

# **EFFECTIVE FEEDBACK**

February 2019



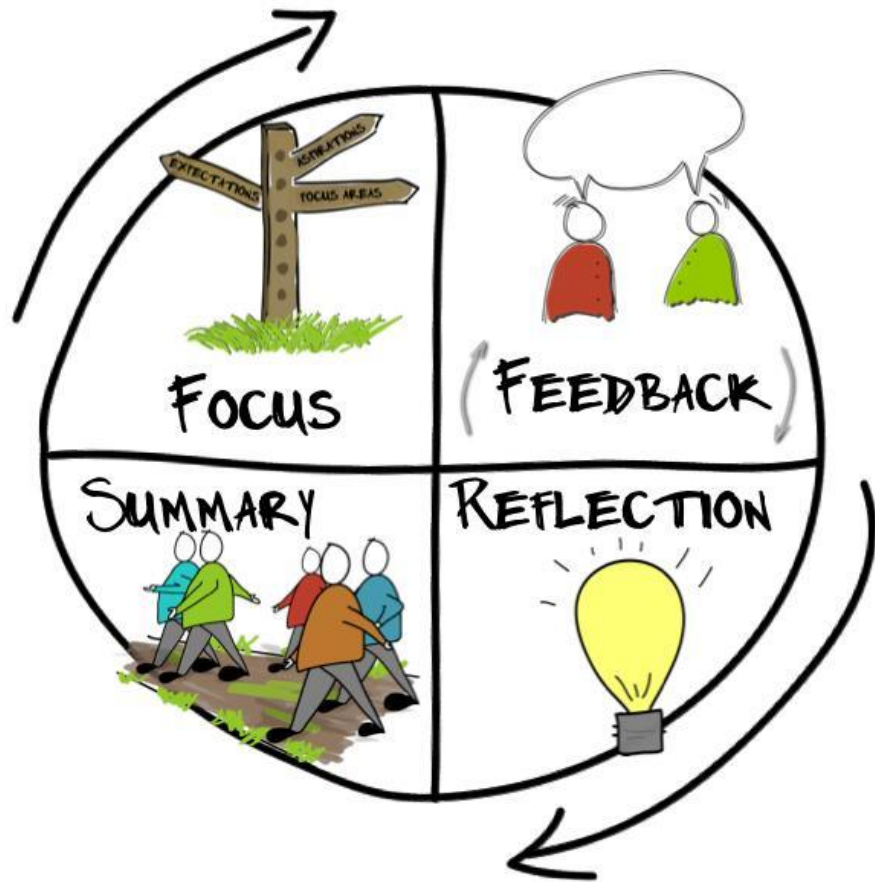
**Is this what you think of  
feedback?**

**WHY?**

# WHY FEEDBACK?

- Strengthen somebody's confidence
- Improve their effectiveness
- Improve how we work together

If you're not doing these things, you're not being effective



**MORE THAN ONE KIND  
OF FEEDBACK**

# TYPES OF FEEDBACK

- Weekly feedback in a team
- Daily feedback in a pair
- Feedback based on a specific event
- Retrospectives
- **Requested feedback**

# HOW TO GIVE FEEDBACK?

Focus on Requested Feedback



# THE RETROSPECTIVE PRIME DIRECTIVE

*Regardless of what we discover, we understand and truly believe that everyone did the best job they could, given what they knew at the time, their skills and abilities, the resources available, and the situation at hand.*

*- Norm Kerth*

# **PREPARE FOR GIVING FEEDBACK**

- Take your time to prepare your feedback
- Understand the areas of growth/improvement in which the person is seeking feedback
- Think about other areas in which you can give feedback
- Fix a place and time to give feedback

# A FEW TIPS

- Be specific, use examples
- Actionable
- Zero aggressivity
- Situation - Behaviour - Effect
- Make suggestions and recommendations on possible solutions

