

High Impact Feedback



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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



Growth Mindset – Carol Dweck



“As growth-minded leaders, they start with a belief in human potential and development – both their own and other people’s.”

Carol Dweck, *Mindset: The new psychology of success*, 2006.

Receiving Feedback



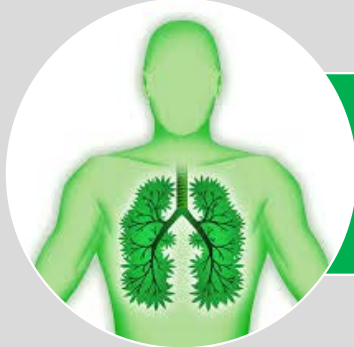
“The key factor in your growth is not your teacher or your supervisor. It’s you.”

~ Douglas Stone & Sheila Heen
Thanks for the Feedback

When receiving feedback...



Swallow

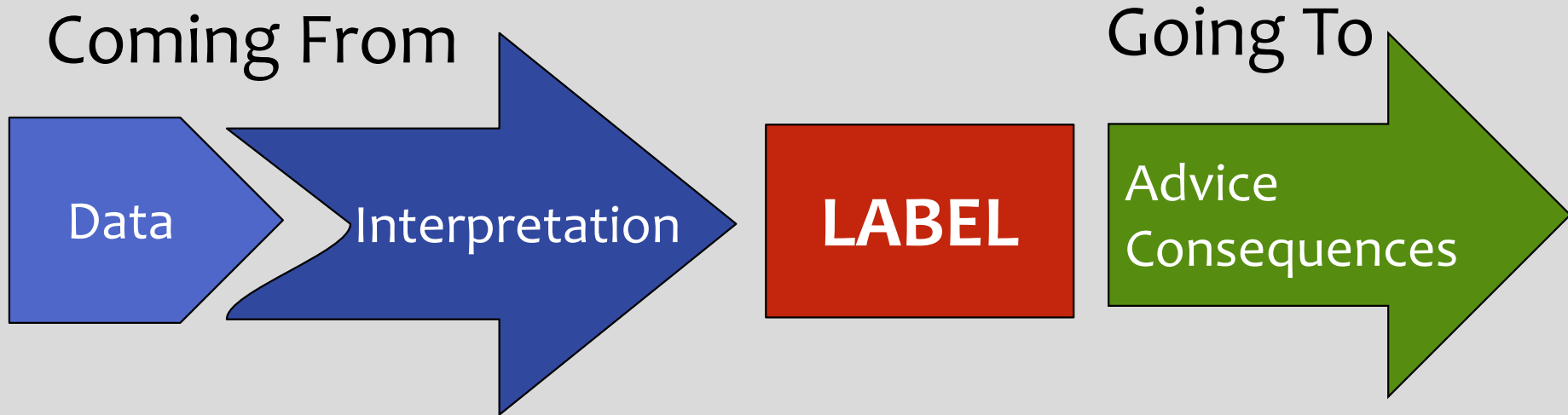


Breathe



Say "Thank you"

What Feedback Givers Do



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?

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Looking Forward

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

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?

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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



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”



