Give and receive fedback, feed forward

Session 5

people speak anywhere from 7,000 to 20,000 words a day to each other

How is your interpersonal communication?

What is your emotional vocabulary?

https://s3-us-west-1.amazonaws.com/emogifs/map.html#

The 27 human emotions
Which of these emotions do you recognize?

- Admiration
- Adoration
- Aesthetic Appreciation
- Amusement
- Anxiety
- Awe
- Awkwardness
- Boredom
- Calmness
- Confusion
- Craving
- Disgust
- Empathetic pain
- Entrancement
- Envy
- Excitement
- Fear
- Horror
- Interest
- Joy
- Nostalgia
- Romance
- Sadness
- Satisfaction
- Sexual desire
- Sympathy
- Triumph

Anger and happiness come from other emotions, no on list

Why to talk about emotions?

- …because connection (emotions, rapport)overwrites content!!!
- Be clear about your emotions, that enables understanding your partner's emoitions

Positive and negative feedback in biology

EXAMPLE OF A NEGATIVE FEEDBACK LOOP

Body temperature decreases
Body temperature increases
HEATING PROCESS ACTIVATED (Shivering)
COOLING PROCESS ACTIVATED (Sweating)
Body temperature increases
Body temperature decreases

Positive feedback

A positive feedback loop system entails a response that is in the same direction of the perturbation.

Biology
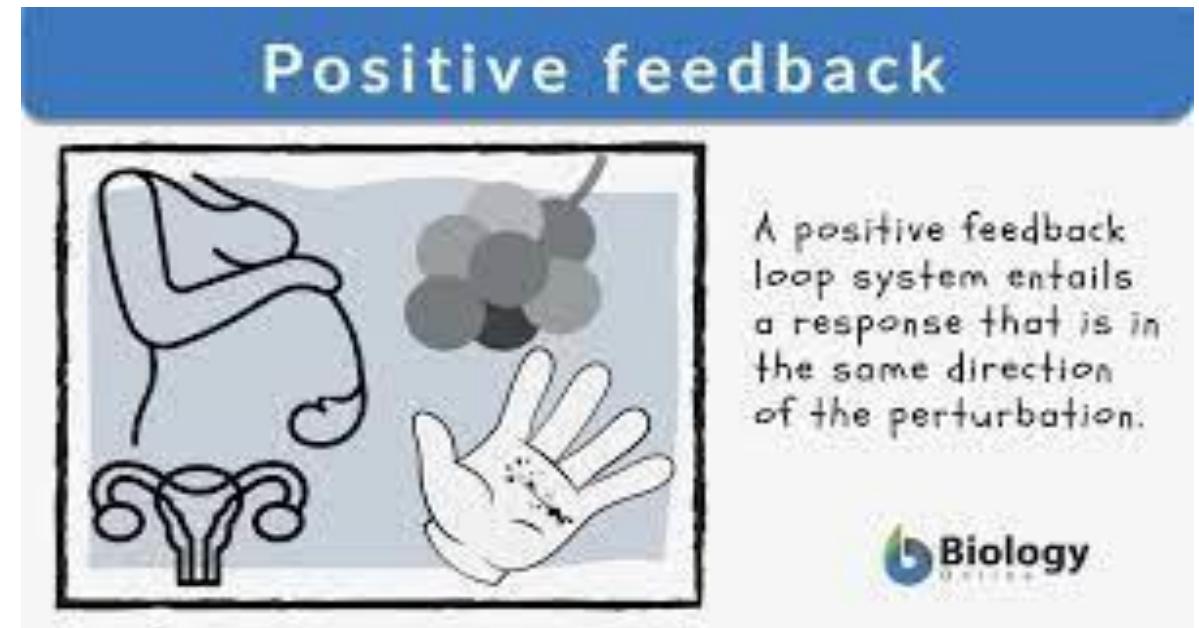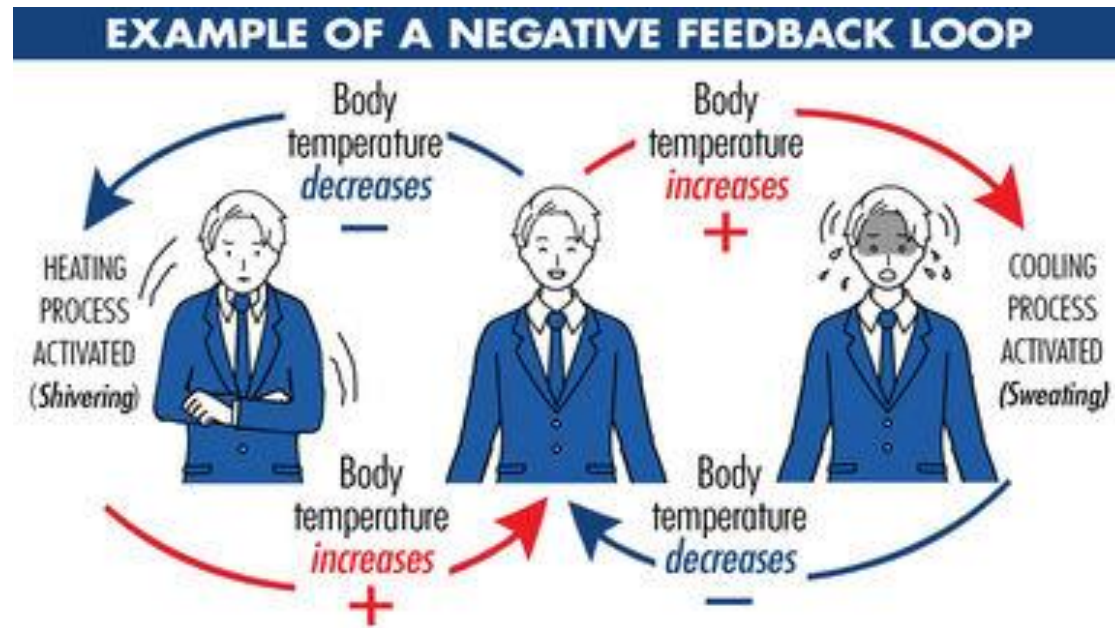
negative feedback tends to produce stability and resistance to change;

