



The Art of Giving Feedback

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Icebreaker

Goals

- Explore the obstacles to giving feedback
- Learn a step-by-step process having a feedback conversation
- Practice giving effective feedback



What is Feedback?

1. Criticism, information, or comments on prior actions/behaviors
2. Suggestions to be used to adjust and improve current and future actions or behaviors.

Feedback...

- ... is a tool for learning.
- ... can improve performance.
- ... reduces conflict - if done correctly.
- ... motivates.
- ... shows trust and appreciation.



Obstacles to Giving Feedback

Top 3 reasons why people get away with bad behavior:

1. The “untouchable” is good at **playing the system** - politics, friendships, etc.
2. They have a **weak manager** who is reluctant to deal with it
3. The person’s **peers** don’t hold him/her accountable



Behavioral Feedback

Feedback that focuses on the actions and how they are interpreted rather than the person.

BEHAVIOR is something you can see a person do or hear a person say.



Types of Behavioral Feedback

Observations (not inferences): “you’re face just turned a bright shade of red” vs. “you must be angry”

Descriptions (not judgments): “there were five errors on this report” vs. “your work is so sloppy”

Options (not advise or analysis): “I’d like you to follow the steps outline in the personnel manual when calling in sick” vs. “can you tell me why you don’t call when you are out?”

Specific: “there are five typos in this chart” vs. “I noticed a number of errors in your work today”



Steps to Giving Feedback

Step 1: Work on you first.

Step 2: Initiate contact.

Step 3: Move to action.



Step 1: Work on you first!

1. Explore WHAT you want to discuss:
 - a. What is troubling you about the situation?
2. Ask yourself - What do I really want?
 - a. For me
 - b. For others
 - c. For the relationship



Step 2: Initiate Contact

1. Ask for permission
2. Start with respect and care
 - a. your goal is to solve a problem, not criticize
3. Share your story
 - a. Build a common ground
 - b. Use contrasting
4. End with a question



Step 3: Move to Action

1. Explore motivation and ability
2. Agree on a plan, commit to it, write it down.

Language Tips

WHEN YOU'D SAY

- I can't
- You are wrong
- I don't
- You have to
- I never
- You don't understand
- You can't
- I don't know
- I have no idea

TRY THIS INSTEAD

- I can
- My understanding
- I do
- It would help if you
- I don't recall
- Let me clarify
- You can
- I'll find out
- I know who can help



Practice Scenarios

Step 1: Work on you first.

- Explore what you want to discuss
- Establish goals

Step 2: Initiate Contact.

- Ask for permission
- Share your story
- End with a question

Step 3: Move to Action.

- Agree on a plan
- Commit it to writing



Q&A



Thank you!

We appreciate your feedback 😊