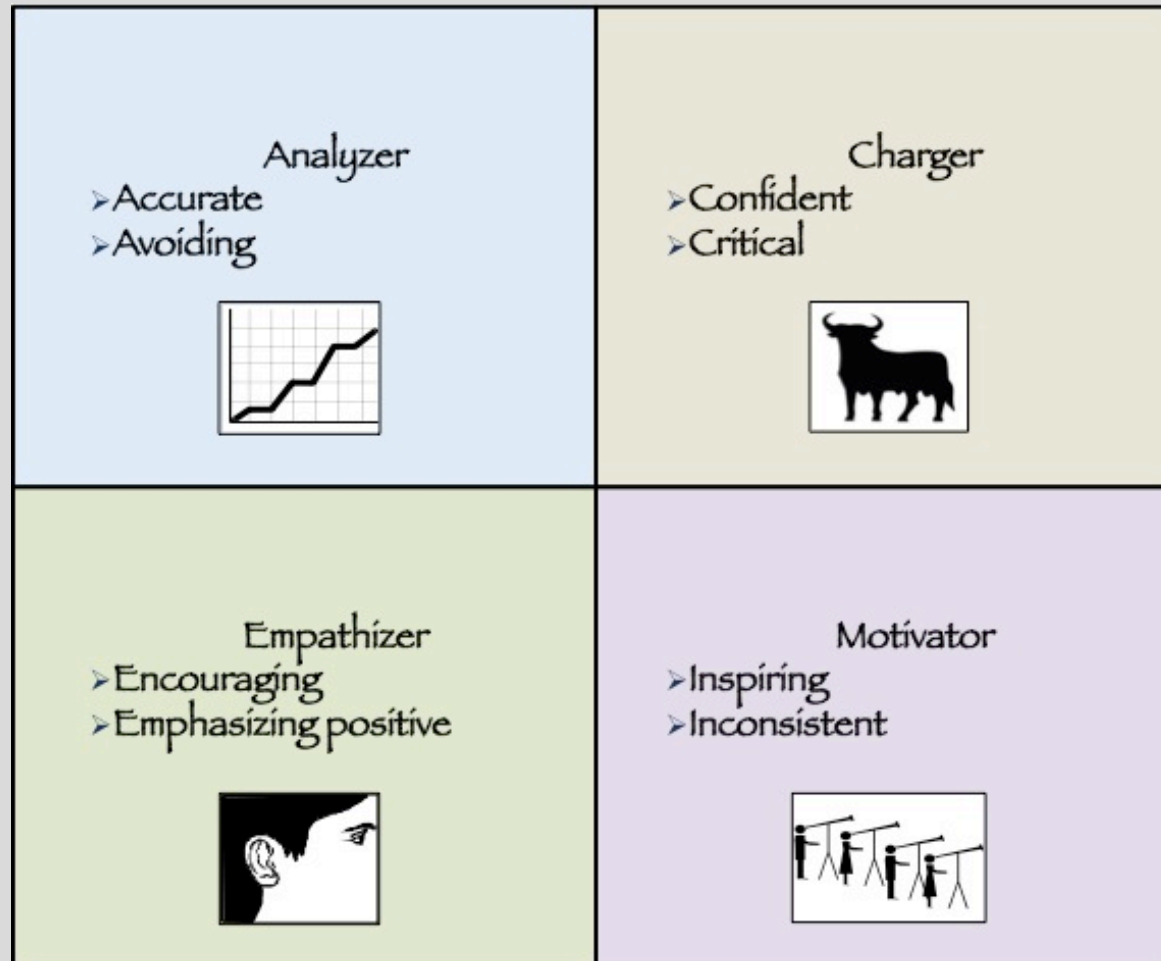
Giving Feedback



“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

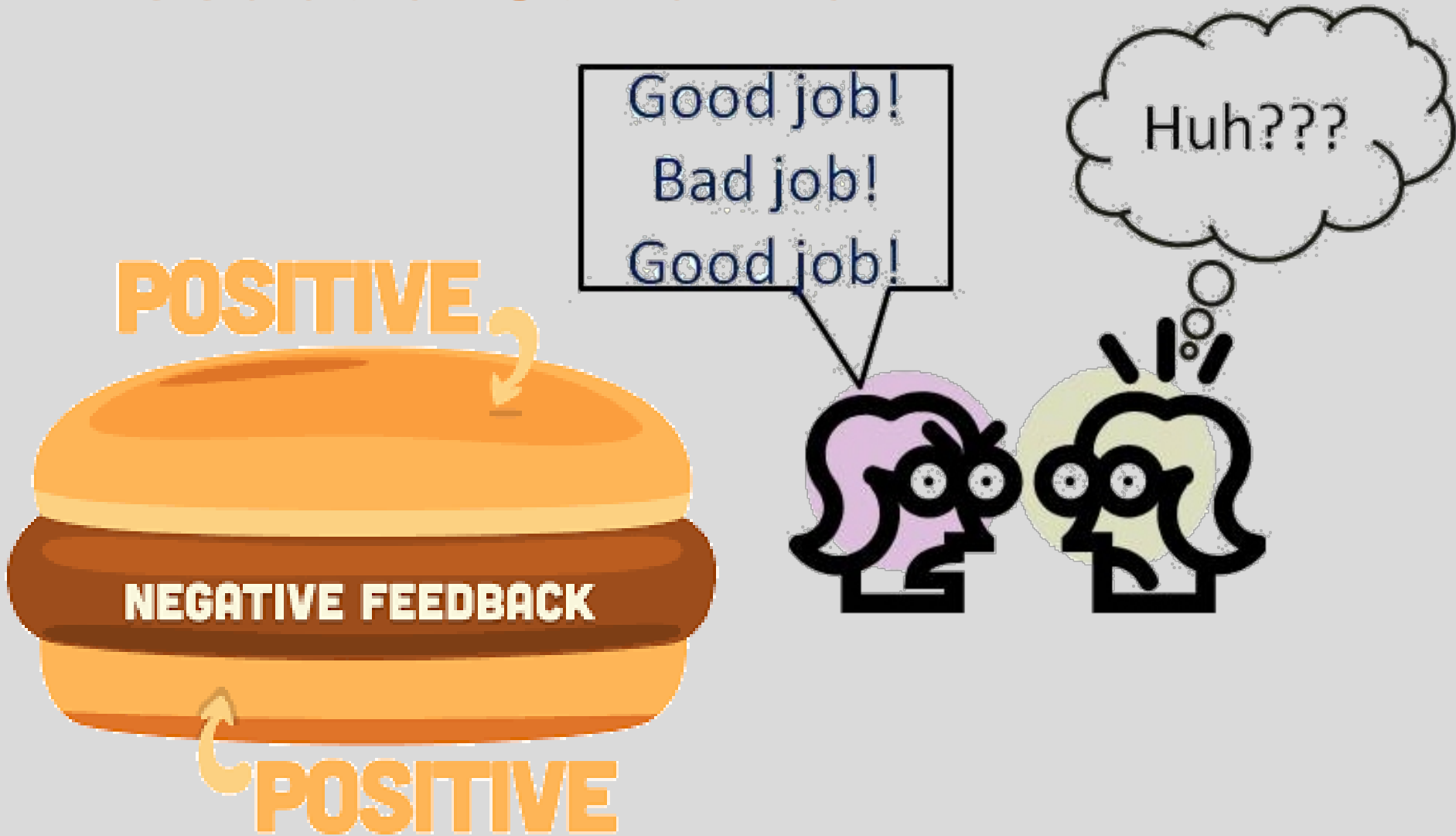


Redirect your feedback actions

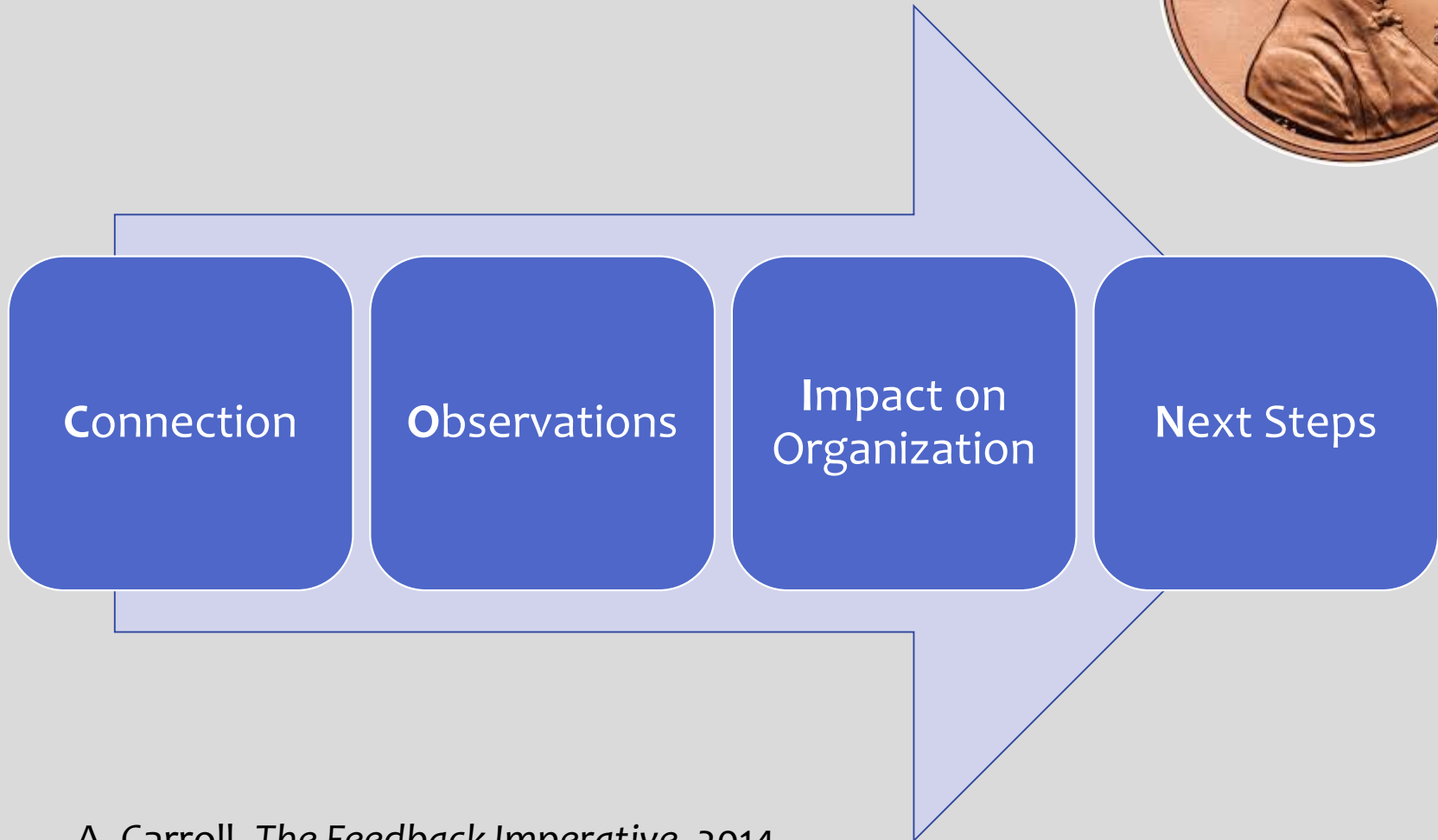


Revel in your success

Feedback Sandwich