positive feedback produces instability and reinforces change

there are two primary reasons why people quit their jobs:

- Employees hate their manager due to lack of guidance, misaligned expectations, and questionable feedback they receive. People don't leave companies; they leave managers.

- They don't learn anything or feel like they are growing with the company.
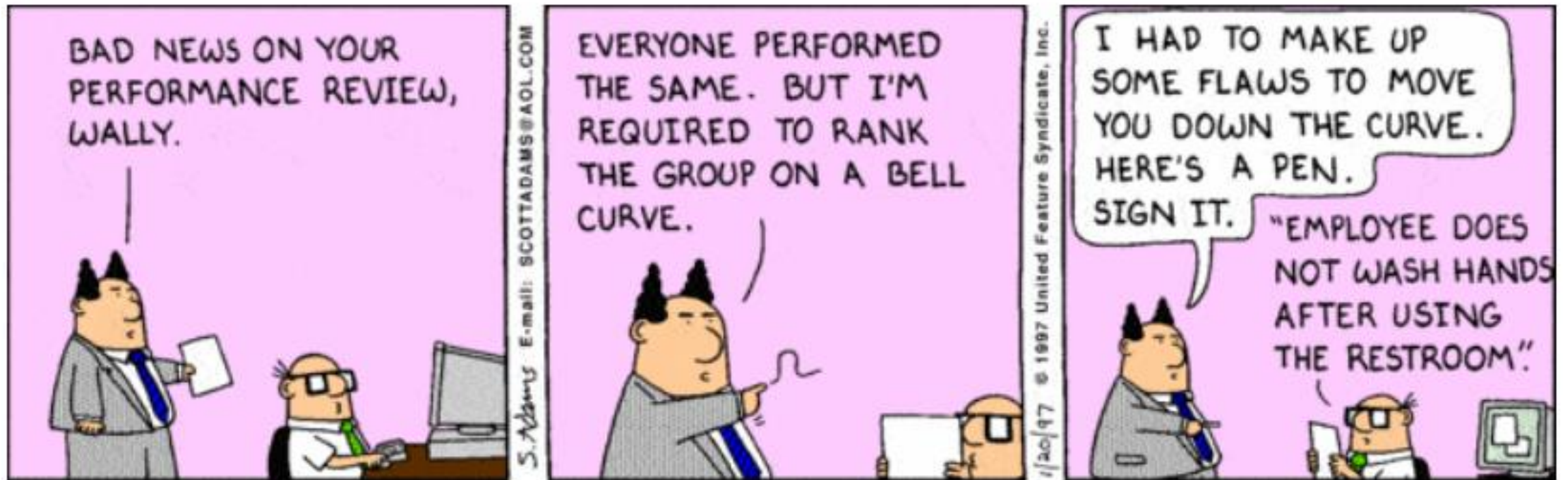
Ben Horowitz The Hard Things about Hard Things

