

Feedback++

STRAWBERRY FEELS FOREVER



Am I legit?



Am I legit?

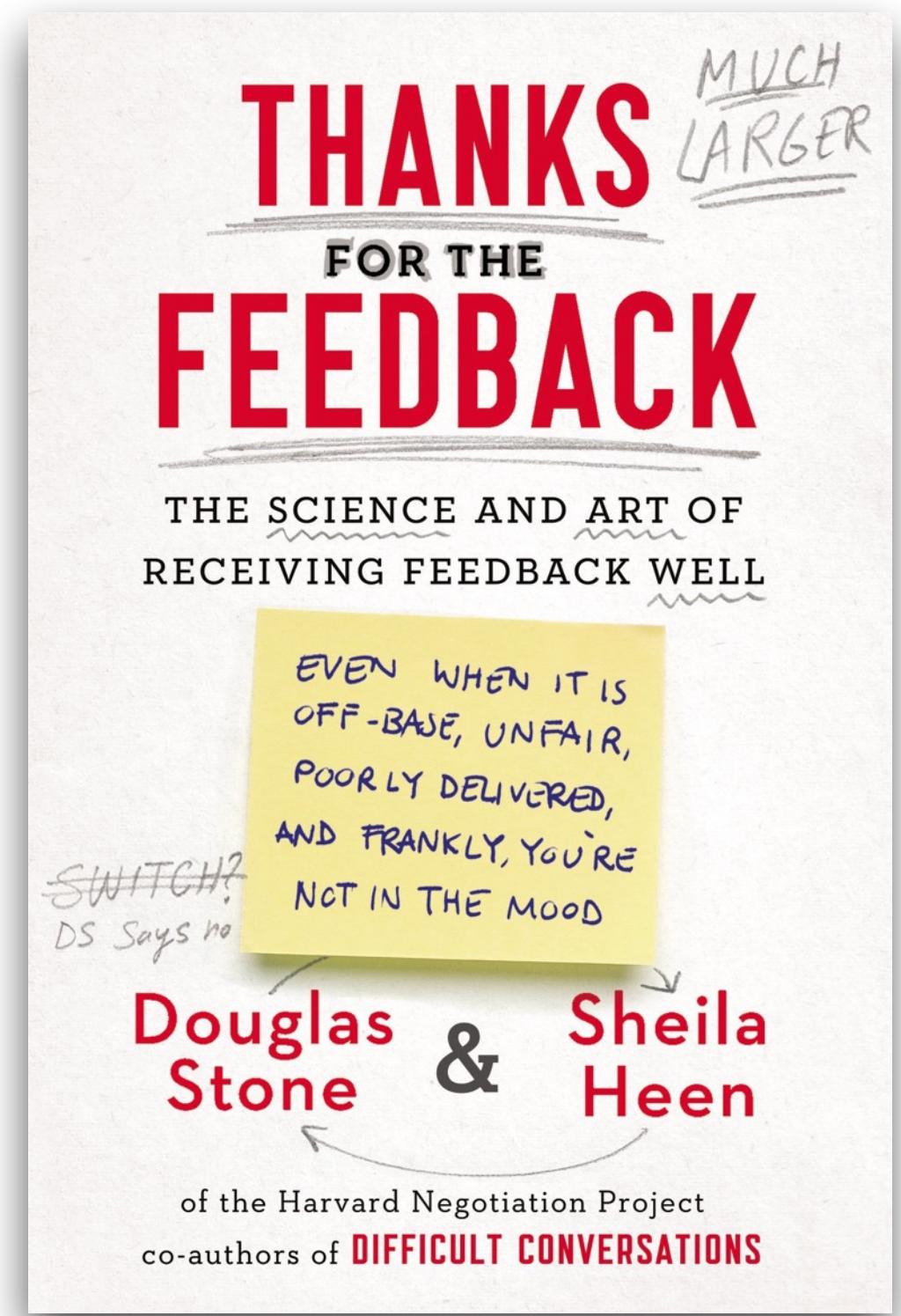


My old approach

Am I legit?



+



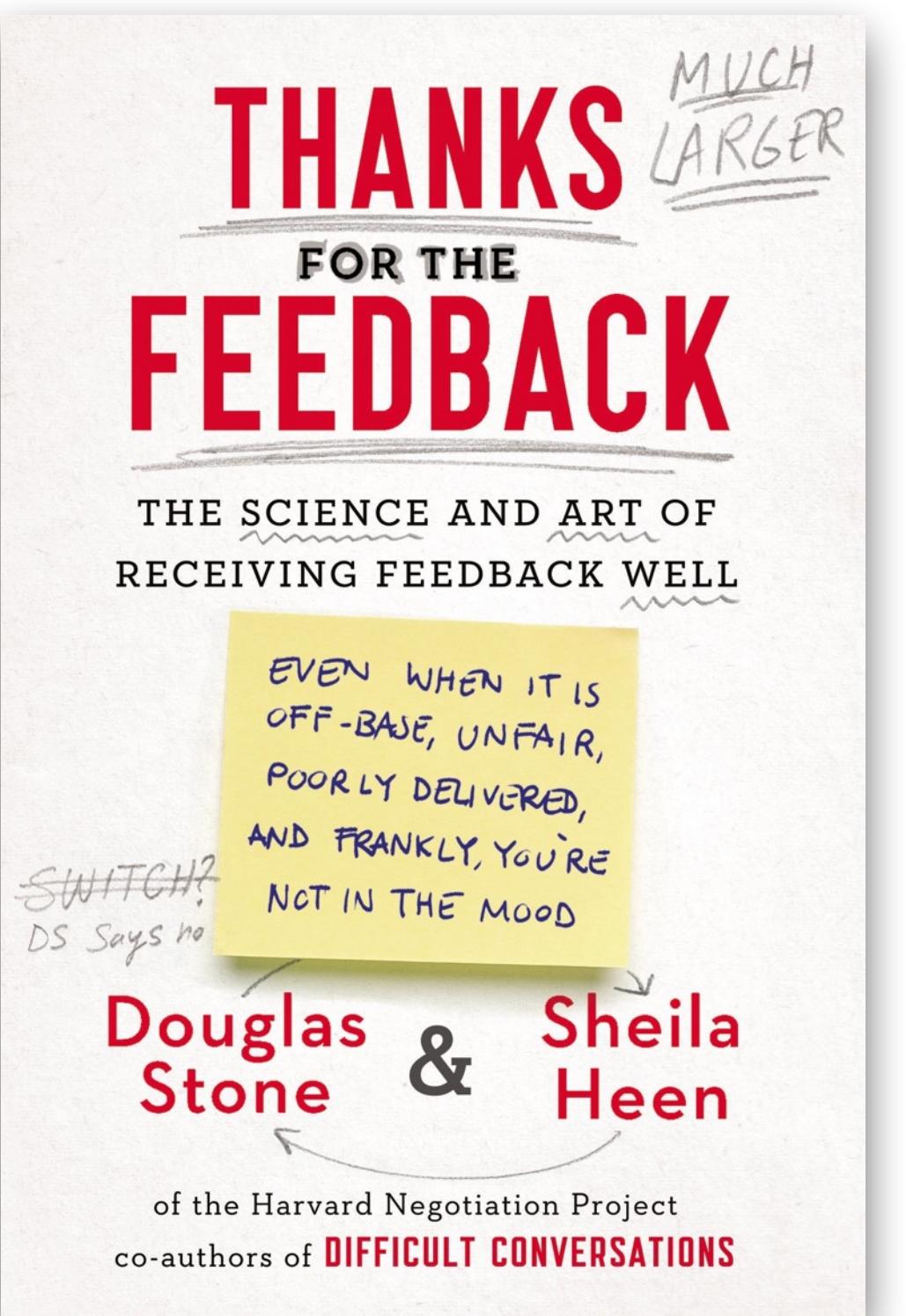
My old approach

Amazing book

Am I legit?



