

How to give great feedback

Learning Objectives

- 01 Explain what makes feedback **effective**, or not!
- 02 The **types** of feedback given
- 03 Applying some techniques to give **effective feedback**
- 04 Summary and Q&A





*“We all need people who will give us feedback.
That’s how we improve.”*

Bill Gates

Why is feedback valuable?



What's the problem?

Why are we so bad at giving, and receiving, feedback?



Too soft and fluffy

This can be confusing; we don't know it's feedback



Too direct and harsh

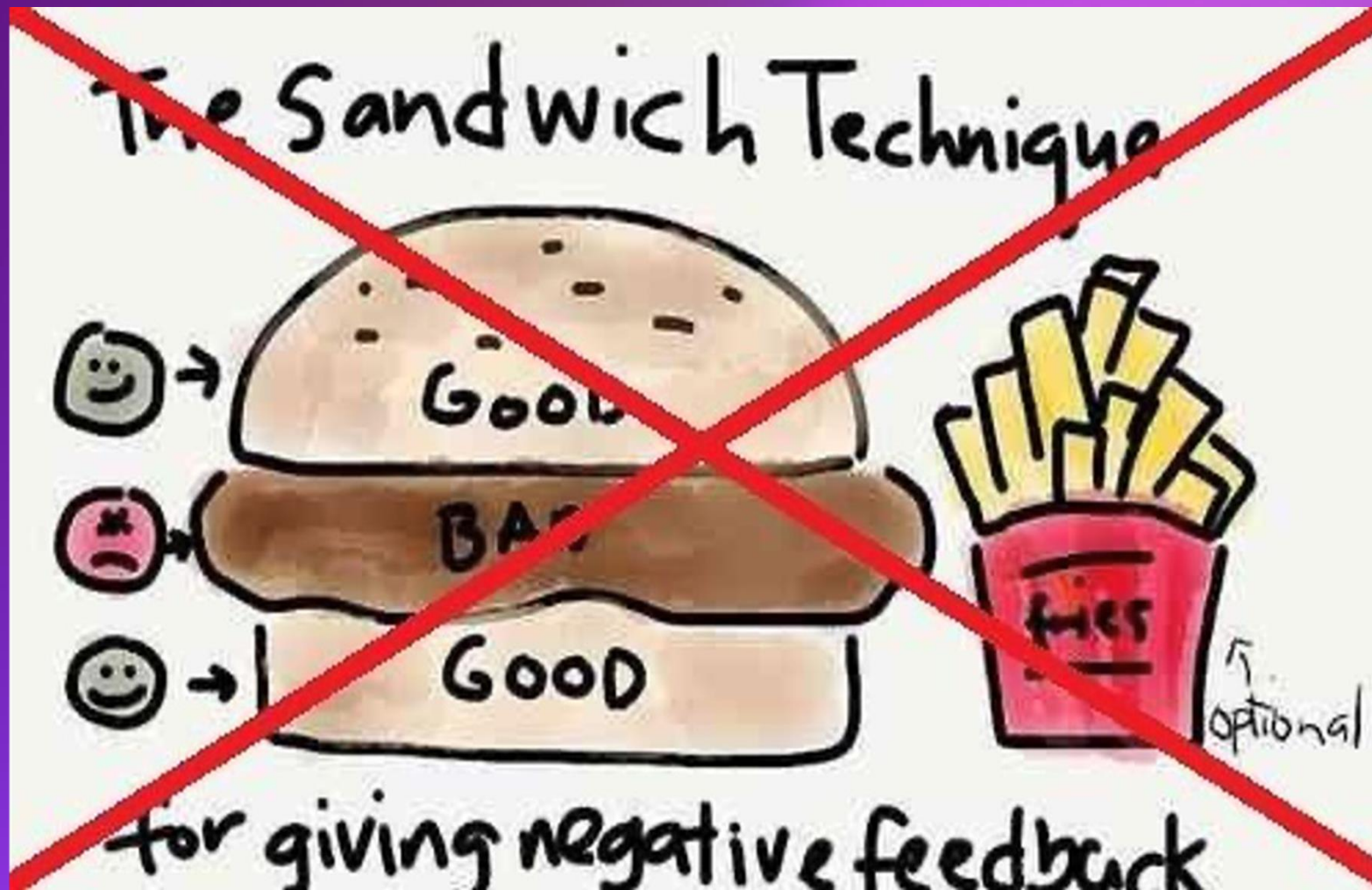
This triggers a threat response, fight or flight



