# Effective Feedback Reading List

*Giving and receiving feedback at Microsoft is essential for personal and professional development and fueling a growth mindset culture. Learning to use the feedback we receive is an exercise in understanding how to work with our brain (instead of against it) to more successfully utilize meaningful information to fuel our development. This reading list provides resources that will assist employees in giving, asking for, and receiving specific and honest feedback to promote meaningful growth.*

Summary from [HR Performance & Development Deck](https://microsoft.sharepoint.com/:p:/r/sites/library/_layouts/15/Doc.aspx?sourcedoc=%7Bc2f6a3d9-d630-445b-9c66-b04bc37af2d4%7D&action=default&uid=%7BC2F6A3D9-D630-445B-9C66-B04BC37AF2D4%7D&ListItemId=261&ListId=%7BCC5BFDCC-0DAE-49F8-B5D8-D87B9C5DF0E2%7D&odsp=1&env=prodbubble&cid=1121d673-66cd-4bea-b560-4ac85382d334):

* Feedback is more effective when asked for rather than unsolicited
* Feedback is perceived differently in different countries
* Women are less likely to receive specific, business-outcome related feedback than men
* Employees need to have psychological safety at the workplace in order to provide feedback to manager

Possible ideas for the name of the list:

1. Feedback
2. Feedback for Fueling a Growth Mindset
3. Effective Feedback
4. Giving and Receiving Effective Feedback

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| Source | Title | Author | Year | Link | Highlight |
| HRWeb | A Case for Good Feedback at Microsoft | HRWeb | 2018 | [HRweb - Perspectives Overview (sharepoint.com)](https://microsoft.sharepoint.com/sites/hrw/Pages/perspectivesoverview.aspx) | One of the proven ways to activate a growth mindset is to learn from others through feedback. Asking for *perspectives* can help us receive the feedback we desire while avoiding the negative triggers and fears we have with receiving it. |
| HRWeb | Feedback | HRWeb | 2018 | [HRweb - Feedback (sharepoint.com)](https://microsoft.sharepoint.com/sites/hrw/Pages/Feedbackhome.aspx) | “Our approach to feedback, called Perspectives, aims to transform the way that we give and receive feedback at Microsoft.” |
| HBR/O’Reilly | HBR Guide to Delivering Effective Feedback | Harvard Business Review | April 2016 | [HBR Guide to Delivering Effective Feedback (HBR Guide Series) (oreilly.com)](https://learning.oreilly.com/library/view/hbr-guide-to/9781633691650/?sso_link=yes&sso_link_from=Microsoft-Prod) | This guide is mostly geared towards managers and how to give effective and sometimes negative feedback to employees in a way that will stick, lead to real change and help people grow. |
| HBR | 13 Ways We Justify, Rationalize, or Ignore Negative Feedback | Peter Bregman | February 14, 2019 | [13 Ways We Justify, Rationalize, or Ignore Negative Feedback (myhbp.org)](https://microsoft.myhbp.org/leadingedge/asset/view/H04SU2-PDF-ENG) | This article describes how most people rationalize away from negative feedback through common reactions. Most people usually don’t agree with the validity of negative feedback, and this is especially true for leaders. It is important to learn how to accept negative feedback when our impact veers from our intention and when you can stop defending against it externally, you stop defending against it internally too, leading to personal growth. |
| HBR | Find the Coaching in Criticism | Sheila Heen and Douglas Stone | From magazine Jan-Feb 2014 | [Find the Coaching in Criticism (hbr.org)](https://hbr.org/2014/01/find-the-coaching-in-criticism) | Everyone from executives to entry-level employees struggle with keeping emotions out of receiving feedback. This article provides six steps to valuing feedback that may push one’s buttons of truth triggers, relationship triggers, and identity triggers. |
| HBR | The Key to Giving and Receiving Negative Feedback | Joseph Grenny | August 6, 2015 | [The Key to Giving and Receiving Negative Feedback (myhbp.org)](https://microsoft.myhbp.org/leadingedge/asset/view/H0285O-PDF-ENG) | We expect feedback to go badly and that giving and receiving feedback will lead to hurt, which makes us reluctant to engage in the practice. By creating an environment of psychological safety people will be more likely to want to hear and offer feedback. |
| HBR | Stop Softening Tough Feedback | Dane Jensen and Peggy Baumgartner | February 17, 2021 | [Stop Softening Tough Feedback (myhbp.org)](https://microsoft.myhbp.org/leadingedge/asset/view/H066ZX-PDF-ENG) | This article focuses on exactly how the most effective managers give feedback differently: they focus squarely on what needs to change, on the behavior itself, and the impact of that behavior. |