+



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My old approach

Amazing book

My new approach

Topics

- aren't we self-starters? **what roles should feedback play?**

Topics

- aren't we self-starters? **what roles should feedback play?**
- what **limits** the effectiveness of feedback?

Topics

- aren't we self-starters? **what roles should feedback play?**
- what **limits** the effectiveness of feedback?
- getting better at **giving** and **guiding** feedback.

What roles should feedback play?

Validation

Appreciation

- Is my work any good?
- Is hard work noticed?
- Am I appreciated?
- Am I liked?



Guidance Coaching

- How can I improve?
- What are my blind spots?
- What should I aim for?



Context

Evaluation

- Where do I stand (absolutely)?
- Where do I stand (relatively)?
- How am I perceived?

*You must be
this tall*

to Ride

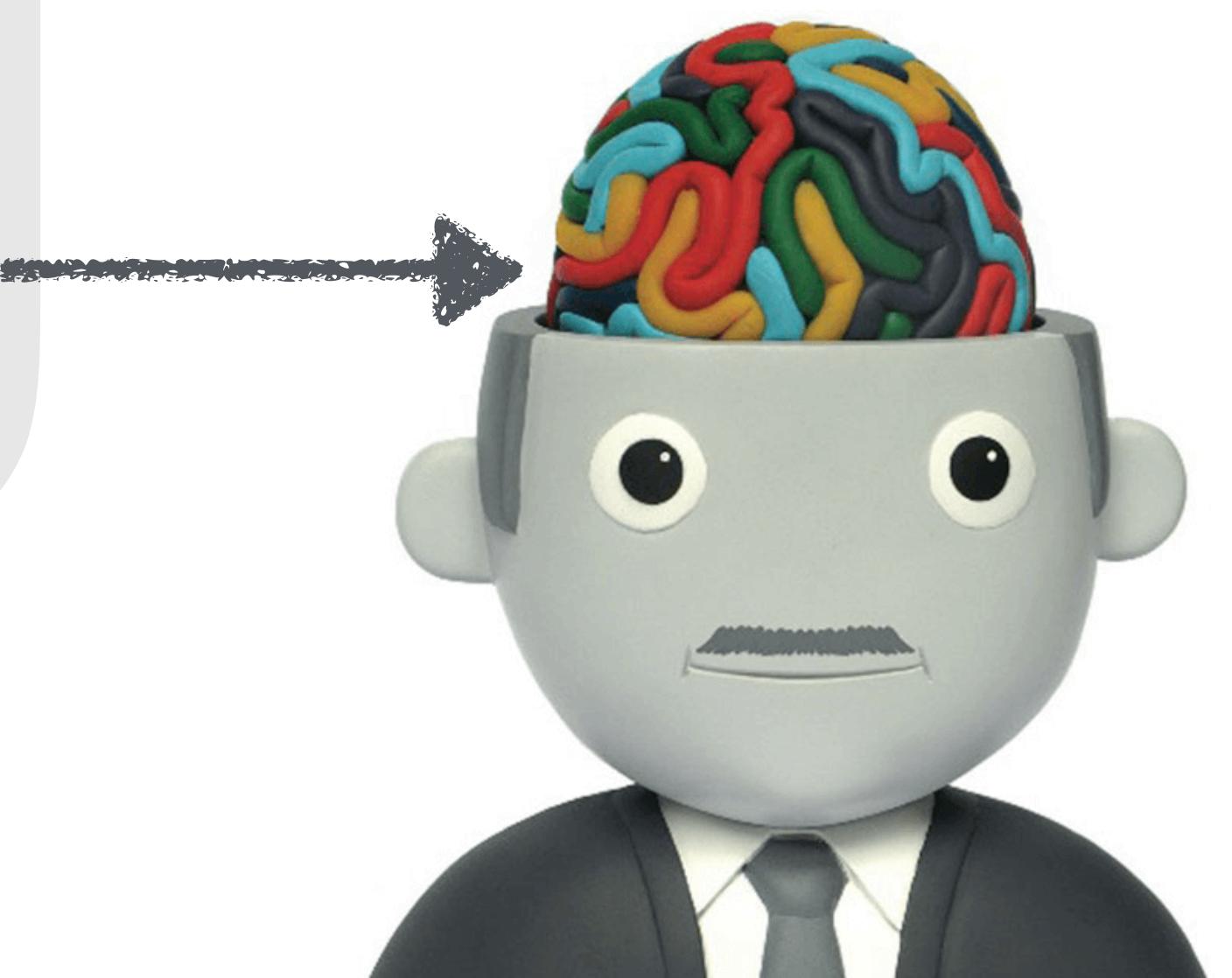


Self-directed growth



Self-directed growth

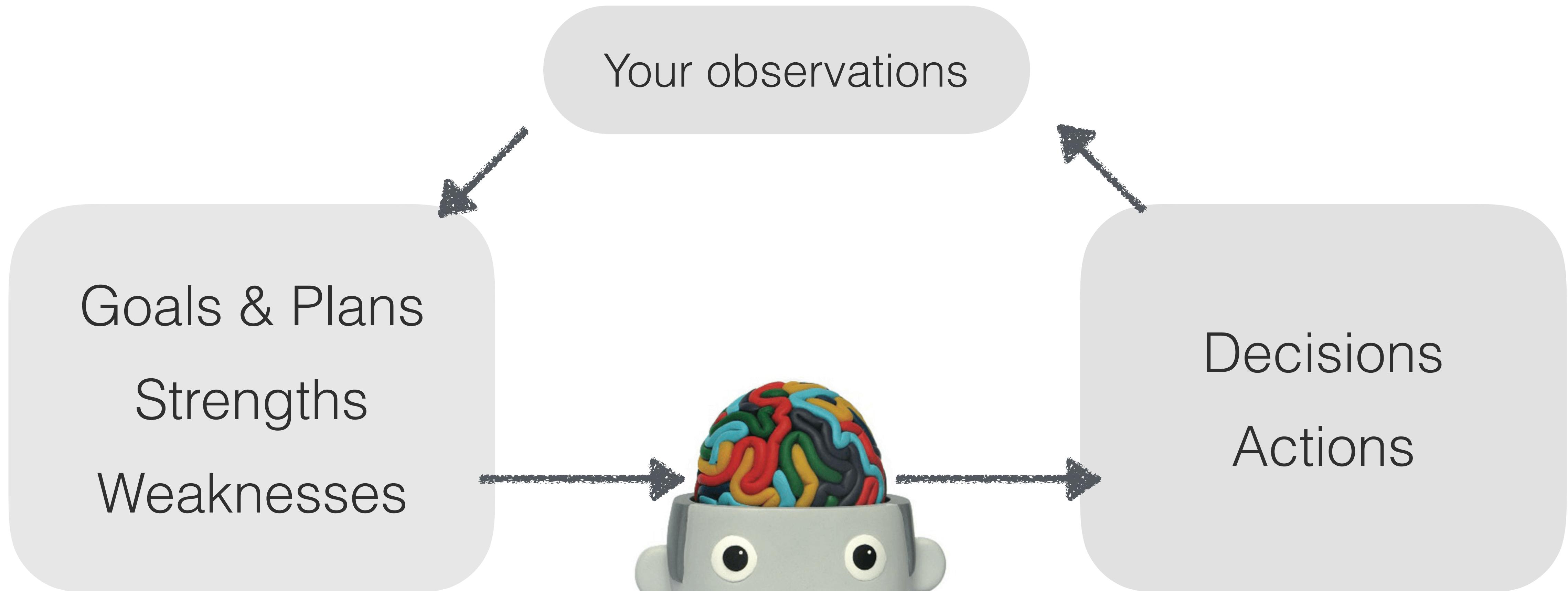
Goals & Plans
Strengths
Weaknesses



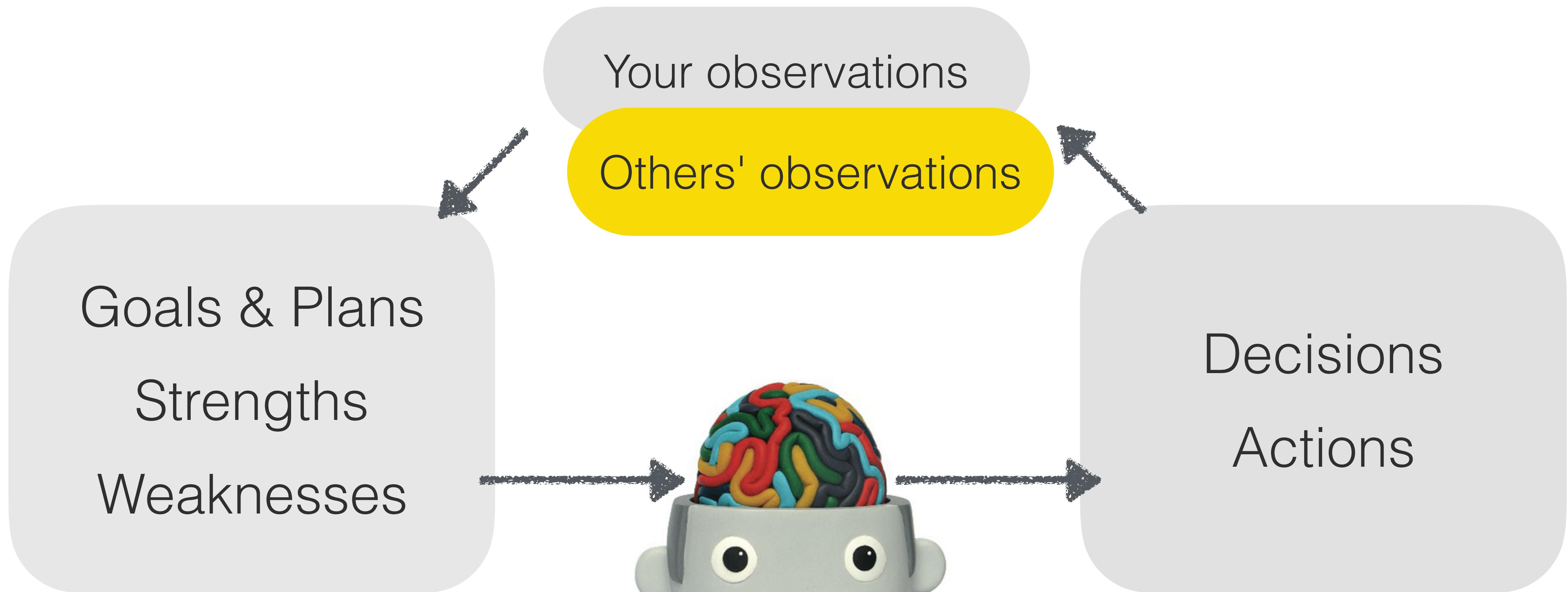
Self-directed growth



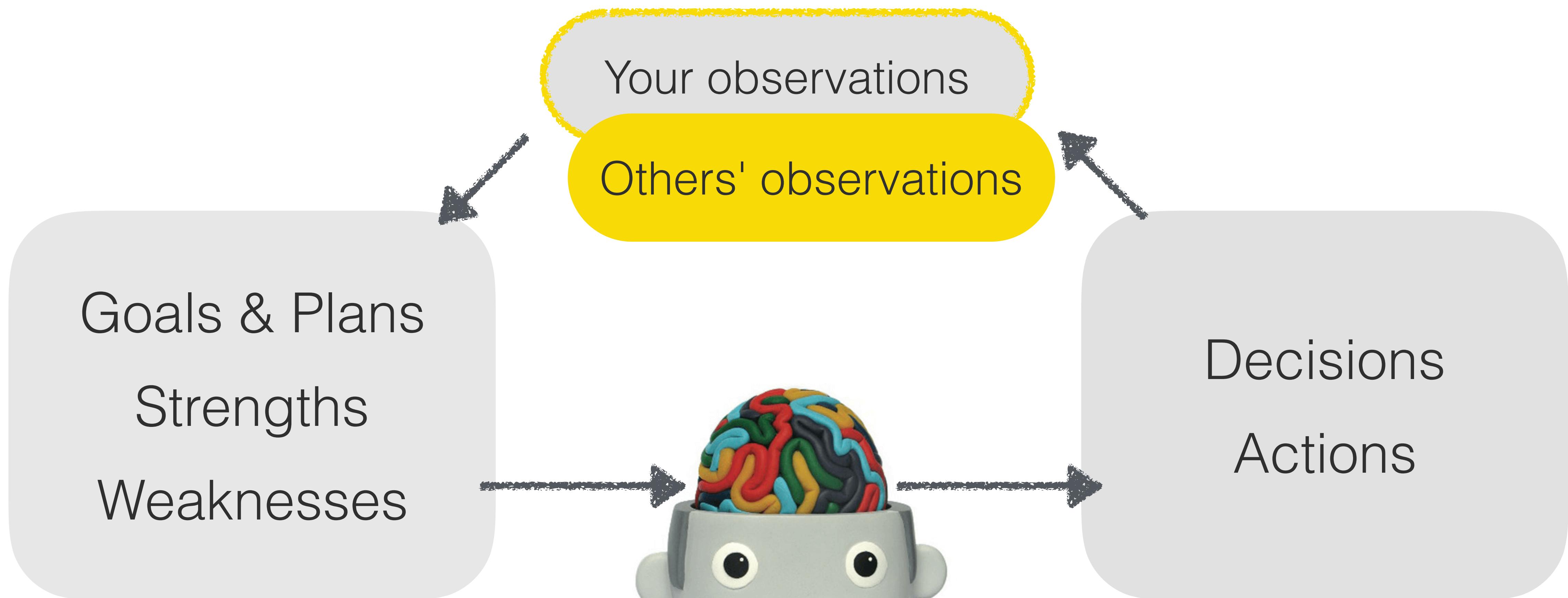
Self-directed growth



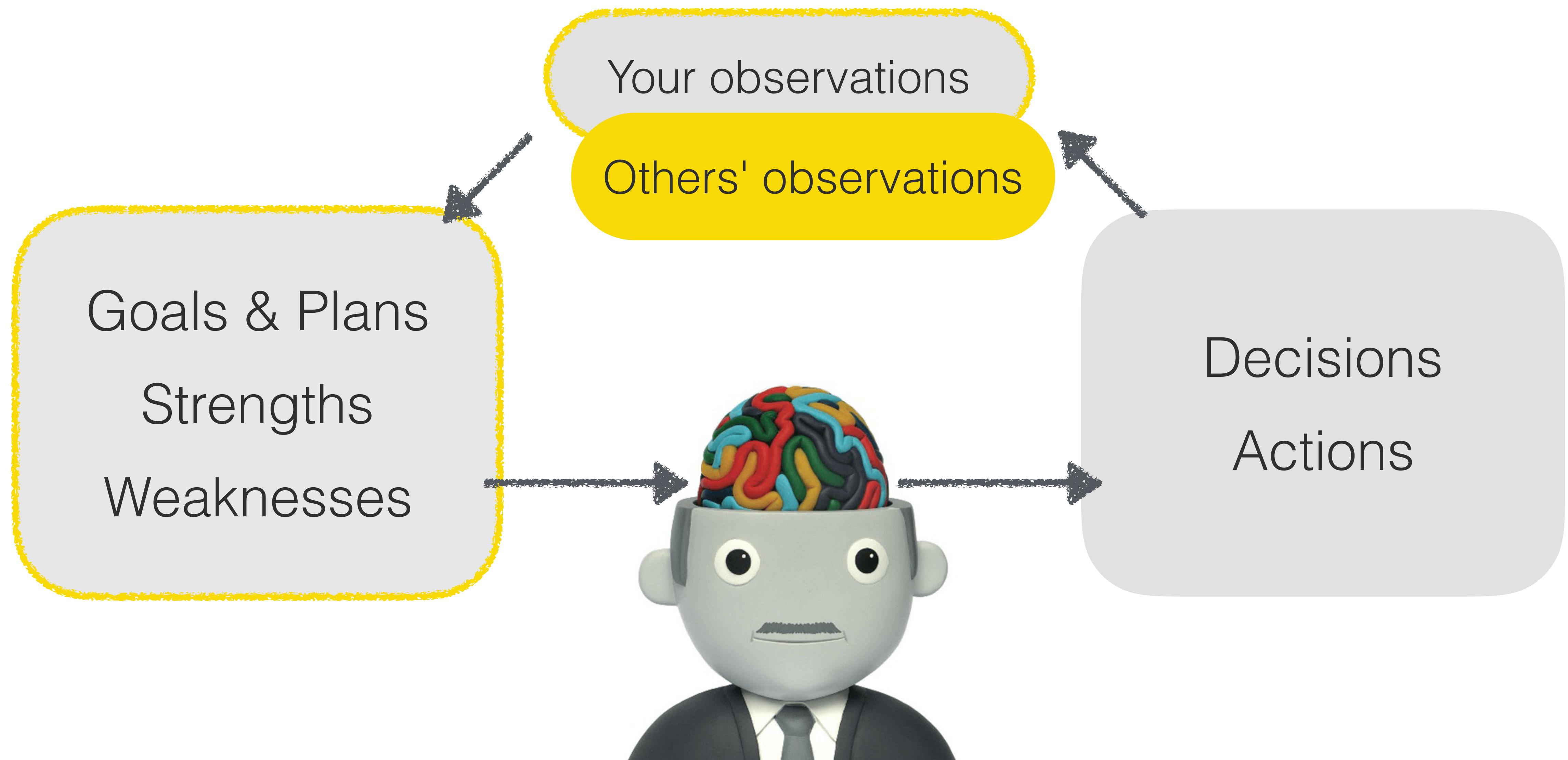
Self-directed growth



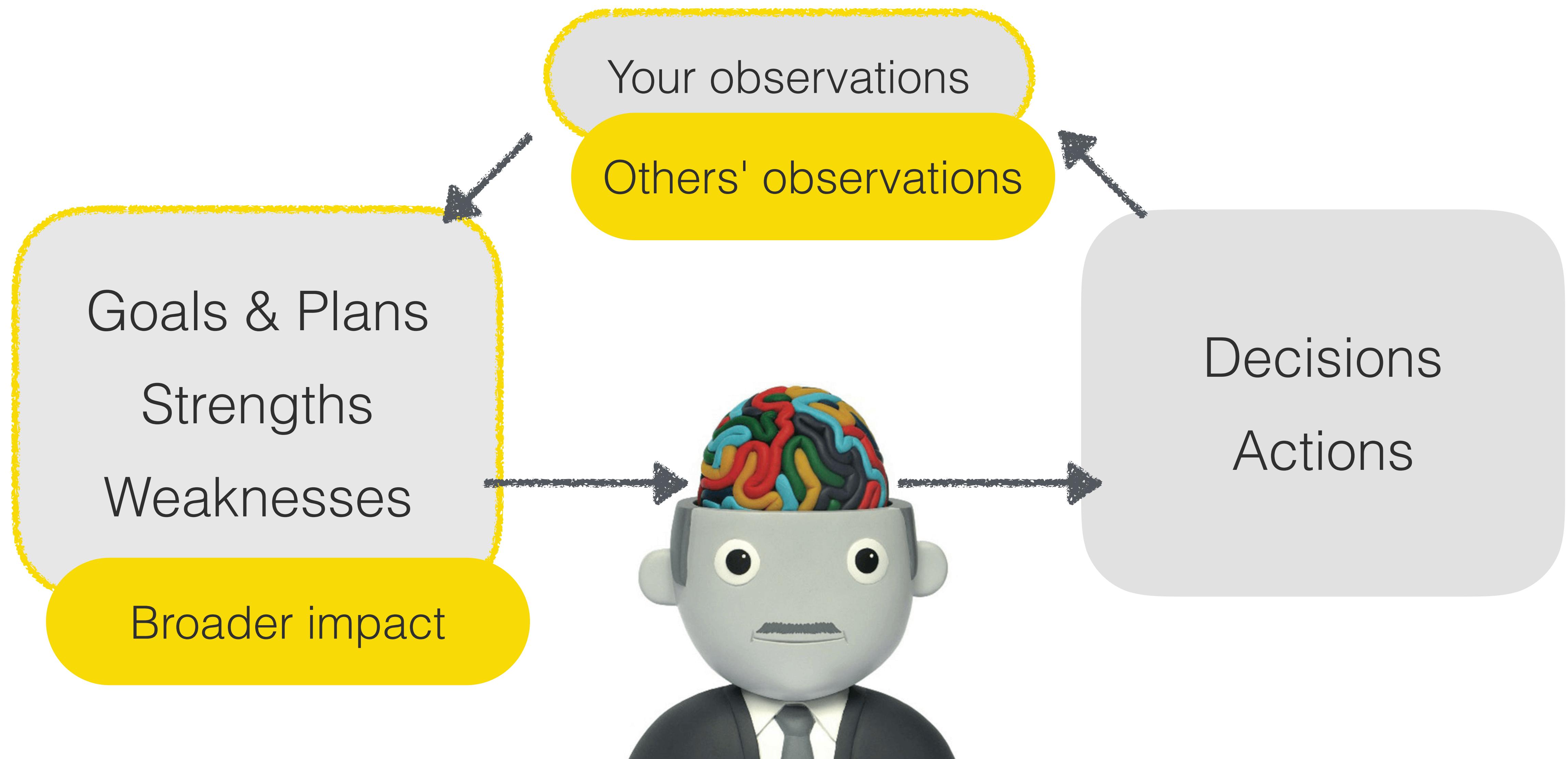
Self-directed growth