Cognitive Dissonance

A mental conflict occurs when beliefs are contradicted by new information. This conflict activates areas of the brain associated with personal identity and emotional response to threats





How can we make our feedback effective?



1) “Matt, you’re a great BA. Really good, keep it up.”

2) “Matt, this last sprint I’ve noticed you’ve changed the way you’ve captured acceptance criteria. It really helped me better understand the value of what we were delivering, and I found it much clearer how you phrased the acceptance conditions. We should definitely roll this out wider, would you be happy to run a session for the team on this?”

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2) “Matt, this last sprint I’ve noticed you’ve changed the way you’ve captured acceptance criteria. It really helped me better understand the value of what we were delivering, and I found it much clearer how you phrased the acceptance conditions. We should definitely roll this out wider, would you be happy to run a session for the team on this?”



- 1) “Bill, can I give you some feedback for the meeting we’ve just come out of ?
I noticed you interrupted Nancy on two occasions, cutting her off before she’d finished making her point. This made me feel uncomfortable and seemed to affect Nancy in that she didn’t contribute much again.
Did you notice this yourself?”

- 2) “Bill, I’ve been meaning to say for a while, you interrupt a lot, especially in that meeting last month.”

1) “Bill, can I give you some feedback for the meeting we’ve just come out of ?
I noticed you interrupted Nancy on two occasions, cutting her off before she’d finished making her point. This made me feel uncomfortable and seemed to affect Nancy in that she didn’t contribute much again.
Did you notice this yourself?”



2) “Bill, I’ve been meaning to say for a while, you interrupt a lot, especially in that meeting last month.”



1) “Lisa, let’s set you the goal of becoming a great presenter. You need to work on structure, sort your nerves, find the right pace and become more interesting. Hopefully in 2024 you can achieve this and hit the goal before your next annual review.”

2) “Lisa, you’ve mentioned you’d like to get better at presenting. Would you like some help on your lightning talk next week? Let’s focus on the structure of it, I can help you with that and give you some feedback after the talk too”

1) “Lisa, let’s set you the goal of becoming a great presenter. You need to work on structure, sort your nerves, find the right pace and become more interesting. Hopefully in 2024 you can achieve this and hit the goal before your next annual review.”

2) “Lisa, you’ve mentioned you’d like to get better at presenting. Would you like some help on your lightning talk next week? Let’s focus on the structure of it, I can help you with that and give you some feedback after the talk too”





