

# Giving Great Feedback



# Session Objectives

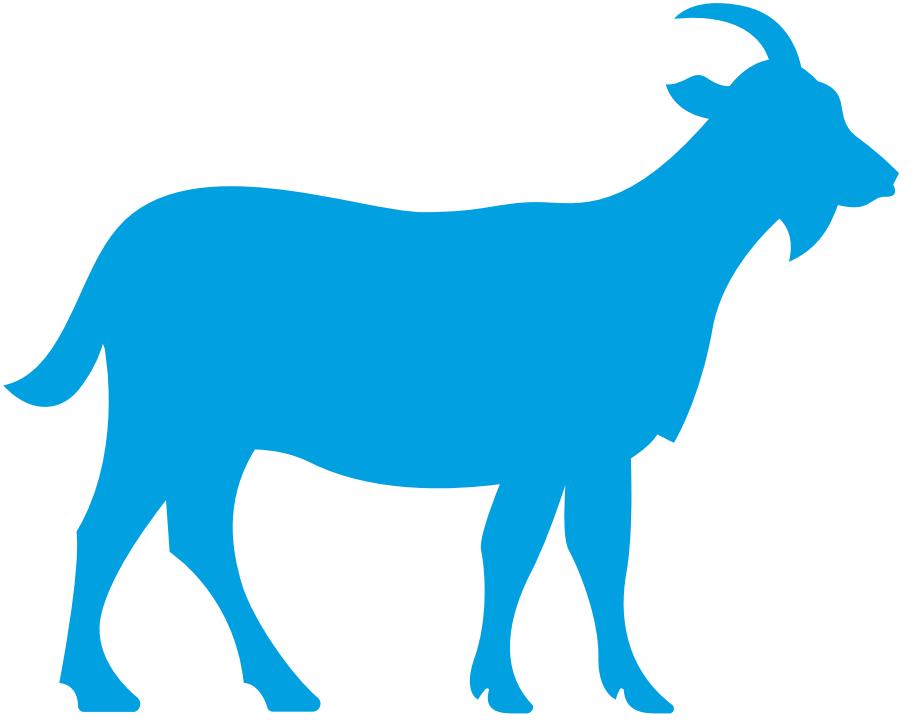
- Improve the feedback you give peers, managers, and direct reports
- Learn to give feedback that helps people grow
- Expand your feedback from just a few words

“All that is valuable in human society depends upon the opportunity for development accorded the individual.”

– Albert Einstein

# Agenda

- Context and activity
- Key Stakeholders
- Upwards
- Core Values
- Direct Reports



# Activity: Recognition Recollection

Share with a partner the best recognition or feedback you've ever received:

- Describe the circumstances surrounding this recognition
- What made it meaningful and why?
- Discuss what makes some recognition less meaningful
- Be prepared to share with the group

# What Makes Great Praise

- Praise and recognition communicate what's important and help people feel that their value is realized
- To recognize people, you can have direct conversations, team celebrations, give High Fives, callouts on Slack, and even make an All Hands GOAT nomination

The best colleagues ensure recognition and praise is:

Individualized — Ask someone how they like to be recognized

Deserved — Tie recognition or praise to performance, progress, achievement, or goals

Specific — Clarify results or actions to ensure that recognition or praise is meaningful

Timely — Deliver recognition or praise as close to the achievement as possible

# Meet Our Colleagues!



Mays - Ops Manager



Diesel - Ops Associate



Kimi - Key Stakeholder

# Key Stakeholder: Kimi

*"We're all in this together"*  
High School Musical

# Good Feedback From Kimi

- What is Diesel doing well that contributes to the progress of their work goals

Diesel is detail oriented and always makes sure to triple check his work before completing a project.

- In what ways, if any, can Diesel be more effective in their role?

If Diesel asked for help more frequently, he would be able to finish some of his projects more quickly.

# Tips To Make This Feedback Great

- Don't be afraid to use effusive and superlative language. This is not the place for dry or technical writing
- Talk to the individual rather than in third person. This makes the review feel personal and less clinical
- Use specific examples of work they have accomplished, projects worked on together, or observations you have made

# Great Feedback

- What is Diesel doing well that contributes to the progress of their work goals

You are one of the most detail oriented people I've had the pleasure of working with. You always triple check your work before sending it to me to look over, and I don't generally have any corrections because of this. It means that I can rely on you to check my work, knowing you will catch anything before it is released.

- In what ways, if any, can Diesel be more effective in their role?

We are always up against tight deadlines and prioritization can be difficult. I am often available to help when you feel the pressure building, and need more time to complete a project. I know Chewy and Dublin would love to help as well. Please don't be afraid to ask for support when you need it. Your team is here for you!

# Upwards: Diesel

*“There is always space for improvement, no matter how long you’ve been in the business.”*  
Oscar De La Hoya

# Good Feedback from Diesel

- What are Mays' top strengths?

Mays is a great motivator. She helps me stay engaged even when work is hard.

- Is there anything Mays doesn't do frequently enough as your manager that you think Mays should do more often?

It would be awesome if we had more time together as a team outside the office. I see other teams doing offsites, and it could be fun to do that too.

# Great Feedback

- What are Mays' top strengths?
- Is there anything Mays doesn't do frequently enough as your manager that you think Mays should do more often?

# Core Values: All

*“It's not hard to make decisions  
when you know what your values are.”*  
Roy Disney

# Good Feedback

- For Peers, you can take the easy route by only answering the multiple choice portion and leave no further feedback.
- This gives people a general understanding of whether they align to our GOAT values and if there is more work to be done.
- For Managers you will need to give examples of how they live out our GOAT values. 1 sentence answers will do the job, but won't give your manager insight into how they can improve.

# Great Feedback

- For peers, you can also write a few sentences as to why you chose that response. Use specific examples to flesh out your answers.
- This gives people a deeper understanding of how they align to the values, rather than a static answer. When asked, it is always helpful to give context to a multiple choice question.
- The same can be said for managers. The more specific and descriptive the answer, the more growth can be achieved.

# Direct Reports: Mays

*“If you have knowledge,  
let others light their candles in it.”*  
Margaret Fuller

# Good Feedback from Mays

- Talk about any areas where Diesel can be more effective. What steps can Diesel take and how you can support them?

You are always timely and detail oriented, which makes you a valuable contributor to the team. I would love to see you begin to be more creative in your approach. I support you taking more risks.

- What impact do you want Diesel to have on the company? What next steps do they need to take?

You possess great leadership qualities and I would like to see you develop your leadership skills more, eventually moving into a management position.

# Great Feedback

- Talk about any areas where Diesel can be more effective. What steps can Diesel take and how you can support them?
- What impact do you want Diesel to have on the company? What next steps do they need to take?