How do you like feedbacks from your teachers?

Why do we give and receive feedbacks?

Group discussion

How is a good feedback?

Why is it difficult to give feedback?

- Feedback **produces the better results when it is directed at the performance and actually produces negative effects when it is personal** (Kluger & DeNisi, 1996).
  - Positive feedback: can overpamper
  - Negative feedback: can hurt and demotivate, bruise spirits & ego
  - Constructive feedback: can shift focus from person to task, making it impersonal….
  - Past reflections
  - Focus on rating/gading….not on development
- Words, expressions we use may mean different content to partner
- Should be hyerarchy -free

| Abrasive, insensitive, unskillful message delivery | → | Distant, distrustful, uncaring interpersonal relationships | → | Restricted, inaccurate information and defective communication flow |

What would you say as her manager?

- consider someone who cares about being respected by peers but is habitually 10 minutes late to weekly staff meetings and often blames her tardiness on her busy schedule.

- Manager reaction: Please make more of an effort to be on time"

- Manager reaction 2."Do we need to get you a new watch?"

- Manager 3: "How do you think coming in late affects your reputation with your colleagues?"

How is this feedback?

- "Your numbers are on the rise, which is great, but we have noticed you tend to avoid collaborating with your coworkers. That said, you're also very punctual."

How is this feedback?

- https://www.youtube.com/watch?v=_p15aV9CXks

How is this feedback?

- „your presentations are very confusing. We need you to write them better."

How is this feedback?

- https://www.youtube.com/watch?v=M9H8hWx0tg0

How is this feedback?

- „You're too abrupt during your phone calls with clients. We need you to change."

How is this feedback?

- https://www.youtube.com/watch?v=5cb8BeNuRCU

Why difficult to receive feedback?

Group discussion

The feedback sandwhich & exercise (a traditional approach)

Something positive to warm up the discussion

The feedback you actually wanted to give

Something else positive to soften the real feedback

Exercise: give a feedback to your partner

The feedback you actually want to give is that she/he does not contribute to teamwork, she/he is free riding, and you need to do double the work.

After each feedback, discuss findings (giving/receiving/observing).

The feedback sandwhich
(a traditional approach)

Something positive
to warm up the discussion

The feedback you actually wanted to give

Something else positive to
soften the real feedback

- Structured
- Overpackaging on the positives can wash off the „core message"

The EDGE framework & exercise (Dawn Sillett)

Think about your group presentation

Each component of EDGE is geared towards improving sustained performance

- EXPLAIN WHY THE FEEDBACK. EXPLAIN THE REASONS WHY BEHAVIOURS, AND ACTIONS HAVE LED TO A FEEDBACK. FOCUS ON FACTS (FEEDBACK CAN BE POSITIVE OR NEGATIVE). CLARIFY THE DETAIL AND SPECIFIC ACTIONS, STICK TO THE FACTS, DO NOT GO OFF TOPIC.