Specific

Timely

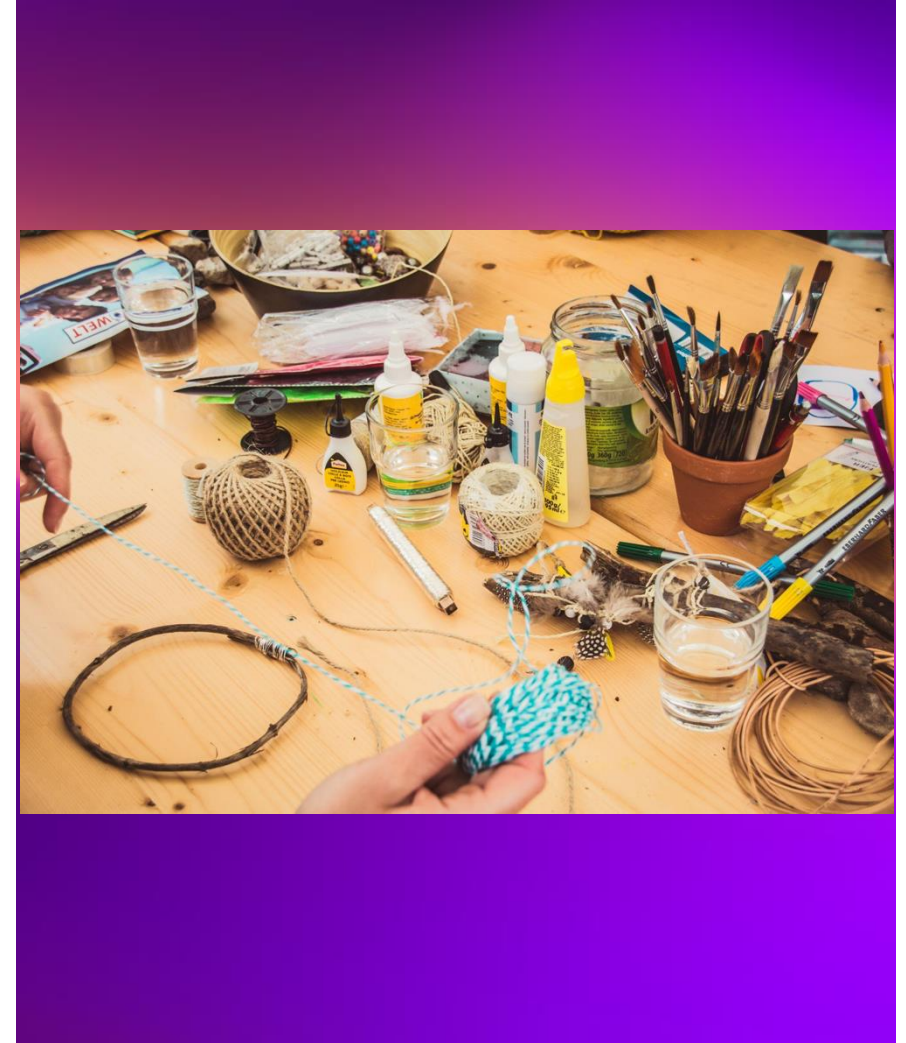
Frequent

Given to help the person

Focused on behaviour

STFGFI... Need to work on my Acronyms

Techniques for building great feedback



Step 1: Describe Your Context

"I'm down as a speaker at your upcoming conference. I'm writing to you while I'm packing for my holiday so apologies for the brevity of this message."

Step 2: List Your Observations

"I checked out your event website and noticed there is a spelling error in my name on the keynote page."

Step 3: Express Your Feelings

"I felt a bit disappointed because I had spelled my name correctly in the materials I provided."

Step 4: Explain The Value

"It is important to me that your attendees see my name spelled correctly; they might try to find more information about me."

Step 5: Offer Some Suggestions

"I hope someone can fix the mistake, and I will be happy to check any other information for accuracy if you like."

Wrap battle

> Working together in your groups for the below task-

- Individually use the template to create a feedback wrap
- Share your wraps
- Discuss how it went
- 12 minutes to complete
- Create a feedback wrap for an example scenario

The four-part formula

Step 1: The Micro-yes

“Do you have five minutes to talk about our last conversation?”

Step 2: Give your data point

“You said you’d get that email to me by 11 and I still don’t have it yet”

Step 3: Show the impact

“Because I didn’t get the message I was blocked on my work and couldn’t move forward”

Step 4: End on a question

“How do you see it?”

Lab test

In your breakout groups :

> Task:

- Apply the formula to an example scenario
- Individually use the template to apply the formula
- Share your feedback
- Discuss how it went
- 10 minutes to complete



Caution, feedback middle-person

Passing on feedback on behalf of others can be tricky !!!!

Now what?

Practice 😊



Summary

You should now be able to:

Explain what makes feedback **effective**, or not

Apply some techniques to give **great feedback**

Further reading/resources

Feedback Wrap, Management 3.0 Four part formula — The secret to giving great feedback

Black-box thinking, Matthew Syed

The feedback fix, Joe Hirsch

Non-violent communication, Marshall Rosenberg

Situation Behaviour Impact Intent (SBI)

STAR-AR

Emoji Check



Thank You

