About Me!

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VENDASTA
We drive local economies

VENDASTA   matchcraft   Yesware   broadly
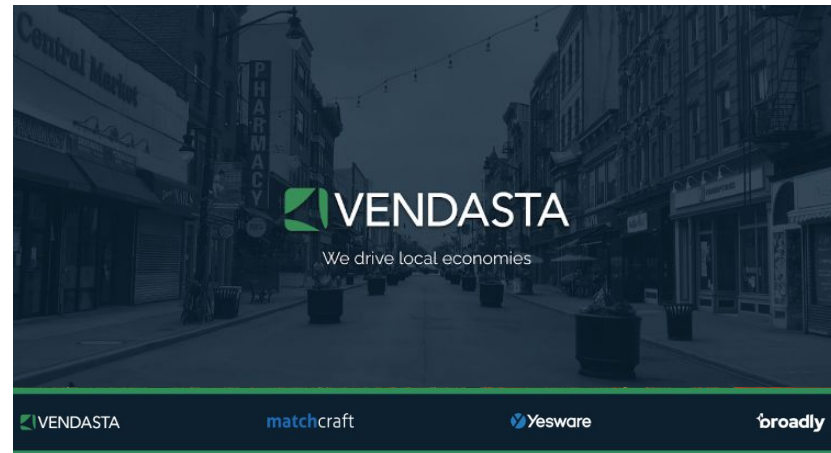
Saskatoon | Boston | India

Giving and Receiving Feedback

- A Technique

Agenda

- **Definition**
- **Facts and Figures**
- **Feedback Methods**
- **Motives**
- **Examples of tools and techniques**
- **Open Discussion**

Definition of Feedback

Feed - means to nourish
Back - means to mirror or return

- Feedback is information, not insult, given from the heart to the head

- All feedback, including corrective information, can be given in a constructive manner: care and concern for the person/ situation

- To ensure the intent of feedback equals the impact, check your motives and check your delivery

- The difference between information and insult is often **motive**

"Good Feedback Is the KEY to Improvement"

Facts and Data

65% of employees desire more feedback.

85% of employees take more initiative when they receive feedback in the workplace.

98% of employees disengage from their work when they receive little or no feedback.

69% of employees say they would work harder if they felt their efforts were being recognized through feedback.

92% of respondents agreed that negative redirecting feedback, when delivered appropriately, is effective at improving performance.

