

Feedback that Fuels Growth

Creating a culture of learning and boundaries

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Agenda

1. Challenges to providing and receiving feedback
2. Strategies for Neutralizing Space
3. Common Missteps



The Situation

- What vs How - “I just don’t want to kill anyone”
- Apprenticeship model – Observation>Feedback
- Personality traits
- Self/Relational Awareness



What is the purpose of feedback?

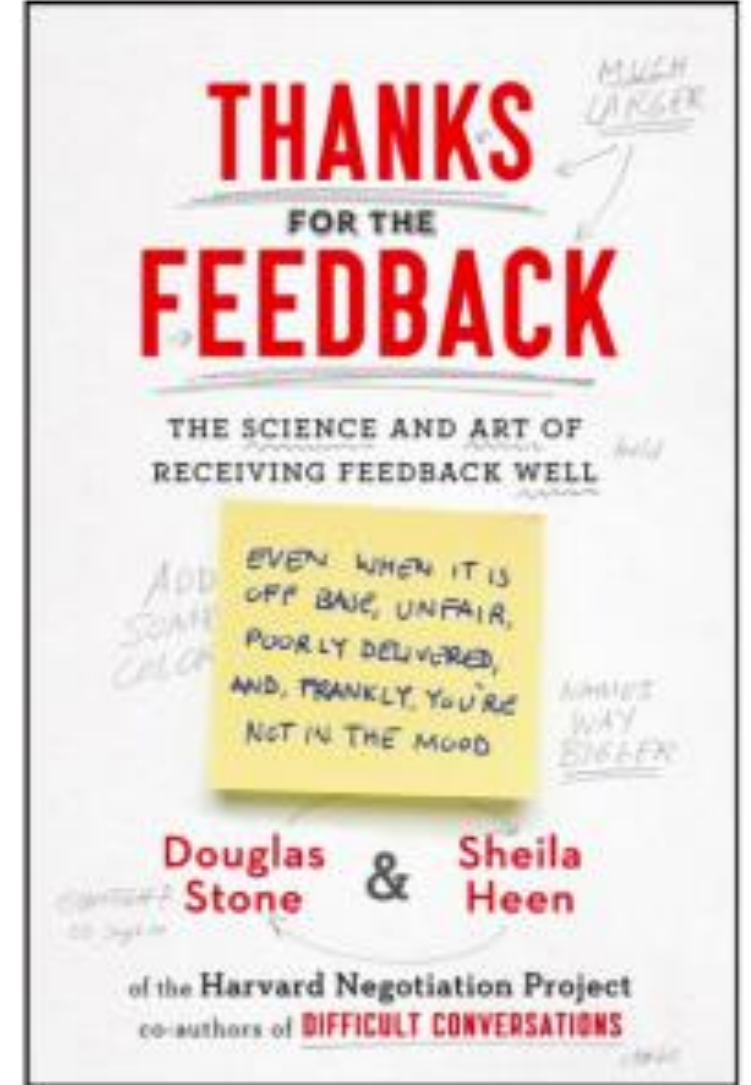


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To share formally and informally collected data to enhance performance with the purpose of providing
an opportunity for change/growth

Feedback – 3 Types

- **Appreciation** – “You matter”
- **Coaching** – Raise awareness, skill build, support
- **Evaluation** – An assessment of performance in comparison to others. Align expectations, clarify consequences and decision make



Feedback is everywhere

- Tone
- Body language
- Facial expressions
- Silence
- Behaviors/Actions
- Gut feeling
- Word choice and emphasis





What makes receiving feedback hard for you??

