



---

*"Feedback is a gift. Ideas are the currency of our next success. Let people see you value both feedback and ideas."*  
~ Jim Trinko and Les Wallace

---

### **Session Objectives:**

1. Understand a positive feedback mindset
2. Avoid the 3 most common pitfalls that create defensiveness and resistance
3. Learn to give feedback effectively

### **What is your greatest feedback challenge?**

### **3 Most Common Pitfalls**

1. Unclear \_\_\_\_\_
2. Ineffective \_\_\_\_\_ &/or \_\_\_\_\_
3. \_\_\_\_\_ communication

### **OVERVIEW**

---

*"The single biggest problem in communication is the illusion that it has taken place."*  
~ George Bernard Shaw

---

### **Adopt a Positive Feedback Mindset: A Coaching Mindset**





Coaching is a **focused and intentional effort** to *help another person figure out* the best way to achieve his or her **goals, build skill sets** or **expertise**, and **produce** the **results** the organization needs.

Global Executive Summary, Blessing White

Who do you want to give feedback to (i.e., coach)?

I want to give feedback to:	
-----------------------------	--

## Criticism Versus Feedback

“Constructive criticism” is NOT a helpful way to think about providing feedback. Criticism is defined as:

# criticism

[ˈkrɪd̩, sɪzəm] 

NOUN

1. the expression of disapproval of someone or something based on perceived faults or mistakes.  
"he received a lot of criticism" · [\[more\]](#)  
*synonyms:* [censure](#) · [reproval](#) · [condemnation](#) · [denunciation](#) · [disapproval](#) · [\[more\]](#)

Criticism is, by definition, *judgmental and condescending*. There is no way to make criticism “constructive.”

Feedback is providing information (insights, observations, examples) used to *improve performance*. It comes from a place of clear intentions and strong values.





## Laws of Effective Feedback

There has been a great deal of research on behavior change and the effect of feedback. To summarize this research, the following “laws” of feedback will increase its effectiveness:

- Immediacy
- Frequency
- Point to Positive Behavior
- Own It!
- Listen with Empathy
- Praise in Public, Correct in Private

From the Course:

*Straight-Talk, Giving and Receiving Feedback*, by Lawrence M. Miller



Which do you consistently follow, and where could you improve?

### 4 Best Practices for Feedback

1. Know	
2. Set	
3. Focus on	
4. Engage in	





## Be Focused and Intentional

### Practice #1: Know Your “Why”

Recognize and be able to articulate the problem and/or the opportunity:

- Process or procedures
- Practices
- Quality standards
- Technology or technical skills
- Behaviors
- Other:
- Other:



What is your why, i.e., what is the nature of the performance feedback you need to give? What is the problem and/or opportunity?

Problem	Opportunity

### Practice #2: Set Intentions

Intentions are about your purpose, what do you want for:

- The other person?
- For your partnership?
- For the team?





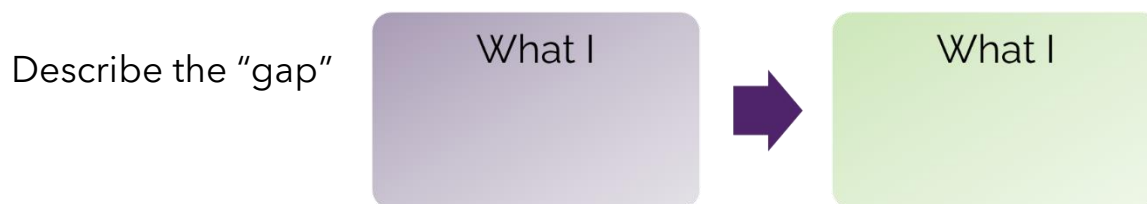
### Conversation Starters - Door Openers

- I want you to succeed in your role and I want to offer you some insights I have...
- My intentions are to share some ideas that I think will help our working relationship...
- My goal is to support you in becoming more effective in xyz...
- I want our relationship to be strong, and I want to talk about something that's been bothering me...



How will you start the conversation? My intentions are:

### Practice #3: Focus on Facts and Actions



# Giving & Receiving Feedback, Part 1



**Instructions:** For each feedback statement below, identify whether it is (A) an action or fact, or (B) if it is too general or abstract to improve performance, by placing a check mark in the appropriate column.

Feedback	Column A: Fact or Action	Column B: General or Abstract
1. Bad attitude		
2. Missed last two project deliverables		
3. Unprofessional		
4. Lacks ownership		
5. Unreliable		
6. Poor work ethic		

## Describe the Gap: Examples

What I want/need/expect from my employee:	What I observed/experienced:
Employee to be on time and ready to start their work day.	Late 3 times in last 2 weeks.
My employees need to be good team players, they should help each other to manage the workflow across the team.	Each employee is focused on their own work; they don't reach out to others to offer assistance or support.
To be an effective communicator both verbally and in writing.	Poor grammar, spelling, level of formality is not appropriate for the audience.
Employees to demonstrate good customer service.	Used aggressive tone of voice with a customer, blamed them for a mistake.
To be a mentor to others, to share their knowledge and expertise.	Not sharing information; not spending time or giving attention to newer employees.