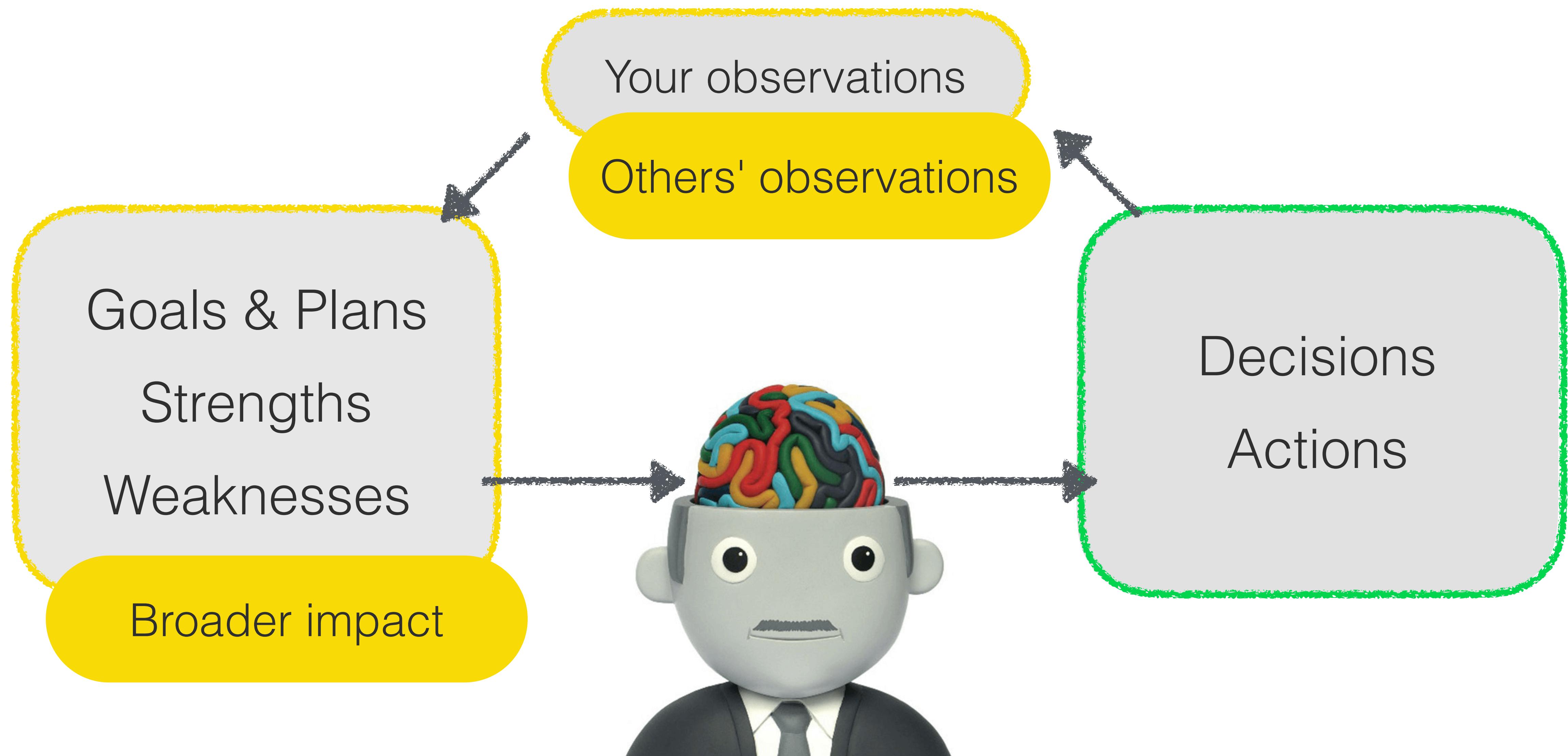
Self-directed growth



Self-directed growth



Self-directed growth



ACE feedback

Appreciation

Coaching

Evaluation



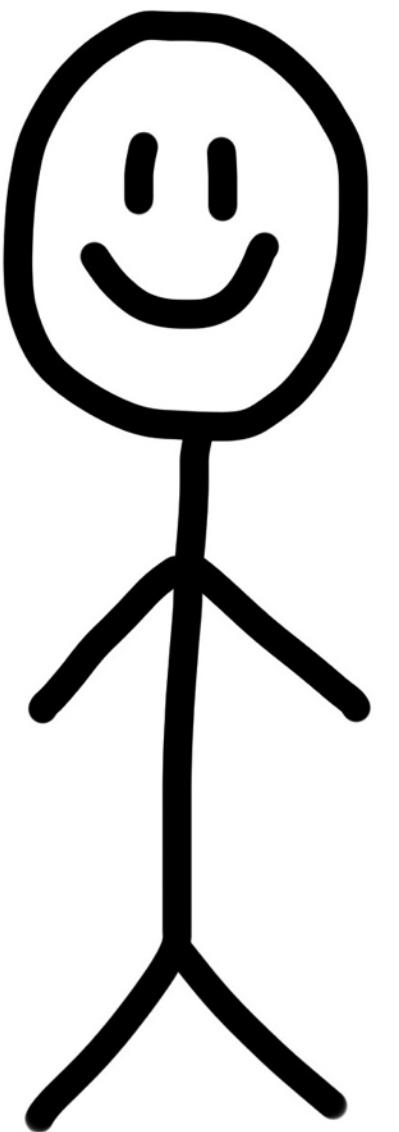
What limits feedback efficacy?

Shortfalls



Example

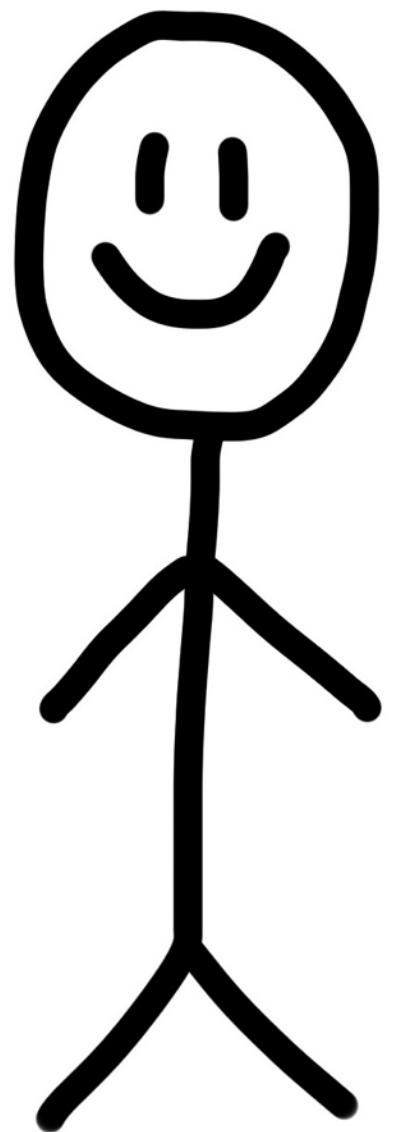
Bill gets **Appreciation.**



Example

Bill gets **Appreciation**.

Bill doesn't get **Coaching** or **Evaluation**.

