JUST TELL IT LIKE IT IS!

How to Give & Receive Feedback

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"The two words information and communication are often used interchangeably, but they signify quite different things. Information is giving out; COMMUNICATION is GETTING THROUGH." - Sydney Harris
Giving and Receiving Feedback

Productive and Effective Feedback Answers:

WHAT
• What needs to be accomplished?

HOW?
• Clarify questions about process, other’s participation, tools, time or skills required.

WHEN?
• What is the expectation for completion? Is it reasonable? Do other tasks need to shift?

WHY?
• Impact to business, customer, visibility.
Giving & Receiving Constructive Feedback

- Principles of GIVING Constructive Feedback
- Difference between Passive/Assertive/Aggressive Communications
- Benefits of Assertive and Constructive Feedback

- Principles of effectively RECEIVING Feedback
- Active Listening Techniques
- Benefits of Receiving Feedback
- Examples and Tips for Giving and Receiving Feedback
What is “Constructive” Feedback?

Definition: con-struc-tive, adjective
- Serving a useful purpose; tending to build up
- Synonyms: useful, helpful, productive, positive, encouraging

Definition: feed·back,ˈfēdˌbak, noun
- Information about a person’s performance of a task, reaction to a product or service, may be used a basis for improvement
- Synonyms: response, reaction, comments, criticism
Benefits of Constructive Feedback

- Helps all to recognize desired performance.
- Provides *specific* guidance to improve performance.
- Keeps team members moving toward shared goals and outcomes.
- *Clarifies* roles, responsibilities and performance expectations.
- Highlights success and acknowledges appreciation.
- Improves productivity, morale and job satisfaction.
- Builds trust and accountability.
Barriers to Constructive Feedback

- Conflict Avoidance
- Passive or Aggressive Communication Styles
- Lack of Preparation
- Cultural or Language Differences
- Distractions (Emotional or Physical), Rushing
- False Assumptions or Stereotypes
- Gender Differences in Communication Styles
Passive Feedback Is ...

Apologetic  Unclear  Indecisive

"IF YOU HAVE TIME IT WOULD BE GREAT IF YOU COULD TAKE A LOOK AT THAT NEW POLICY."
The Passive Communicator

VAGUE ABOUT WHAT IS NEEDED, WHEN, AND RELEVANCE TO BUSINESS
Aggressive Feedback Is ...

- Confrontational
- Hostile
- Emotional

“"I ALREADY TOLD YOU ABOUT THAT NEW POLICY DAYS AGO! HOW LONG DOES IT TAKE TO READ TWO PAGES?!"”
The Aggressive Communicator

SOLICITS ATTENTION BUT NOT RESPECT
“Please review this new policy by COB tomorrow, and provide inputs or acknowledgment. Your response is required before we can publish and provide to clients. Let me know if you have questions.”
People who are assertive balance their belief that they are entitled to their ideas, needs and opinions with the ideas, needs and opinions of others.

The theme of assertive communication is mutual respect and understanding.

Assertive communicators take responsibility for their own feelings and emotions while respecting the needs and dignity of others.
Principles of Effective Feedback

- Specific
- Descriptive
- Setting
- Timely

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Assertive Feedback ... Being Specific

• Give factual statements—not hearsay
• Refrain from judgmental statements
  – Examples:
    • YOU SEEM TO LACK COMMITMENT TO OUR NEW GOALS, AND I’VE HEARD THAT YOU’VE BEEN COMPLAINING ABOUT THEM.
  – I’M CONCERNED THAT YOU HAVE HAD NO RESPONSE TO OUR NEW GOALS. DO YOU HAVE QUESTIONS OR CONCERNS?
Provide examples of behavior, communications and observations without judgment or assumptions:

- Examples:
  
  - IT JUST SEEMS LIKE YOU’RE ATTITUDE HAS GONE DOWNHILL, LIKE YOU JUST DON’T CARE ANYMORE.
  
  - I’VE NOTICED THAT YOU ARE AVOIDING EYE CONTACT AND TALKING WITH ME, AND YOU’VE BEEN COMING IN LATE AT LEAST ONCE A WEEK.
Assertive Feedback ...
The Setting

- Think before you speak!
- Should be given in a private setting.
- Remove possible interruptions- no calls.
- Especially important when feedback is corrective or disciplinary.
Assertive Feedback ... Must be Timely

- Discuss feedback after positive or negative behavior is observed and memories are fresh.

- For difficult conversations ensure that your own emotional state is neutral.

- Timely feedback will likely be better received.
Receiving Feedback

LISTENING

ACKNOWLEDGING  CLARIFYING

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Soliciting Feedback ... Making it Safe!

Ask Questions That Encourage More Than A “YES” or “NO” Answer:

– What do you enjoy most about working here?
– What do you like best about your job?
– How could your job be more rewarding to you?
– If you could change one thing, what would that be?
“Bad News Bear”

- Encourage and allow employees to speak their truth – while engaging them to propose solutions.

- Maintain mutual respect and understanding.

- Follow up & communicate actions from conversation.

- Maintain confidentiality of feedback to promote trust.
LISTENING WITHOUT INTERRUPTING:

- Gives the speaker time to communicate full message.
- Allows the speaker to feel heard and respected.
- Allows the speaker to remain focused and calm.
- Jumping to conclusions can create misunderstandings and lead to defensive behaviors.
- There is always time to clarify and respond.
Receiving Feedback ...
Listening & HEARING!

“You can not truly listen to anyone and do anything else at the same time.” Scott Peck

Active listening is THE most important aspect of receiving feedback productively.

– Listen without interrupting.
– Avoid formulating a response.
– Avoid negative or emotional body language.
– Signal you are listening with receptive words.
Avoid Negative Thoughts Or Emotional Reactions:

- It’s natural to start to react or feel defensive, so push the PAUSE button.
- Refrain from formulating arguments or making judgments.
- Remain open-minded and neutral, even if you disagree.
- Weigh the source and circumstances surrounding the feedback, seeking kernels of truth.
Receiving Feedback ...  
Listening Signals

Active Listening Signals:

– Nodding head
– Maintaining eye contact
– Positive and open facial features
– Arms open, not crossed
– Relaxed but attentive posture
– Receptive language, “I see, OK, uh-huh”
– Free from calls and interruptions
Receiving Feedback ...
Clarifying

- Restate what you heard
- Clarify key points
- Take notes
- Ask questions like...
  - “Did you mean that I should..?”
  - “How do you feel that impacts...?”
  - “Can you provide an example of...?”

You don’t have to agree or commit to an action to be a good listener!
Receiving Feedback

Acknowledging

- Make affirmative statements of areas of agreement.
- If you do not agree or are unsure how to respond, state that you will consider the feedback.
  - Schedule a time to follow up.
  - Ask for another opinion from an objective source/s.
  - Show appreciation for the feedback regardless of whether you agree or not.
Effective Communications

- Drive success
- Promote alignment and engagement that enable execution
- Highlight areas for improvement and praise
- Form the basis for performance measurement
Helpful Tips!

- Start with **SMART** Goals & Objectives

- The Four “P’s”
  - **PREMISE**: What’s the issue?
  - **PREPARE**: What does success look like?
  - **PARTICIPATE**: Two-way communication.
  - **PUNCTUATE**: Restate desired outcomes.
Q & A
JUST TELL IT LIKE IT IS!

*How to Give & Receive Feedback...*

- Please fill out your evaluation forms
- For TPO's Training Calendar, go to: [www.tpo.hr.com](http://www.tpo.hr.com)

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