| MSLibrary Books | Thanks for the Feedback: The Science and Art of Receiving Feedback Well | Sheila Heen and Douglas Stone | March 4, 2014 | [MSLibrary - SearchResults (sharepoint.com)](https://microsoft.sharepoint.com/sites/library/SitePages/SearchResults.aspx?k=Title%3A%22Thanks%20for%20the%20Feedback%20:%20The%20Science%20and%20Art%20of%20Receiving%20Feedback%20Well%22) | This book addresses the tension between two conflicting human desires: we do want to learn and grow but we also want to be accepted just as we are right now. This books dives into how to receive feedback, evaluations, off-hand comments, and even unsolicited advice with curiosity and grace. |
| O’REILLY | The Power of Feedback | Joseph R. Folkman and John H. Jack Zenger | May 2006 | [The Power of Feedback: 35 Principles for Turning Feedback from Others into Personal and Professional Change (oreilly.com)](https://learning.oreilly.com/library/view/the-power-of/9781118040850/) | “The purpose of this book is to help you accept, prioritize, plan for, and change as a result of the feedback you receive.” Feedback is powerful and the more you are able to position yourself to accept it, the more competent and capable you will be. |
| O’REILLY | Feedback That Works: How to Build and Deliver Your Message, 2nd Edition | Center for Creative Leadership | June 2019 | [Feedback That Works: How to Build and Deliver Your Message, Second Edition (oreilly.com)](https://learning.oreilly.com/library/view/feedback-that-works/9781604919233/) | This book outlines what effective feedback looks like, the ten common mistakes in giving feedback, common feedback traps and explains the “SBI Feedback Model” (Situation-Behavior-Impact) which allows one to deliver feedback that replaces personal attached, incorrect judgments, vague statements, and third-party slights with direct and objective comments regarding a person’s actions. |
| O’REILLY (Event) | 90 Minutes to Giving Effective Feedback | Instructor: Kate Wardin | September 24, 2021 | Link to sign up for event: [90 Minutes to Giving Effective Feedback - O’Reilly Live Events (oreilly.com)](https://learning.oreilly.com/attend/90-minutes-to-giving-effective-feedback/0636920446187/0636920061798/) | “Giving feedback, discussing career goals, and facilitating (nonawkward) one-on-ones are quite often intimidating tasks for a new technical leader. But with practice and a few time-tested techniques, you can tackle them with ease. Through this event, you will learn about the way you naturally communicate and discover how to use this information to give better feedback.” |
| O’REILLY | Feedback in Performance Reviews | E. Wayne Hart | November 2011 | [Feedback in Performance Reviews (oreilly.com)](https://learning.oreilly.com/library/view/feedback-in-performance/9781604911152/) | This book takes a deep dive into the performance review process and the role of feedback in a review. It takes a close look at authoritative feedback, impact feedback, and how to compare and when to use each type. |
| O’REILLY | The Manager’s Guide to Employee Feedback | Glenn Devey | January 2014 | [The Manager's Guide to Employee Feedback (oreilly.com)](https://learning.oreilly.com/library/view/the-managers-guide/9781783000005/) | This book shows you how to master the essential skill of feedback in order to raise your team’s performance. It will show you how to deliver effective feedback that solidifies your position as a confident new manager, and how to use evidence based feedback to address underperformance issues and dealing with misconduct. |
| LinkedIn | Employees Share What Gives Them a Sense of Belonging at Work | Maxwell Huppert | October 25, 2017 | [Employees Share What Gives Them a Sense of Belonging at Work (linkedin.com)](https://www.linkedin.com/business/talent/blog/talent-engagement/employees-share-what-gives-them-sense-of-belonging-at-work) | A LI Talent Blog post about the importance of psychological safety in the workplace, which is an important piece of creating an environment that fosters effective feedback. |
| getAbstract | Mindset: The New Psychology of Success | Carol S. Dweck | 2006 | [Mindset AudioBook | Carol Dweck - Instant Download (getabstract.com)](https://www.getabstract.com/en/summary/mindset/6555?u=microsoft) | Effective feedback can fuel a growth mindset. In this abstract of Dweck’s Mindset, she explains the ways that mindsets have an impact on people. “Research shows that companies with leaders who have a growth mindset tend to seek employees who can address deficiencies and find solutions.” |