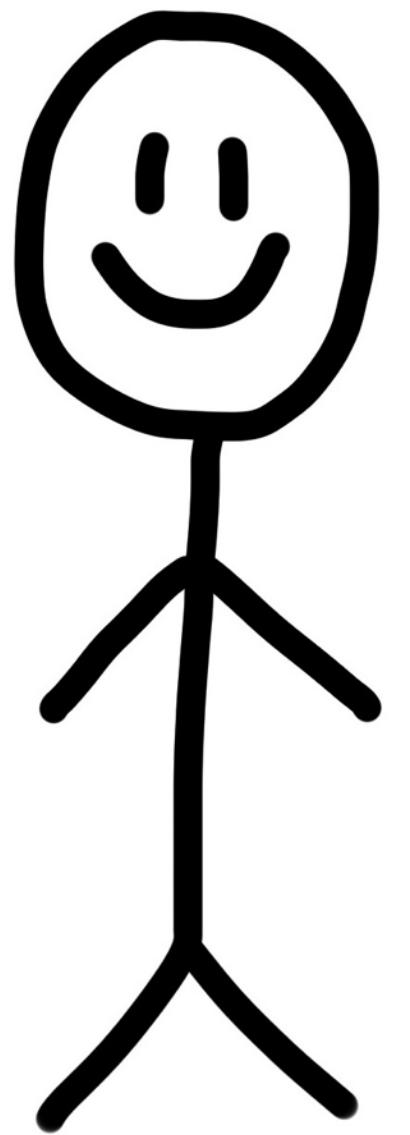


Example

Bill gets **Appreciation**.

Bill doesn't get **Coaching** or **Evaluation**.

Bill feels lost and stagnant even though he knows he is valued.



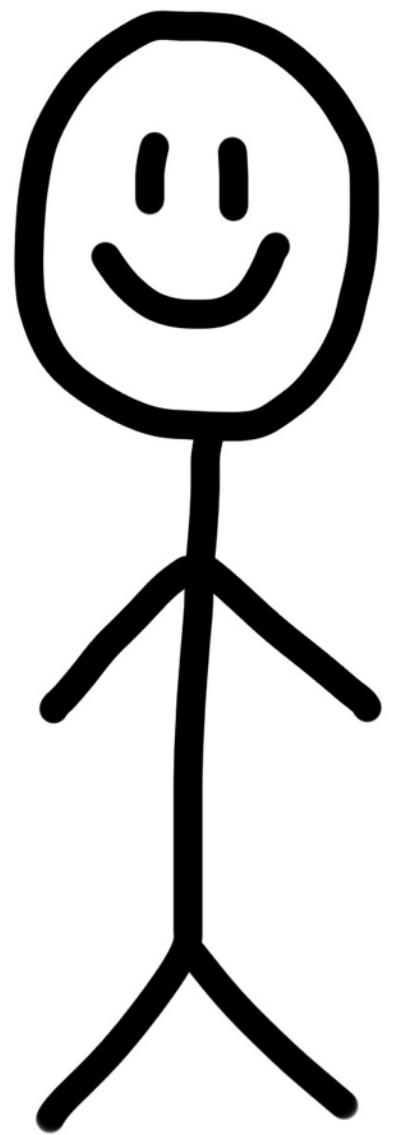
Example

Bill gets **Appreciation**.

Bill doesn't get **Coaching** or **Evaluation**.

Bill feels lost and stagnant even though he knows he is valued.

Don't be like Bill.



Labels

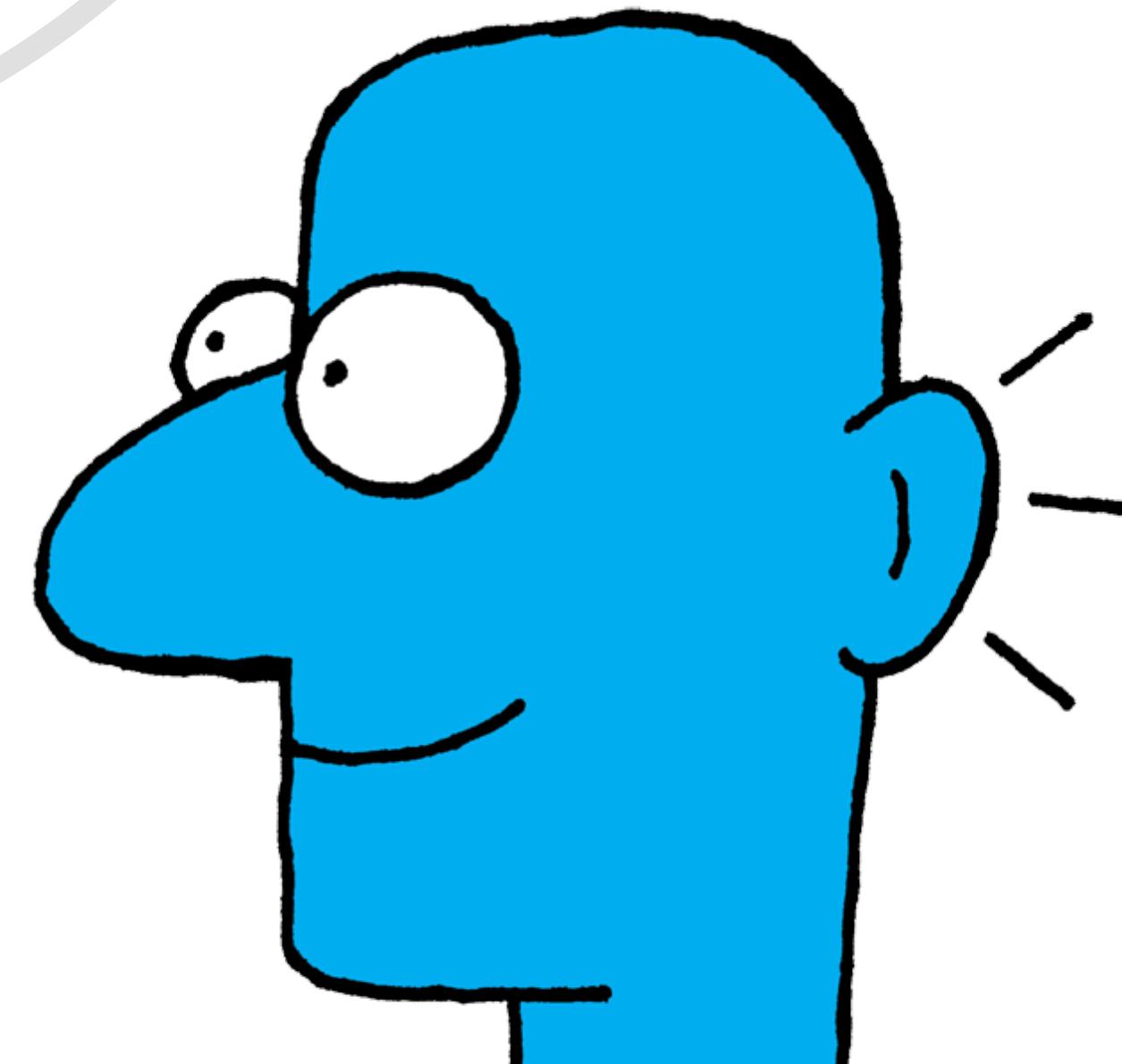
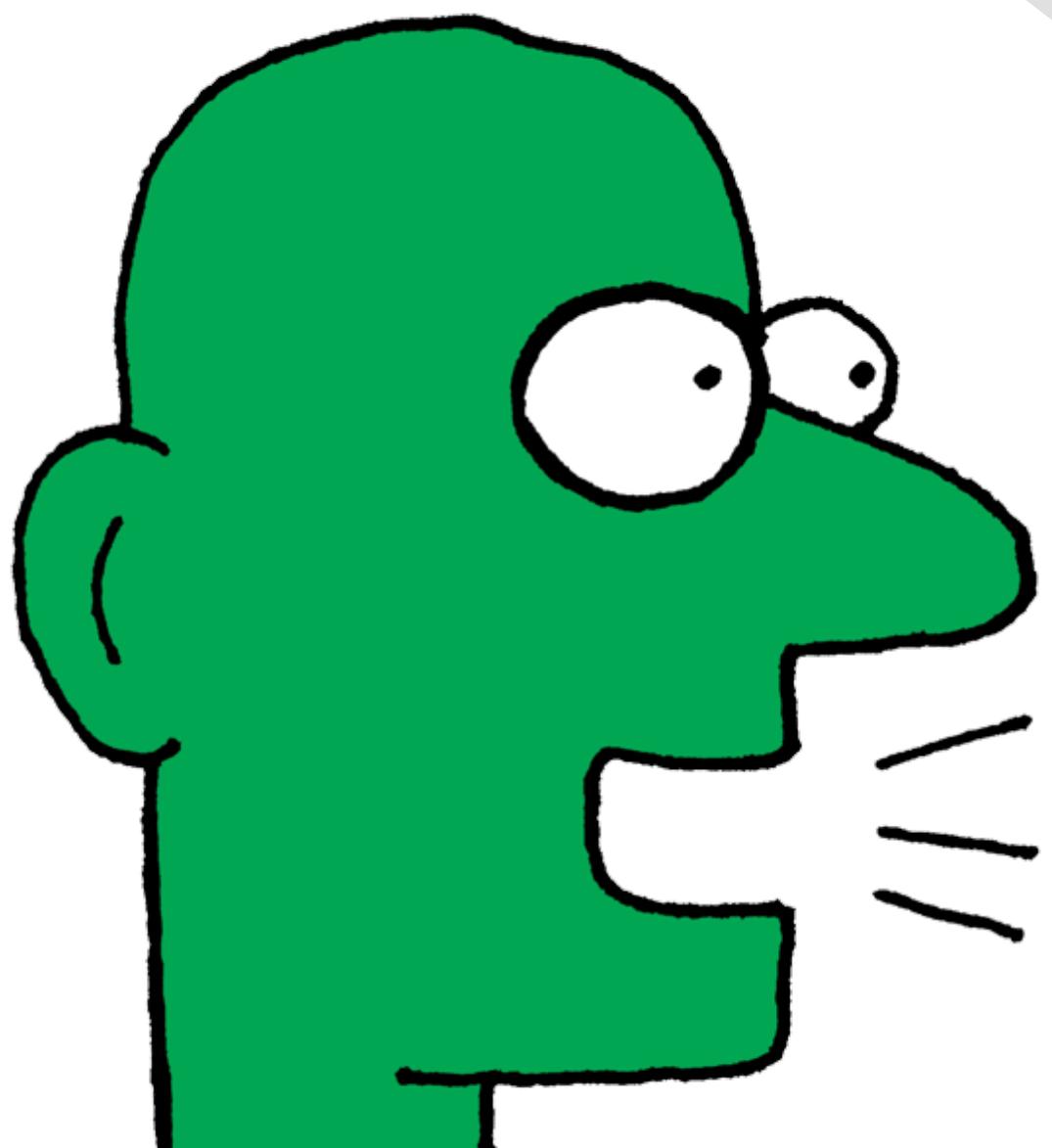




