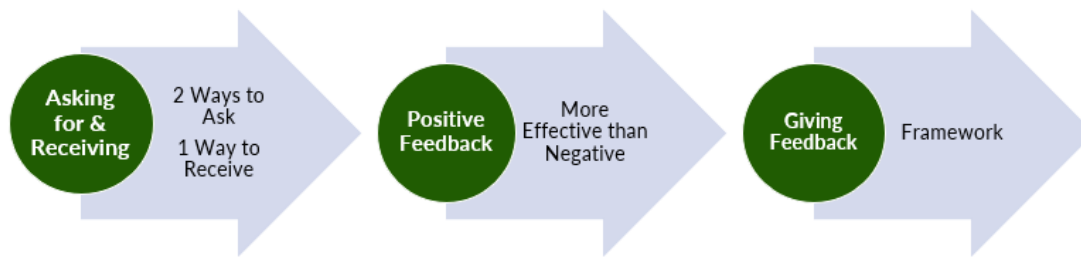**Session Goal:** Learn strategies to normalize feedback so that relationships stay intact, and performance is enhanced.

"Feedback is specific and genuine information intended to enhance performance."

Growth Partners Consulting

ASKING FOR AND RECEIVING FEEDBACK

Asking for feedback and receiving it well paves the way to giving it.

Two Ways to Ask for Feedback Always provide advanced notice when seeking feedback to allow the person providing the feedback time to observe and prepare.

1. Specific Activity – This is to ask a colleague in advance to observe your action and look for specific behaviors. Seek both strengths and opportunities to correct or enhance.
2. Recurring Discussions – This is to establish a routine practice of exchanging feedback.

The Only Way to Receive Feedback Say Thank You

Language for responding to feedback you didn't want, disagree with, or you think is wrong:

- *"Thank you for your candor. You've given me something important to think about. May I have some time to process it?"*
- *"Thank you for raising this. I wasn't aware and I appreciate you bringing this to my attention."*

Pro-Tips for asking for and receiving feedback:
1. Prepare in advance for what you might hear.
2. Consider it a single data point, seek additional data if needed.
3. You don't have to agree, but also don't discredit the feedback.
4. Consider adapting your style to others.

Key Points to Remember…

FEEDBACK CONTENT MATTERS

Positive feedback is more productive than negative.

Positive feedback is work related compliments, appreciations, acknowledgements, and gratitude that describe what the person did and the positive impact it had on you, the team, the organization, etc.

Leaders and teams who share routine positive feedback outperform the leaders and teams that don't. Positive feedback builds an environment of value and trust. (See page 4 for sources.)

Negative Feedback can inhibit learning and trigger defensiveness (fight or flight response).

"Focusing people on their shortcomings or gaps doesn't enable learning. It impairs it." (*The Feedback Fallacy,* Harvard Business Review, Jan-Feb 2019)

Experts recommend a 5:1 ratio of positive feedback to negative/critical feedback.

Positive feedback builds an environment of value and trust which drives performance.

Key points to remember…

GIVING FEEDBACK – The Framework

For positive feedback:

1. Describe what happened – Be specific. What did you observe that was positive?
2. Share the impact – Share what changed for you because of the positive behavior.
3. Explain how this met or exceeded an expectation* – This provides a comparison point for the behavior.
4. Say thank you

*The third step in the framework may feel forced depending on context. You may or may not include this in your positive feedback and only share steps 1, 2, and 4.

Key Points to Remember…

For critical feedback, pre-requisites:

1. Consistent (specific and genuine) positive feedback flows freely
2. Shared belief: Feedback is information intended to enhance performance.
3. Behavior to be addressed is observed first-hand and fact-based
   Examples:

   - "You come across as rude in meetings." NO
   - "I observed three interruptions while Jane was speaking." YES

Framework Same as positive feedback framework plus allows for self-evaluation. Prepare in advance, start a dialogue, use "I" statements, channel compassion.

Example: Giving critical feedback on lack of preparedness for meetings:

Framework	Framework in Action
1. Allow for self evaluation.	Can we talk about the last 2 meetings with Marketing? How do you think they've gone?
2. Describe what happened.	What I noticed was the first meeting started 20 minutes late and we didn't have materials for the 2nd meeting. What was your experience?
3. Share the impact.	When meetings start late, or we when don't have materials ready, my reaction is that we're not prepared. What's your take on it?
4. State what is expected.	I'd like us to start meetings on time and have all our materials ready. How does that sound?
5. Offer support, thank, or seek agreement	What can I do to help or provide support? Thank you.

SELF REFLECTION

1. Why did I attend this session? *This reminds you of your motivation for taking the class.*

2. What new information will I put into practice? *The skills of most interest to you are those most likely to "stick".*

3. Who will I share this information with and what specifically will I share? *A good way to confirm understanding of something is to explain it to someone else.*

SOURCES

1. "The Little Things That Make Employees Feel Appreciated" – Harvard Business Review. Jan 23, 2020
2. "Positive Practices in the Workplace: Impact on Team Climate, Work Engagement, and Task Performance" The Journal of Applied Behavior Science. May 11, 2018
3. "A little thanks goes a long way: Explaining why gratitude expressions motivate prosocial behavior." Journal of Personality and Social Psychology. 2010
4. "Negative Feedback Rarely Leads to Improvement" – Harvard Business Review. Jan-Feb 2018
5. "The Sandwich Feedback Method: Not Very Tasty" – Journal of Behavioral Studies. September 2014.
6. "Feedback Isn't Enough to Help Your Employees Grow" – Harvard Business Review. Dec 10, 2021.

ARTCLES FROM GROWTH PARTNERS CONSULTING

Share these articles with your team and start a discussion to normalize feedback.

1. 3 Steps to Giving Valuable Feedback
2. How to Ask for Feedback and Receive It Well (even if you disagree)
3. Avoid Awkward Performance Discussions
4. Know Someone Doing a Great Job? Tell Them, It's More Than Good Manners.

FACILITATOR BIO

Amy Drader is a management consultant and coach with over 20 years' experience in HR and operations. She knows first-hand the joys and challenges of leading people and is dedicated to helping managers and teams advance their performance.

Amy is the owner of Growth Partners Consulting, a boutique leadership and team development consulting firm that provides customized training and coaching. She is an expert facilitator and specializes in leading change, effective communication, team development, and presentation skills. Amy holds an MA in Human Resource Development, a BA in Communication Studies, is a credentialed coach with the International Coach Federation, and is a certified Senior Professional with the Human Resources Certification Institute.

Amy also provides online courses through GPC Academy (the online training service of Growth Partners Consulting). Topics include Team Leadership, Remote Team Engagement, Prioritizing for Productivity and Team Psychological Safety.

Amy's writing has been published in *Fast Company* and *Insights for Professionals*. She also writes a weekly blog dedicated to leadership, team development, and workplace well-being.

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