Feedback involves JUDGEMENT

**I think my
ears are too
big?**

**My sister is
so bossy?**

**Is it safe to
climb out of
my crib?**



Truth Trigger
Relationship Triggers
Identity Triggers

Feedback *IS* Judgement

**GOOD
WORTHY
LEGITIMATE
CAPABLE
ENOUGH**



**BAD
UNWORTHY
IMPOSTER
INCAPABLE
NOT ENOUGH**

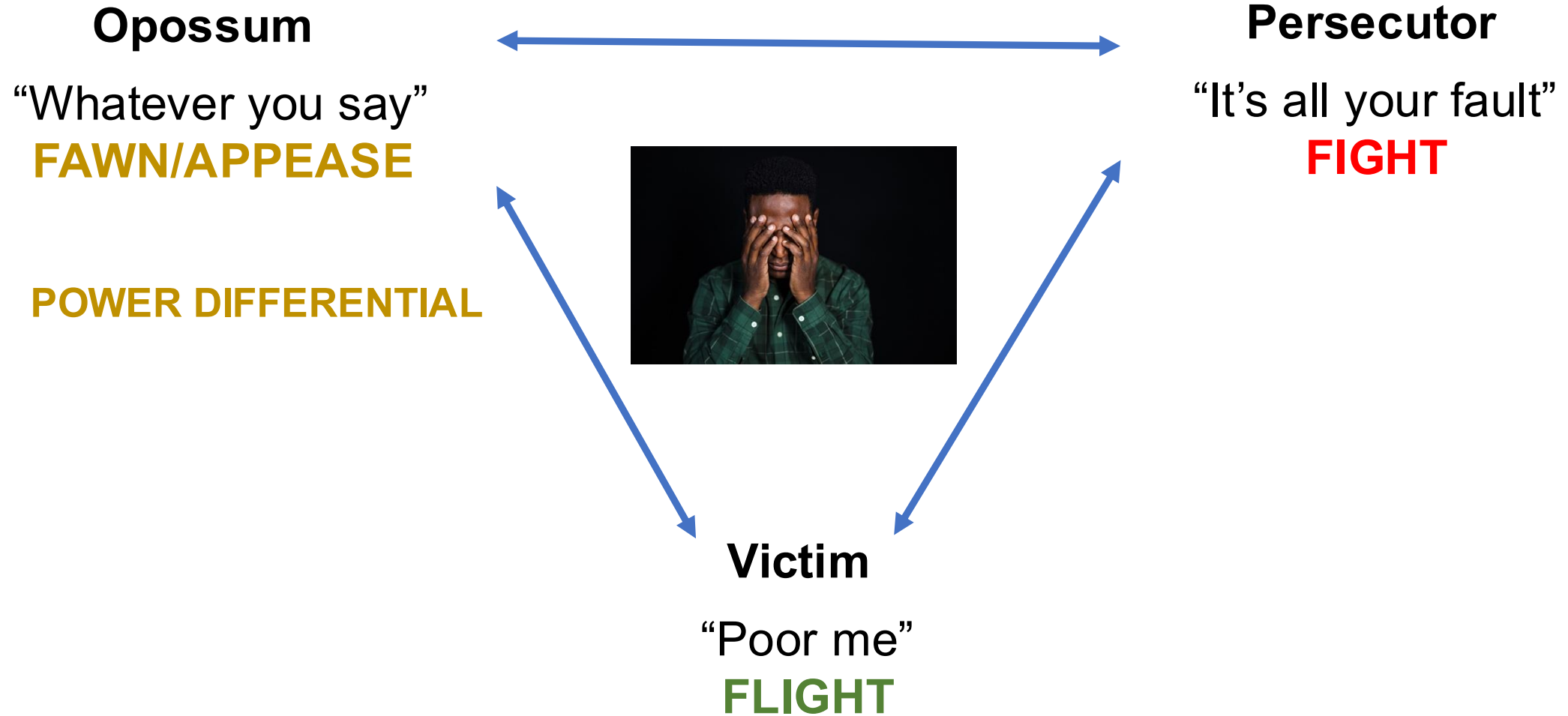
When we feel *judged*

- Identity - Competence, Likeability, Lovability
- Shame/Fear
- Perception of threat
- Window of Tolerance closes
- Need to defend ...



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Karpman's Drama Triangle



Responses to Feedback

WISE

- Listen
- Show remorse
- Take responsibility
- Ask questions
- Adjust behavior
- Grateful for help
- Say Thank YOU



Response to Feedback

- Defensive, debate, minimize/rationalize
- Future promises
- Focus on their good intentions
- Angry, misunderstood, the 'victim'
- Yes, but ...
- No awareness of impact

