



# Maximizing Feedback Conversations

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15.281

Advanced Leadership Communication

24 February 2016




# Agenda

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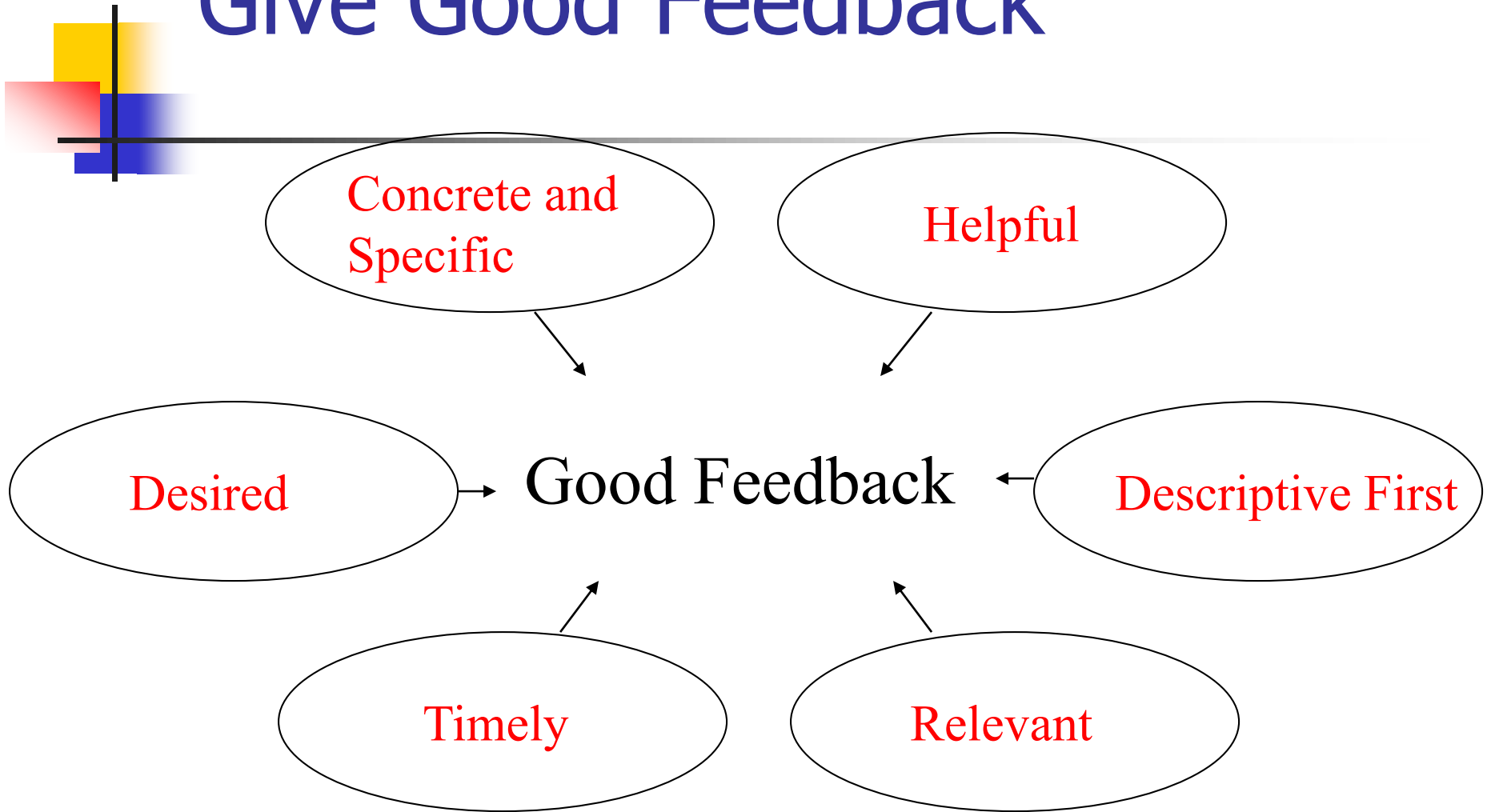
- Giving and receiving feedback
- Common feedback mistakes
- Tips for providing feedback
- Bad versus good feedback
- Giving negative feedback properly
- Two important points
- An exercise to practice