| getAbstract | Sketch Note: Offer Successful Feedback | n/a | 2021 | [Offer Successful Feedback (getabstract.com)](https://www.getabstract.com/en/sketchnotes/offer-successful-feedback/91?u=microsoft) | The brief summary is a quick read about five steps anyone can take to improve feedback delivery: Create an atmosphere of acceptance, conduct frequent check-ins, ask questions, stay objective, and inspire productive conversation. |
| getAbstract | Coaching and Feedback for Performance | Duke Corporate Education | 2005 | [Coaching and Feedback for Performance Free Summary by Duke Corporate Education (getabstract.com)](https://www.getabstract.com/en/summary/coaching-and-feedback-for-performance/5395?u=microsoft) | This abstract summarizes the manager-employee relationship and how coaching and feedback can improve the productivity of employees. To be a coach, you need to build honest, collaborative relationships, be accessible, share expertise, and focus on each employee. The GAPS (Goal setting, Assessment, Planning, Support) model of coaching is also explained. |
| getAbstract | The Feedback Imperative: How to Give Everyday Feedback to Speed Up Your Team’s Success | Anna Carroll | 2014 | [The Feedback Imperative Free Summary by Anna Carroll (getabstract.com)](https://www.getabstract.com/en/summary/the-feedback-imperative/38075?u=microsoft) | This abstract explains how to make feedback an integral part of your corporate culture and how to start a feedback revolution. Your personal belief system affects how you give feedback and the fight-or-flight brain response that is triggered by feedback is contagious. |
| getAbstract | Give Employees the Right Kind of Feedback | Chris Musser | 2019 | [Give Employees the Right Kind of Feedback Free Summary by Chris Musser (getabstract.com)](https://www.getabstract.com/en/summary/give-employees-the-right-kind-of-feedback/40650?u=microsoft) | In this abstract, Musser recommends tailoring your feedback to the workplace situation you are in and he provides a simple matrix that will help you determine the appropriate methodology based on the kind of feedback you’re giving. |
| getAbstract | I asked for continuous feedback for 30 days. Here’s what happened. | Ashley Faus | 2019 | [I asked for continuous feedback for 30 days. Here’s what happened. Free Summary by Ashley Faus (getabstract.com)](https://www.getabstract.com/en/summary/i-asked-for-continuous-feedback-for-30-days-heres-what-happened/40648?u=microsoft) | This abstract highlights the importance of continuous feedback rather than annual performance reviews as growth happens incrementally over time. Faus offers best practices on how to ask for feedback in both formal and informal situations and how to turn casual comments into actionable advice. |
| getAbstract | The Fearless Organization | Amy C. Edmondson | 2018 | [The Fearless Organization Free Summary by Amy C. Edmondson (getabstract.com)](https://www.getabstract.com/en/summary/the-fearless-organization/35444?u=microsoft) | A leadership teacher at the Harvard Business School, Edmondson offers her take on the importance of psychological safety and why when employees feel safe in the workplace, firms benefit from better ideas, honest, feedback, greater risk taking, more learning and fewer disastrous decisions. |
| getAbstract | The Truth Doesn’t Have to Hurt | Deb Bright | 2014 | [The Truth Doesn’t Have to Hurt Free Summary by Deb Bright (getabstract.com)](https://www.getabstract.com/en/summary/the-truth-doesnt-have-to-hurt/24586?u=microsoft) | Bright offers her take on “how to create a workplace environment that’s conducive to feedback, how to give and take criticism, and how to avoid common mistakes as a “giver” and “receiver” of critiques.” |
| ProResearch Past Answer | Psychological Safety at work can create atmosphere for honest feedback | ProResearch | August 15, 2019 | [Psychological Safety Resources Past Answer.docx (sharepoint.com)](https://microsoft.sharepoint.com/:w:/r/sites/library/_layouts/15/Doc.aspx?sourcedoc=%7BCCCC5C90-AD8C-43C8-B180-42C0AA71933C%7D&file=Psychological%20Safety%20Resources%20Past%20Answer.docx&action=default&mobileredirect=true&cid=6e74def0-ea44-4ea9-8968-0e7f6ace99a6) | A list of resources to dive further into the topic of psychological safety. |