# Management Essentials

# Exercise #6

# Giving and Receiving Feedback

Meet with your manager or coach and practice both giving feedback and receiving feedback. Pick a subject that is not real so you are not focused on the actual subject, but rather on the skill. You should focus on the skill of giving and receiving feedback. In other words, you might agree with your coach that he or she has been taking lunch breaks that are twice the length they should be. Role play the situation in which you give the coach feedback as if he or she was an employee. Then reverse roles and be on the receiving end.

Here is the model for Giving Feedback:

* **Ask permission** (“I would like to share an observation, if you don’t mind.”)
* **When…** (Describe the circumstance, time, etc.)
* **What happens** (describe the specific behavior)
* **It makes me feel…** (why it is a problem for me and possibly for others)
* **A suggestion.** It is always best not to act as if you know the right course of action, but it is helpful to have a suggested course of action.
* **Check it out.** “Does this make sense to you”, or “how do you feel about that.”

The following are checklists for both giving and receiving feedback. Check of that you did or didn’t practice each of these guidelines.

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| Guidelines for Giving Feedback | |
| **Guideline** | **Did you include this in your feedback?** |
| 1. Be sure that your intention is to be helpful to the other person or team. |  |
| 1. Think it through. Be clear about what you want to say. |  |
| 1. Emphasize the positive alternative to the undesired behavior. You care about your client and you want to help them improve. Tell them why you care. |  |
| 1. Be specific -- Avoid general comments or exaggerations. Don’t say “You always…” This will cause the other person to be defensive. Be specific about what and when the person or group does something. |  |
| 1. Focus on pinpointed behavior rather than the person. |  |
| 1. Own the feedback -- Use ‘I’ statements to indicate that this is how “I feel and others may not experience the same thing.” |  |
| 1. Your manner and the feelings you express are important. Be direct, but be kind and helpful. Be sincere. |  |

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| Guidelines for Receiving Feedback | |
| **Guideline** | **Did you include this when you received feedback?** |
| 1. Understand that the person giving you feedback is attempting to be helpful. Try to receive the feedback as a gift given to you by this person who wishes to help you succeed. |  |
| 1. Listen for actionable feedback. Ask yourself “What can I do differently in the future based on this feedback?” Do not focus on the person giving you the feedback or how you feel about that individual. |  |
| 1. Ask for clarification. Ask when or under what circumstances you do something. Ask for examples that can clarify the situation or behavior. Ask the other person what you might do as an alternative in that situation. Seek to understand. |  |
| 1. Engage in problem-solving. Think together about the problem. |  |
| 1. Summarize what you have heard. Reflect back to the person giving you feedback your understanding of what you have heard. |  |
| 1. Take responsibility for your behavior and demonstrate a willingness to modify your own behavior. |  |
| 1. Remember that this feedback is not an evaluation of how good a person you are, but how your behavior is perceived by others at certain times. |  |