90% of Millennials employees want frequent and candid feedback

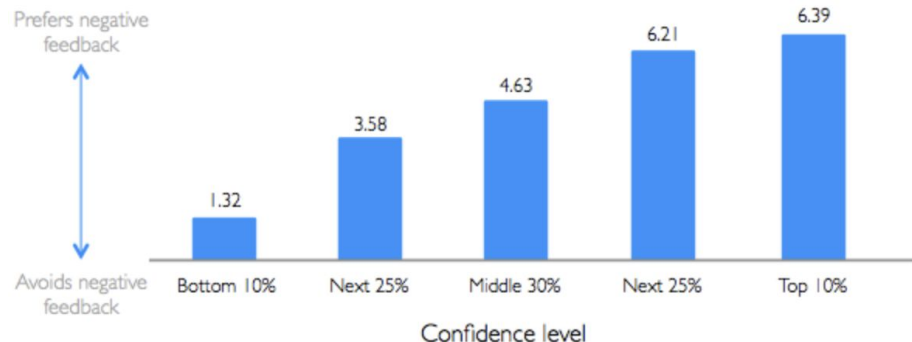**57% APPRECIATE CORRECTIVE FEEDBACK**

43% APPRECIATE RECOGNITION FEEDBACK

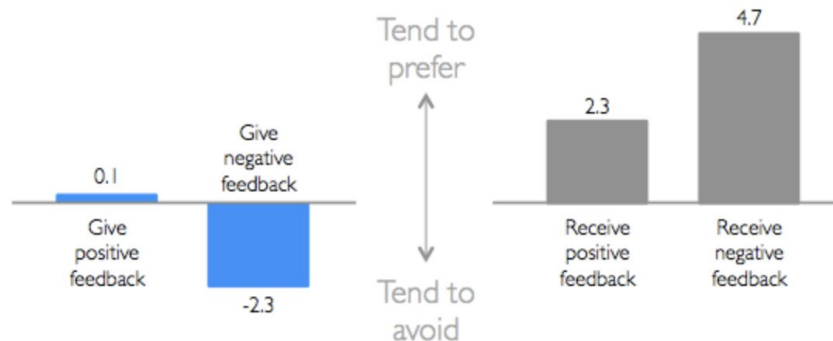**72% APPRECIATE PERFORMANCE FEEDBACK**

92% SAY ALL FEEDBACK HELPS

Negative feedback

The more confident you are, the more likely you are to *prefer negative feedback*

Prefers negative feedback

6.39

6.21

4.63

3.58

1.32

Avoids negative feedback

Bottom 10%   Next 25%   Middle 30%   Next 25%   Top 10%

Confidence level

Source: HBR

No one likes to give negative feedback, but everyone wants to hear it

Tend to prefer

Give negative feedback

0.1

Give positive feedback

-2.3

Tend to avoid

4.7

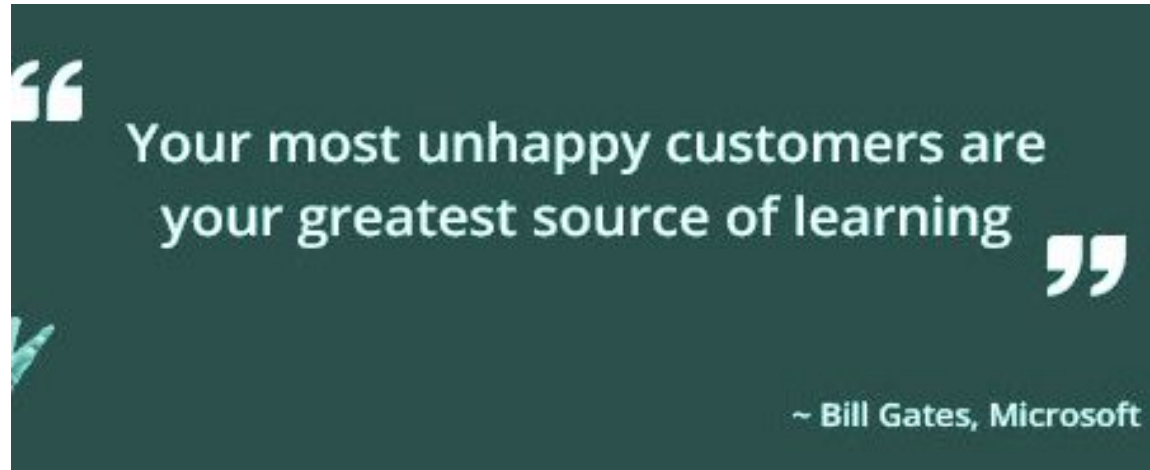2.3

Receive positive feedback   Receive negative feedback

Source: HBR

" What's one memorable experience — positive or challenging — where feedback significantly impacted your personal or professional growth? "

Feedback Methods

- **Surveys -**
  - Employee surveys
  - Customer surveys

- **360 degree feedback**
- **Peer feedback**
- **Self-feedback**
- **Skip levels**
- **Suggestion Box**
- **Coaching**
- **Exit Interview**
- **Comment**
- **Result**

> " Your most unhappy customers are your greatest source of learning "
>
> ~ Bill Gates, Microsoft

Motives

1. **Is the information relevant to the situation?**
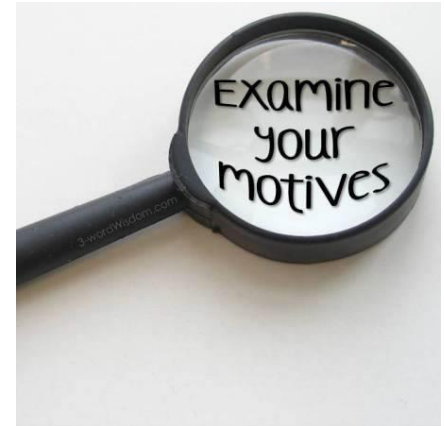   - ➤ Is it within 48 hours?
    - ➤ Is it in the here and now?
    - ➤ Can the person do anything about it?