FOOOLISH

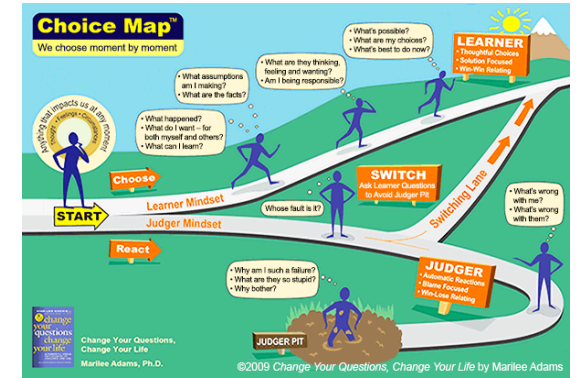


Strategies for Neutralizing Space

1. Mindset
2. Active listening
3. Reframe
4. Helpful phrases
5. Create a culture



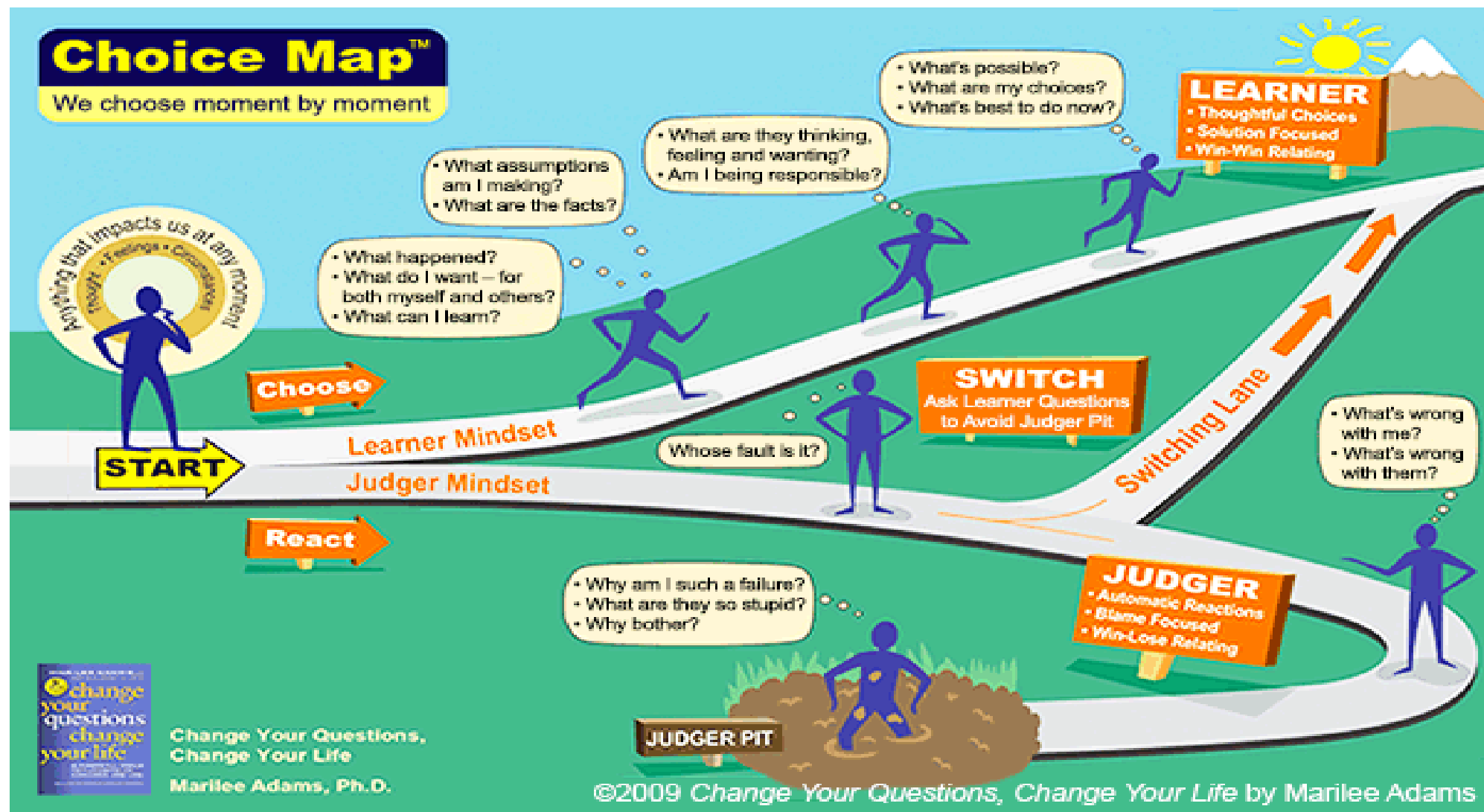
1. Mindset



JUDGER VS LEARNER



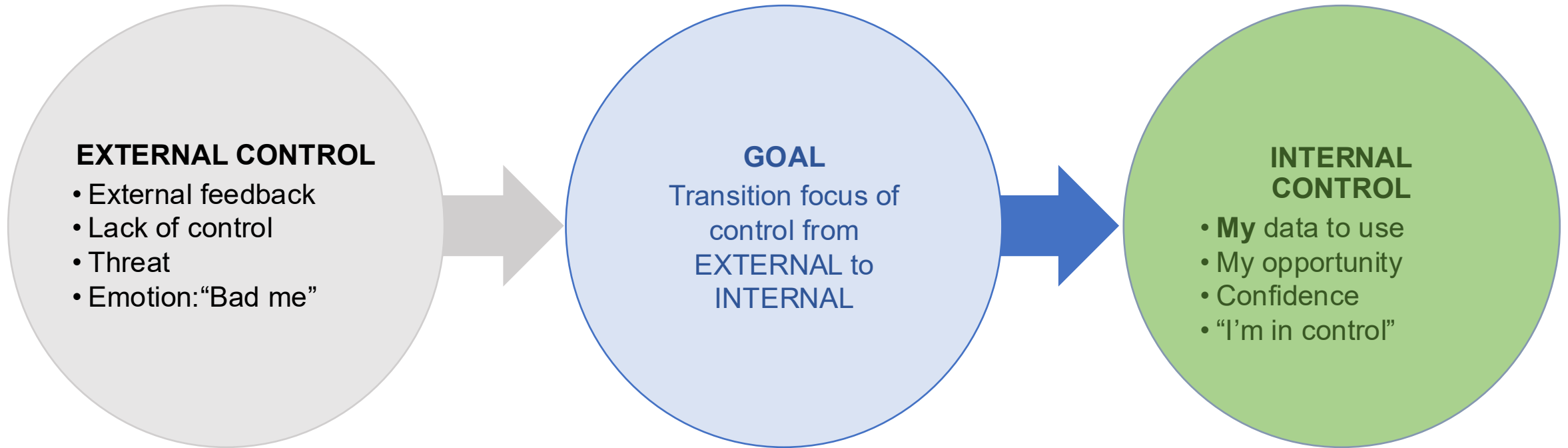
1. Mindset



2. Active Listening

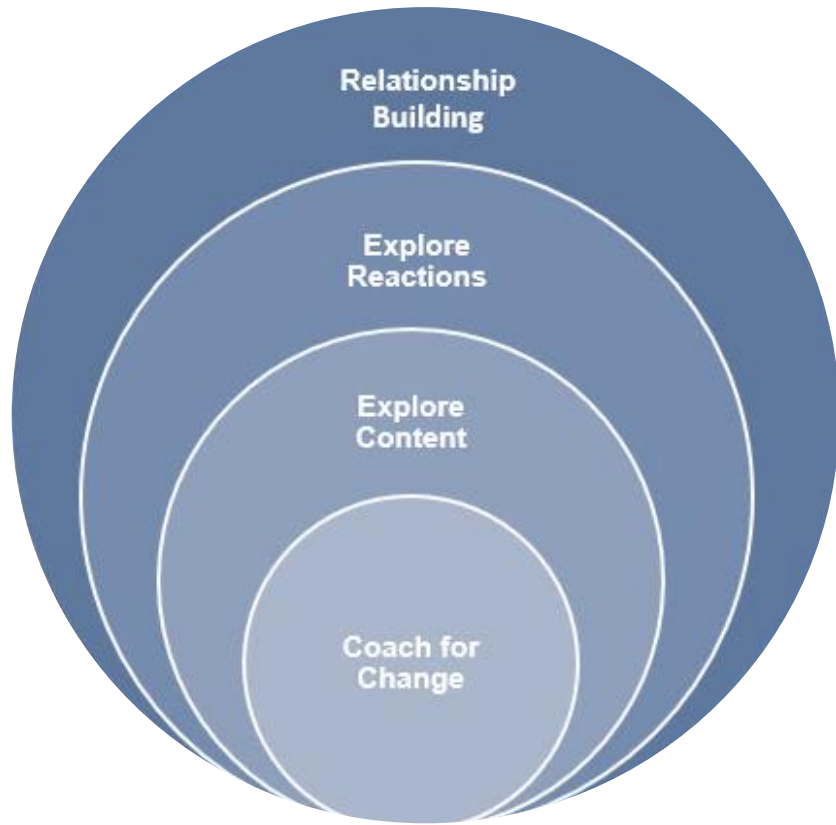
1. Mindset - "Assume good intentions" "What is there for me to learn?"
2. Be Present
3. Listen to understand – Understanding is not agreement
4. Listen with curiosity – Ask good questions to learn more
5. Listen for what you can agree with – positions vs interests
6. Acknowledge other's viewpoint (using paraphrasing)

3. Reframe – Shift focus of control



R2C2 MODEL

3. Reframe - R2C2 model



1. Build Rapport
2. Explore Reactions and perceptions to the data/report
3. Explore Content – explore understanding of the content and the opportunities it suggests
4. Coach for Change – identifying priorities for change and achievable action plan

4. Helpful Phrases - Giving

- “I heard/observed ... tell me about it”
- “This part is great AND this is where you need to focus”
- “I know this may not have been your intent AND this was the impact”
- Framing as Stop, Start, Keep behaviors
- “Here’s what good looks like”

4. Helpful Phrases - Receiving

- “Thank you”
- “Here’s where I struggle ...” “Tell me more”
- “I’m confused, help me understand?”
- “Duly noted” “Let me digest what you said, and I will get back to you later this week”

5. Change the Culture

- Educate – E.g. Phrases, Intention vs impact
- Mindset – What is there for me to learn?
- Be explicit about expectations, why important, consequences
- Standing agenda item at team meetings
- Role-model - Proactively ask for feedback

Common Missteps

- Confusing Ask/Tell
- Premature apologies
- Assuming poor intentions
- Ignoring contributing factors
- No documentation – Stop/Start summary
- Assuming they have the skills
- Not following up



What is one take away from today?

Reflection



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