

## Module 4: Providing and Receiving Feedback

Feedback Conversation with the Company Owner

Communication as a Technical Leader

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## **Partners Thoughts (Agree/Disagree)**

I spoke with the owner of the organizing company about the recent experience I had leading a team during the hoarding clean up. One of the team members, who was used to being in charge on other projects, wasn't following my direction. I shared some takeaways from the course, especially around establishing clear roles, responsibilities, and standards early. She strongly agreed that early expectation setting prevents most team conflicts. She also supported my leadership style in the moment. However, she disagreed with the idea that all feedback should be delivered privately, she felt that in high pressure, fast paced environments, quick public corrections can be necessary if done respectfully. She also added that feedback should be a two-way process, and that leaders need to be open to receiving it from the team just as much as they give it.

## **New Ideas that Emerged**

Two helpful ideas that came from this discussion. First, she suggested using short pre-shift huddles not just for job logistics, but to set the emotional tone, especially for high stress cleanups like hoarding jobs. That time could be used to remind the team of the bigger purpose behind the work and reinforce team cohesion.

Second, she talked about rotating leadership roles on smaller jobs. Giving each team member a chance to lead can help reduce power struggles and build empathy among team members for the challenges of leadership. I hadn't considered either of these ideas, but I could see them being easy to implement and really helpful in preventing future misunderstandings or resistance.

## **My Feelings**

This conversation left me feeling seen and supported. The owner validated the way I handled the situation and respected the pressure I was under as a new lead. At the same time, I appreciated how she pushed me to consider more than just logistics or authority when leading a team. I especially valued how she delivered feedback, it felt balanced and solution focused, and it helped me process the experience without guilt or second-guessing myself. It reminded me that leadership is about growth and learning, not perfection.

## **Reflection on Engineering Communication**

From an engineering communication perspective, this experience showed me how feedback culture sets the tone for everything else. It's not just about performance reviews; it's about trust and expectations are communicated daily. In any high-stakes environment (whether a job site or an engineering team), establishing roles and standards early reduces

conflict and builds psychological safety. I now see feedback not as a correction tool, but a way to connect, align, and adapt as a team. It's not just what you say, it's when and how you say it, and well you listen in return.