# THE LADDER OF INFERENCE



<https://www.youtube.com/watch?v=-KjLqOclPqis>

*Don't climb the  
ladder too  
fast...*

*Climb down  
some steps if  
needed*

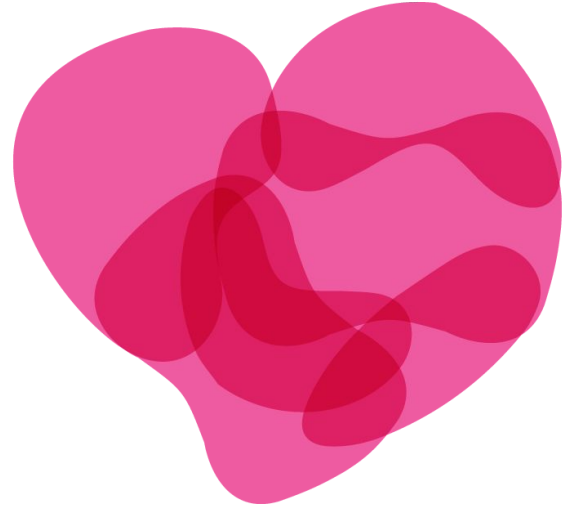
*Focus on observed  
behaviour and how it  
made you feel*

# A MECHANISM

*Situation | Behaviour | Impact*



*Start with heart....*



*“The sincerest form of kindness is to tell the truth.”*

# CAPTURE THE SITUATION

Mon	Tue	Wed	Thu
28	29	30	31
4	5	6	7
11	12	13	14
18	19	20	21



“On wednesday, outside the office, with Jenny”

# DESCRIBE THE BEHAVIOUR

Describe **what** is said or done and **how** it is said or done

Replace adjectives with verbs:

You were rude. → You spoke at the same time as Fred

You were engaged → You leaned forward, took notes and nodded when she spoke

You seemed bored → You yawned, rolled your eyes and looked out of the window

You seemed pleased → You smiled and nodded your head


# EXPLAIN THE IMPACT

Acknowledge the emotional effect the behaviour had on **you**. For example:

*“When you told me in the meeting that my concerns about project deadlines were overblown, **I felt** belittled”*

- ➔ Speaker has to be more vulnerable but is more effective as the person can't dismiss your personal experience

**EXAMPLES**



Last year, you were  
rude to the intern

**“This morning, I noticed  
you shouted at the intern  
in the team meeting. That  
made me feel concerned  
for him.”**



You're awesome!

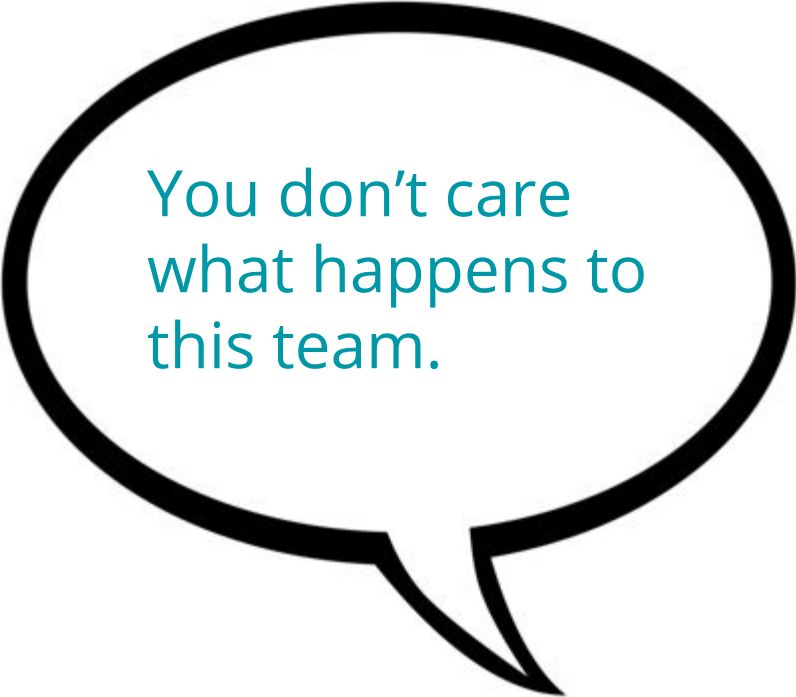


**“You’re awesome because  
you stopped the showcase  
in order to accommodate  
all the stakeholders.”**



Your update during  
stand ups is brief.

**“I’ve noticed your update during stand up is clear and concise. I think this helps keep our meeting brief.**



You don't care  
what happens to  
this team.

**“I’ve noticed you didn’t  
attend the last 4 account  
meetings, this makes me  
feel disconnected from  
you”**

# COMMON ERRORS

You are not a team player

You have a lot of common sense

Jenny said that...

Nice, nasty, nice

Always, never

You did this b/c of your divorce

Your job is on the line

Judging the person, not the action

Too vague

Speaking for others

“Sh!t sandwich” filter

Generalities defensive behavior

Psychoanalyze the behaviour

Implied threat

**THANK YOU**