What is the gap between what you want and what you've experienced? Be specific. Focus on behaviors and actions (things that you can hear or see).

Want/Need/Expect	Observed/Experienced

### Add the Consequences

Consider what's most important to them:

- The individual
- Team
- Customers
- Organization



What will happen if nothing changes?





## Practice #4: Engage in Dialogue

### Thoughtful Questions...

- Open ended
- \_\_\_\_\_
- Inspire \_\_\_\_\_ and \_\_\_\_\_
- Stretch one's perspectives
- Not \_\_\_\_\_



### Questions

**Instructions:** Change each of the following questions to be more effective.

1. How effective do you think your communication skills are?
2. What can you do to be more reliable?
3. Why aren't you a good team player?
4. You think customer service is important, don't you?
5. Don't you think you should have stayed late and finished the job?

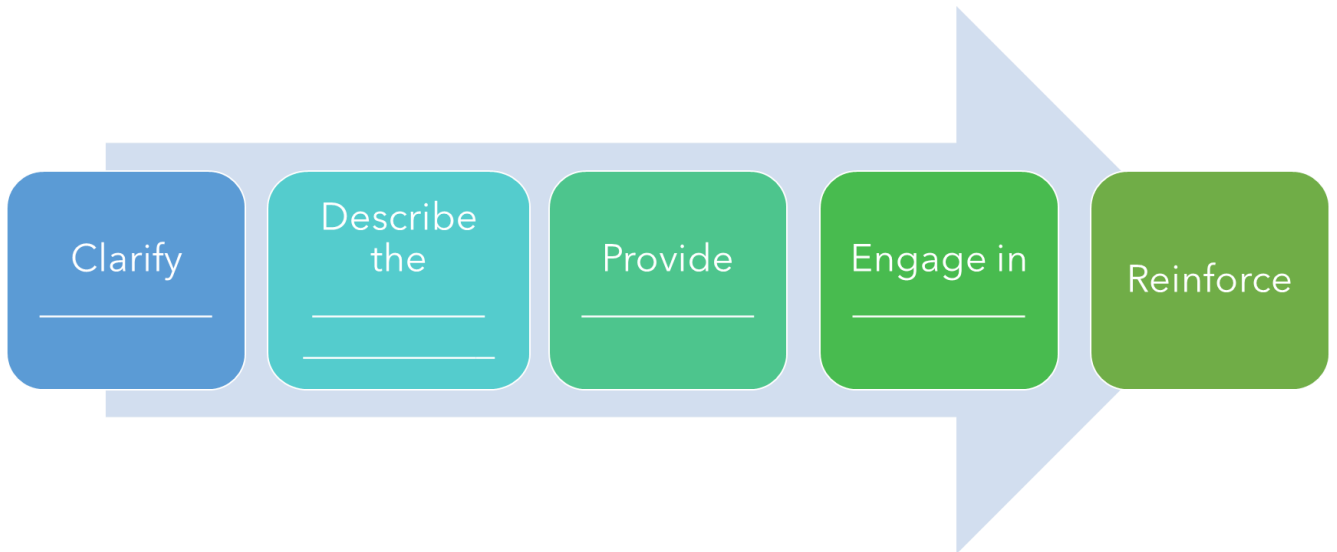






What questions would you like to ask?

### Be a Great Coach



### Feedback Planner

Who do you want to provide feedback to?	
---	--



# Giving & Receiving Feedback, Part 1



<p>What is your intention in providing feedback?</p>		
<p>Describe the gap:</p> <p>Example(s):</p>		
<p>Have you given feedback on this previously?</p>	<input type="checkbox"/> No	<input type="checkbox"/> Yes  If yes, why do you think the situation has not changed?
<p>What are the consequences if the situation does not change?</p> <p>To you:                  To the individual:                  To the team:                  To the customers?</p>	<p>What is the impact of the situation improving (i.e., what is the value or benefit)?</p>	
<p>What questions will you ask to foster a good discussion?</p>		
<p>What ideas do you have to improve the situation (provide these after you've solicited their ideas)?</p>		
<p>How will you reinforce their commitment and/or summarize the conversation?</p>		





My **Action Plan** to strengthen my ability to give feedback is:

- 1.
- 2.

For ongoing ideas, tips and techniques, plus positive energy every week—subscribe to our podcast....The Intentional Leaders Podcast with Cyndi Wentland. Let's Connect! *(scan with your mobile phone)*