2. **Is it necessary?**
    - ➤At this ***time***, in this ***place***, ***in front of people*** (company, peers, customers, friends...)?
    - ➤When the person has had a tough day, or is in a depressed or bad mood?'

3. **Is it true, accurate information?**
    - ➤ Is it gossip or hear say, is it a third or fourth party's information?
    - ➤ Do you have the facts?

Motives

4. Is it honest?

- ➤ Are your feelings *attached* or are you seeking to place blame? ("I felt hurt" vs "You hurt me")
- ➤ Are you labelling the behaviour and judging the person?

5. Is it feedback or are you looking for a scapegoat or blowing off steam? (misdirected anger)

6. Is it feedback or is it your fear?

7. Are you pointing out errors or omissions for their sake (so they can learn from them and for their personal growth) or so you can look better, smarter, etc.?
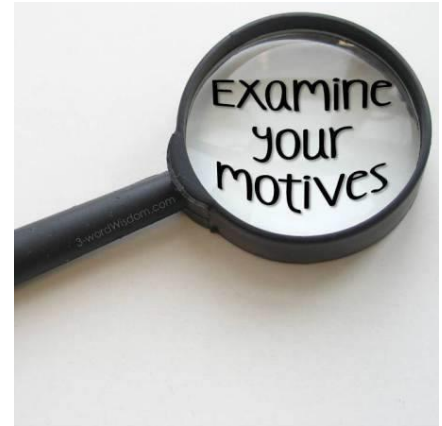
Check your Motives

Once your motive is clear and you have decided to deliver feedback, there are two (2) methods of feedback to be looked at:

Job Task Assignment based

Feelings

P.E.P. method Positive, Evaluative / Expectation, Positive	**GROW Model** Goal, Reality,Options, Way forward	**SBI Model** Situation, Behaviour and impact
CEDAR Model Context, Examples, Diagnosis, Action, Review	**COIN Model** Connect, Observe, Next steps, Impact	**4C Model** Context, Content, Consequences,Change

Feedback Formula

P.E.P. Method

Give positive feedback

Provide constructive criticism

Give positive feedback

1. Giving corrective feedback

P	E	P
Acknowledge person or situation / appreciation	Ask for correction or change	Give thank you

P: Josh, I appreciate the time you have taken on the bug.

E: I notice that the resolution time is high, so can you close it in by noon?

P: Thank you!

P.E.P. Method

Give positive feedback

Provide constructive criticism

Give positive feedback

2. Receiving feedback

Do not give excuses. Why or how it happened is not important. Sorry does not work. It is important you let the speaker know his/her correction has been

P	E	P
Acknowledge situation will do	State what you will do	Appreciation / Thank you

P: Ben, I understand that the task is taking time *and it interferes with our deadline*.

E: I will finish it by noon today.

P: Thank you.

P.E.P. Method

3. To reply to zingers

Respond to correction versus reacting to it even when the delivery is inappropriate.
* Slow your breathing down
* Put your shoulders behind your ears

P	E	P
Acknowledge situation	State what you will do	Appreciation / Thank you

P: Ben, I understand that the task is taking time *and it interferes with our deadline*

E: I will have it in to you by noon today.

P: Thank you.

Feedback Formula

The second method of feedback is used to give information about a behaviour.

There are three (3) parts to the formula…

1. I feel **feeling word…**
2. …when you **describe specific behaviour**
3. …and the result is **consequence**,

        or because

        reason or **inquiry**

- I **feel** disappointed
- When you talk with other co-workers in a language that is not English
- And as a result, I ask you to speak only English around me

FEEDBACK FORMULA

$$-\frac{g}{2}(\bar{\nu}_e\,\bar{c})\tau^+ \bigcirc (\mathcal{H})^\mu \begin{pmatrix} \nu_e \\ c \end{pmatrix} = -\frac{g}{2}\bar{\nu}_e\,'\mu\bigcirc)^\mu c$$

$$\nu_i\,(p)c^{\frac{\nu p c}{i}}\Big)\quad F(z)=3\bigcirc\sum E_p^{-\frac{3}{4}}\Big(o_i\,(p)u_i\Big($$

$$\Big)\bar{\imath}_i\,,^\mu\Big(\bigcirc+g'\frac{1}{2}Y_\mu\,B_\mu-g\frac{1}{2}\tau\,W_\mu\Big)\nu\bigcirc$$

SBI MODEL

Situation

Describe the situation. Be specific about when and where it occurred.

