year?
What should I be thinking about or working on? When might we reassess?

Feedback Blind Spots

◆ Can’t see our own “leaky faces”
◆ Can’t hear our own tone of voice
◆ Unaware of big patterns in behavior

D. Stone & S. Heen, Thanks for the Feedback. 2014.
Blind Spots are Amplified by

- Emotional Math
- Attribution: Situation vs. Character
- Impact-Intent Gap

Intent vs. Impact

Listen

Reflect

Apologize

Do Better
Cultivating a Growth Identity

- Sort towards coaching
- Unpack judgment from the evaluation suitcase
  - Assessment - Rank
  - Consequences - Impact
  - Judgment - Story
- Give yourself a “second score”

Giving Feedback
“If I were less concerned with you I should simply say it is very good.”

~ Samuel Beckett
Feedback Belief Zones

Dealing with Feedback Fears

Recognize your brain stress

Reframe the meaning of feedback

Redirect your feedback actions

Revel in your success

Feedback Sandwich

Good job!
Bad job!
Good job!

Huh???
COIN Feedback Method

Connection

Observations

Impact on Organization

Next Steps

Speed-back

How have you experienced me during this conference?
Takeaways & Resources

- The Feedback Imperative: How to give everyday feedback to speed up your team’s success. Anna Carroll. 2014.
With appreciation

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