- DESCRIBE: THE IMPACTS AND EFFECTS OF YOUR PARTNER'S BEHAVIOUR ON TEAM/COLLEAGUES AND PERFORMANCE/PRODUCTION /SALES RESULTS. GIVE REACTIONS OF THE OTHERS SO TO UNDERSTAND THE DETAILS

- GIVE TIME AND SPACE FOR YOU PARTNER TO VOICE HIS/HER PERSPECTIVE. THE PARTNER MAY SHARE NEW INSIGHTS, INFORMATION THAT SHED NEW LIGHT TO THE STORY, OR GIVE A DIFFERENT CONTEXT. ALSO, ASK WHAT ACTIONS YOUR PARTNER WANTS TO TAKE /HOW THE PARTNER WANTS TO CHANGE/CONFIRM BEHAVIOUR. GIVE OPPORTUNITY TO PARTNER TO TAKE RESPONSIBILITY FOR THE ACTION, .

- END POSITIVELY: CONFIRM COMMITTMENTS TO MOVE FORWARD, AND THANK EFFORTS & CONVERSATION. CLARIFY NEXT STEPS (FOLLOWUP)

The EDGE framework & exercise (Dawn Sillett)

Discuss findings

HOW DOES IT DIFFER FROM THE SANDWICH APPROACH?

Feedforward exercise

TRADITIONAL FEEDBACK

Affirms what the person already knows.

"You're really good at that."

Points out problems.

That idea won't work because…

Is an "information dump."

Think rubrics with 10-20 different measurements.

Tries not to be mean.

"Praise sandwiches" hide criticism inside gauzy praise.

Doesn't always offer a plan of action.

Focus is on measurement, not a plan for change.

Comes from the top down.

Delivered within a strict hierarchy, from people on the same team.

THE FEEDFORWARD APPROACH

Regenerates talent.

"Would you lead a training on that?

Expands possibilities.

What if we added this?

Is **Particular**.

Is ongoing, embedded in instruction, and focuses on just a few things.

Is **Authentic**.

Describes the problem and its impact, then prompts the person for a solution.

Has an **Impact**.

Has the person create a specific, step-by-step plan for improvement.

Refines group dynamics.

Rich, varied input comes from people with different viewpoints and skill sets.

- https://www.google.com/search?q=feedforward+exercise&oq=feedforward+exercise&aqs=chrome..69i57j0i19i22i30l2.6960j0j15&sourceid=chrome&ie=UTF-8#kpvalbx=_QFw_YpPrMpHhkgW6tonYBw13

- No retrospection-look ahead, no need to defend yourself

- Suggestions your partner can try

- Resources, experiences that helped you in the past

- Follow-up is key

Task

- Work in pairs

- 1.person Where do I want to improve (e.g. want to procrestinate less)-great impact, a future improvement that matter to me (you will share that with partner)

- 2. person: gives 2 positive suggestions about the future, how can you improve

- Change sides

- No retrospectives (past excluded)

- No qualifying comments (that was good/bad)

- Thank each other

- Change pairs

- Highlight great suggestions for yourself

- Reflect: how did the process feel?

- Finish the sentence. This process felt….

Brene Brown on empathy

- https://www.youtube.com/watch?v=jz1g1SpD9Zo

Your ultimate goal: attitude and behaviour change

- Feedback is hierarchy free
- Instead of giving feedback on outcomes ☹, or personal traits, you should focus on actions-behaviours and impacts
- Involve partner in finding solution
- Empathy
- Helpful
- Nurture can do attitude ,
- Neutral body language
- Map preference for feedback (how would you like to….)
- Facts, facts, facts…be specific)e.g. sport coaching)
- Mind the „culture" (Losada 3:1), don't forget to praise