Behavior

Describe the observable behavior. Don't assume you know what the order person was asking.

Impact

Describe what you thought or felt in reaction to the behavior.

Situation: During the virtual team meeting, you interrupted your colleague several times. **Behavior**: You spoke over them and didn't allow them to finish their thoughts.
Impact: It disrupted the flow of the meeting and made your colleague feel disrespected. In virtual meetings, it's important to practice active listening and avoid interrupting others.

GROW MODEL

GOALS	REALITY	OPTIONS	WILL
What do you want to achieve?	What is the current situation?	What are the options for change?	What are the next steps?
What are your objectives?	Invite self-assessment?	What support will aid this change?	Start putting these steps into action?

Sir John Whitmore in his best-selling book, *Coaching for Performance* (Whitmore 2002).

COIN MODEL

CONTEXT	In what Situation did the Events take Place. Situation on which the Feedback is given.
OBSERVATION	Objective Facts that took Place. Not Perceptions: Facts everybody agrees on.
IMPACT	The Consequences of This Event: How it affected other People, Team Performance, etc.
NEXT STEPS	What can be done to Improve things in the Future.

CEDAR MODEL

Context
Describe the context where the behavior usually takes place.

Examples
Explain past situations that describe the behavior that is being analyzed.

Diagnosis
Analyze, using those examples, what could have been done differently

Actions
Establish some guidelines and actions to follow that could help improve the behavior.

Review
Set up frequent meetings to review and track progress.

developed by **Anna Wildman** in 2003.

Key Skills

Key skills in giving and receiving feedback

SUMMARISING · BEING CONCISE · BEING COMFORTABLE WITH SILENCE

SBI MODEL

Highly actionable and straightforward. Good for performance improvement.

Situation — Explain the situation.
Example: During yesterday's team meeting.

Behaviour — Describe the behaviour.
Example: I noticed you interrupted a few times

Impact — Share the impact.
Example: It made your teammates feel unheard.

COIN MODEL

Emphasizes relationship-building alongside feedback.

Ex: Great work on the project last week.

Ex: I noticed you took the lead without being asked.

1. Connect Establish rapport
2. Observe Share observations
4. Next Steps Agree on actions
3. Impact Discuss the impact

Ex: Keep taking Initiative. It's making a difference.

Ex: It kept the team organized and we hit the deadline.

GROW MODEL

Consultative approach that gives feedback with coaching.

G — Goal Define the objective
Ex: Our goal is to increase team output by 10% this quarter.

R — Reality Assess the situation
Ex: We're currently at a 10% increase and need to improve. What can we do?

O — Options Explore various options
Ex: We could have each person do a time audit or hold more training sessions.

W — Way Forward Decide on next steps
Ex: Let's start with a time audit and see where we're at in two weeks.

CEDAR MODEL

Comprehensive deep-dive useful for complex issues.

Context — Where and when the behaviour occurred.
Ex: While working on the marketing campaign.

Examples — Specific instances of what happened.
Ex: I saw you missed two important deadlines.

Diagnosis — Your interpretation of the situation.
Ex: It resulted in our launch being delayed.

Action — What needs to change.
Ex: I want you to prioritise your tasks better.

Review — How you will follow up.
Ex: We'll assess your progress in two weeks.

Conclusion

Giving feedback - Be specific, Be consistent

Conclusion

Respond to Feedback rather than React to Feedback.

" Can you share a specific example of when you successfully delivered constructive feedback that led to positive change or growth? What made that feedback effective?"

" What are the common challenges you face when giving feedback, and how do you typically overcome them?"

Thank You!