# Giving and Receiving Feedback

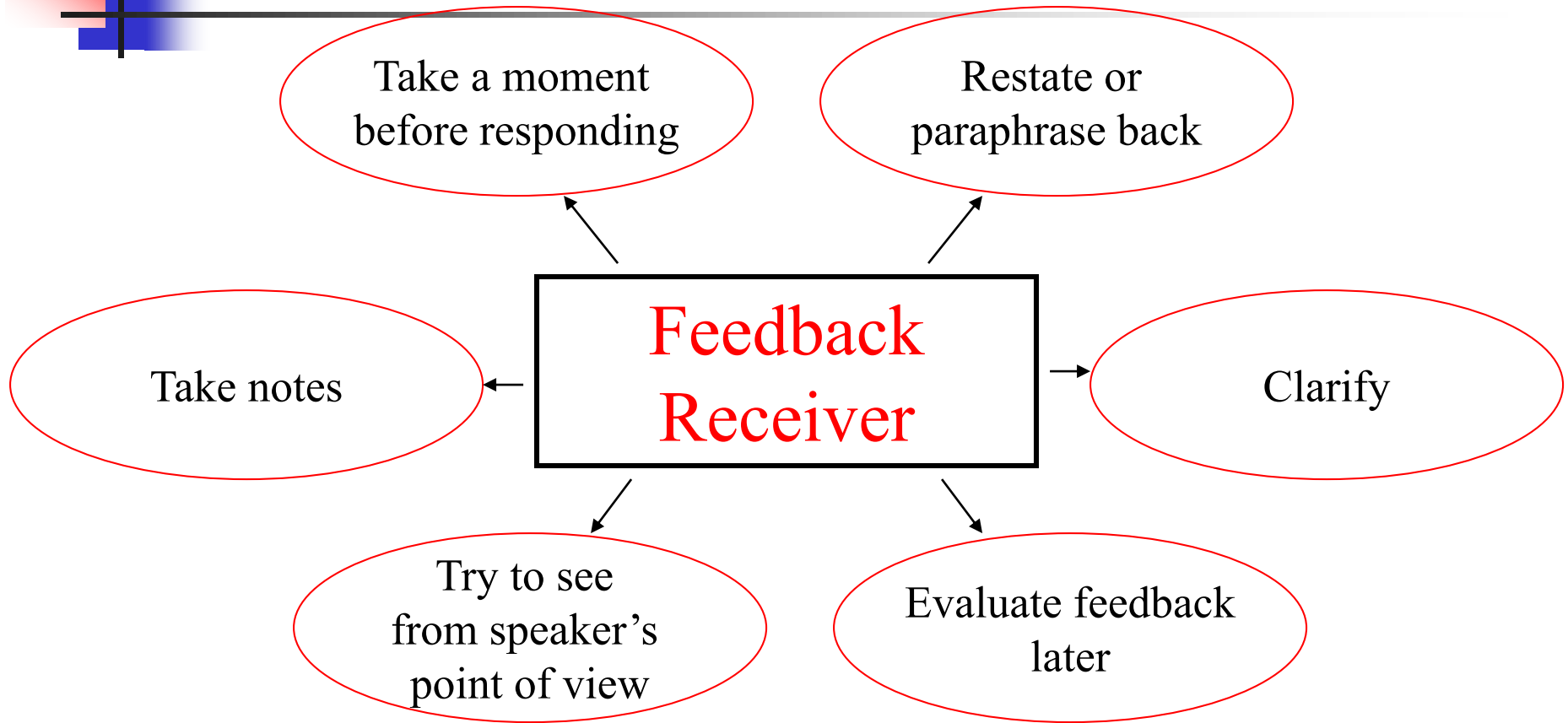


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- Concrete and specific
  - Helpful
  - Descriptive
  - Relevant
  - Timely
  - Desired

# Give Good Feedback



# Accept the Feedback You Receive





# Receiving Feedback

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- Ask from those you trust and who will be honest
- Ask for specifics
- Don't be defensive. Listen and ask to understand.
- Do not over- or under-react
- Summarize
- Explain what you will do differently
- Thank the person



# Common Feedback Mistakes

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- Speaking out only when things are wrong.
- “Drive-by” praise without specifics – “Great job!”
- Waiting until performance is significantly below expectations before acting on it.
- Giving positive or negative feedback long after the action has occurred.
- Not taking responsibility for your feedback. “This came straight from the top.”



# Common Feedback Mistakes

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- Giving feedback via e-mail or telephone.
- Giving negative feedback in public.
- Criticizing performance without offering suggestions for improvement.
- No follow-through.
- Not having on-going and regularly scheduled performance reviews.





# Tips for Providing Feedback

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- Be proactive. Nip issues in the bud.
- Be specific. Give specific examples.
- Develop a measurable progress plan to check changes in behavior/performance during a specific time period.
- Link employees' performance to organizational goals.

# Bad versus Good Feedback

## ■ *Bad Feedback*

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- 1) Demotivates, focuses on blame; creates defensiveness and confrontation
- 2) Problem-oriented; does not improve skill
- 3) Undermines confidence and self-esteem

## ■ *Good Feedback*

- 1) Encourages, focuses on improvements – achieved or possible; creates trust and cooperation
- 2) Solution-oriented; improves skills
- 3) Increases confidence in ability and potential

# Giving Negative Feedback Properly



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- Get your emotions under control.
- Find a private setting.
- Focus on actions/behaviors; not the person.
- Be specific. Be timely. Be calm.
- Stop talking and LISTEN.
- Define positive steps.



# Two Important Points

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- Feedback delivered during a performance review should not come as a surprise.
- There should be a direct correlation between written and oral feedback.



# An Exercise to Practice Feedback Skills

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- Work in groups of three
- One person is the employee, one the supervisor, and one the observer
- Choose a scenario and role play for 5-7 minutes
- Observer should provide feedback
- Go through three iterations, switching roles
- Class debrief



# Preview of Monday's Class

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- Leadership Communication: Handling Hostility
- ***READ:*** Managing Anger; and A Better Path to High Performance

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