**"Be more
confident"**



"Be more
confident"





"Be open
about what you
don't know"

"Be more
confident"



"Be open
about what you
don't know"

"Bullshit
more"

"Be more
confident"

Wrong-spotting

“Most people do not listen with the intent to understand; they listen with the intent to reply.”

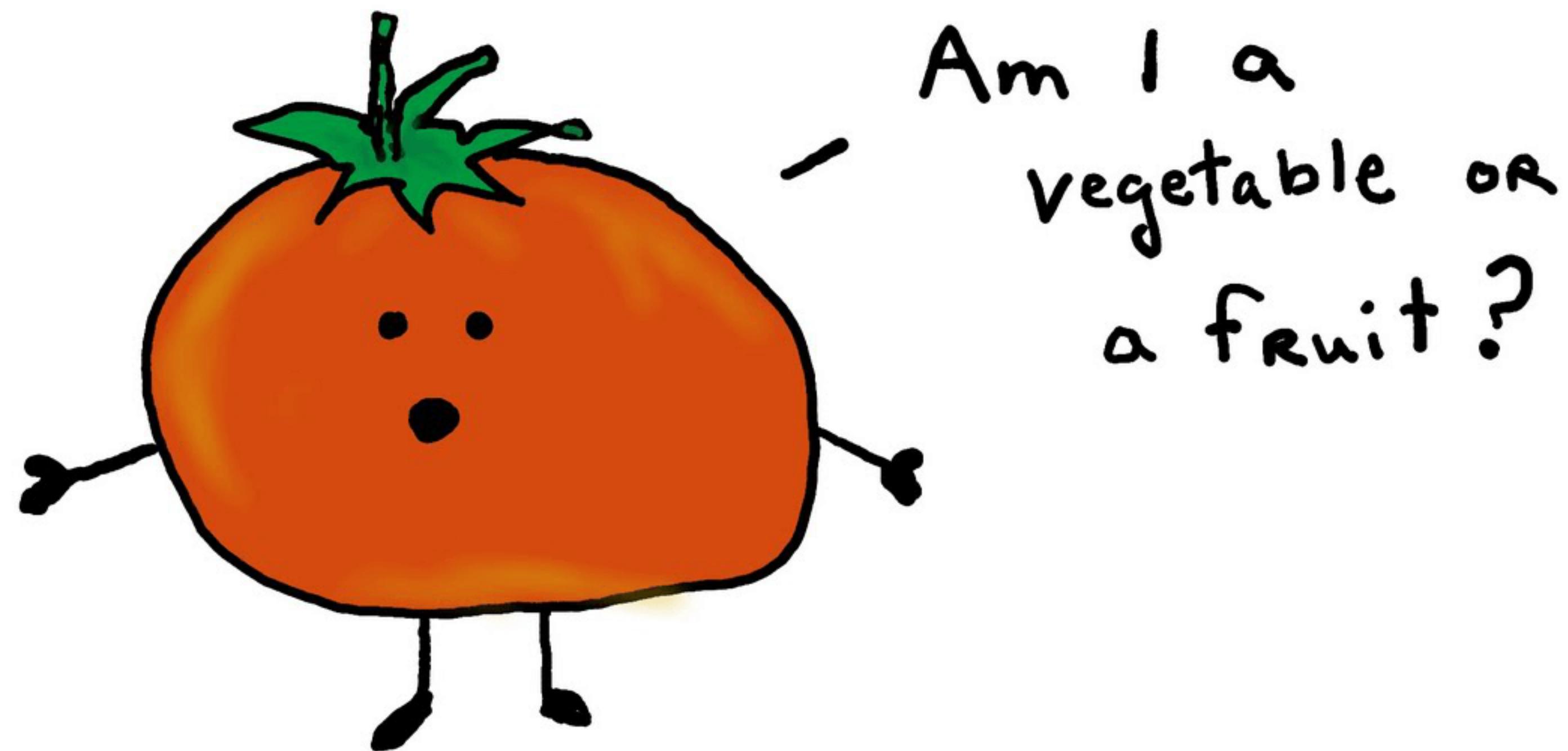
– Stephen R. Covey, author of "The 7 Habits of Highly Effective People"

Wrong-spotting

“Most people do not listen to feedback with the intent to understand; they listen with the intent to justify.”