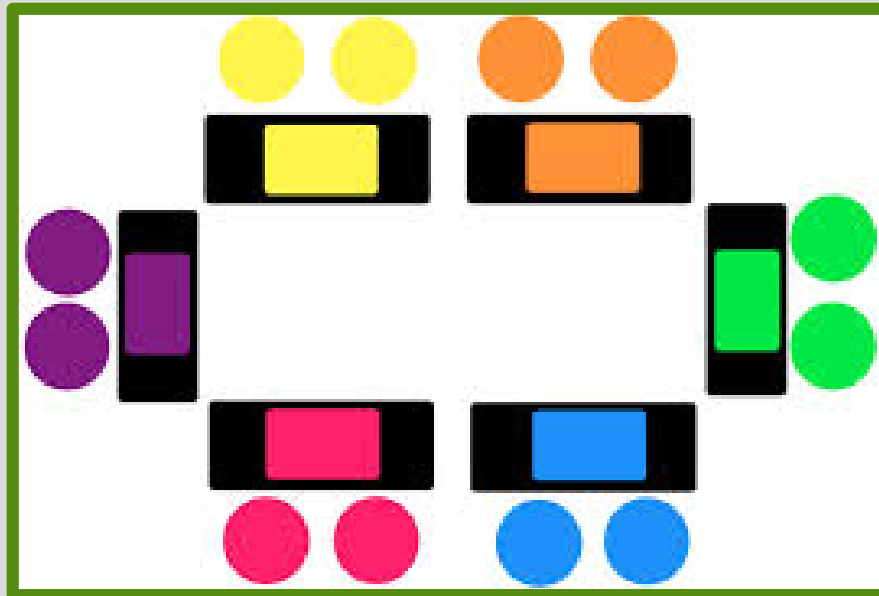


COIN Feedback Method



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.
- ◆ *Thanks for the Feedback: The science and art of receiving feedback well.* Douglas Stone & Sheila Heen. 2014.
- ◆ *Conquering your fears of giving feedback.* New York Times. Adam Bryant. December 29, 2012.
- ◆ *You've been doing a fantastic job. Just one thing...* Alina Dugand. New York Times. April 5, 2013.
- ◆ *Mindset: The new psychology of success.* Carol Dweck. 2007.

With appreciation

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