– Stuart T. Kent, author of this talk

Example



Example



Leveling Up

Leveling Up (As Giver)

Appreciate often
(even for the everyday)

Suggestion

```
39      -     navigationItem.title = menuItem?.name;
40      -     if let menuItem = menuItem {
41      -         self.mainCustomizationsViewController = self.storyboard?.instan
42      -         var menuItems: [ModifiersWithDisplayGroups] = [ModifiersWithDis
43      -         for sideItem in sides {
44      -             menuItems.append(ModifiersWithDisplayGroups(menuItem: sideI
45      -         }
46      -         self.mainCustomizationsViewController?.menuItems = menuItems
47      -         self.mainCustomizationsViewController?.delegate = self
48      -         self.displayContentController(self.mainCustomizationsViewContro
49      -     }
37 +     loadMenuItemImage()
```



stkent added a note on Jul 22, 2015



Nice refactoring of viewDidLoad!

Suggestion

January 19th

1:32 PM **Jeff Kelley** @here Installing security updates on the nodes. I'll start with Gobo.

2:03 PM **Jeff Kelley** All done!

2:03 PM **Stuart Kent** ty! 😊



2:29 PM **Dan Poggi** yaaaaay

January 20th

Suggestion



Suggestion



Suggestion

Stuart Kent When I give this DL talk on feedback, I'm going to tell the mountain dew story. Would you prefer that I mention you specifically, or that I don't? Either way is ok. (edited)

Chelsey Baker what mountain dew story



Coach details as you go

Suggestion

```
197 200     checkbox.selected = checked
201 +     checkbox.setContentCompressionResistancePriority(1000, forAxis: UIL
```



SlaunchaMan added a note on Oct 22, 2015



You can use `NSLayoutPriorityRequired` instead of `1000` here.



SlaunchaMan added a note on Oct 22, 2015



You can also probably use `.Horizontal` without `UILayoutConstraintAxis` if the type is known.

Suggestion

Should this be `==`?



stkent added a note on Nov 13, 2015



I don't think so; see e.g. <http://appventure.me/2015/08/20/swift-pattern-matching-in-detail/>:

```
guard case let (x, _ as String) = a else { return false}
```

I agree that `==` seems like it would be more sensible, but this is consistent with e.g. [swift docs on patterns](#):

```
if case .Some(let x) = someOptional {  
    print(x)  
}
```

Leveling Up (As Recipient)

Growth-based identity

Suggestions

- Target becoming an expert learner, not an expert do-er.
- Seek a broader understanding of context ("why?").
- Ask questions about process as well as content ("how did you know to do that?").

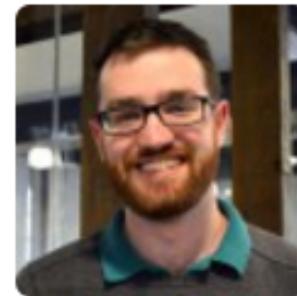
Ask for what you need

Suggestions (Appreciation)

- Make sure you are expressing your own appreciation (daily, at project retros, etc.).
- Bubble up accomplishments, **including your own**, via your Small Council representative.

Suggestions (Coaching)

- Ask questions constantly. "**Always be chipping.**"



stkent commented 23 hours ago



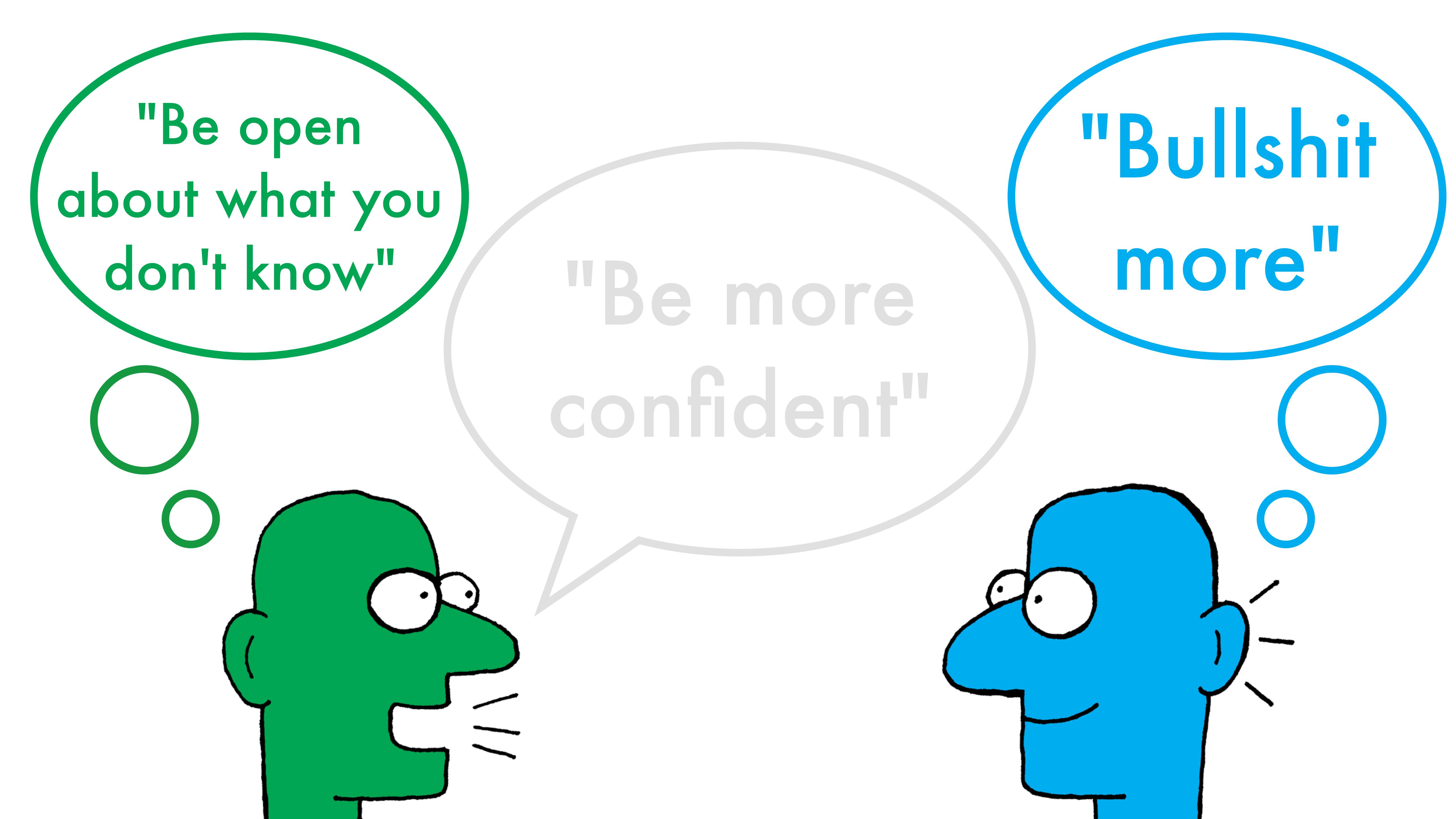
Out of curiosity, and a desire to learn; what is the "ProGuard-less shrinker from the Android plugin 2.0.0" you refer to, and why do ProGuard rules help with the issue it introduces if it's ProGuard-less? Thanks in advance for any insights :)

Suggestions (Evaluation)

- (Re)read the manual section on Labs career progression.
- Use 1-1s to ask for evaluation and high-level coaching.
("How would ***you*** summarize my accomplishments and progress in the past 6 months?")

Leveling Up (Together)

Break labels down ("be specific")

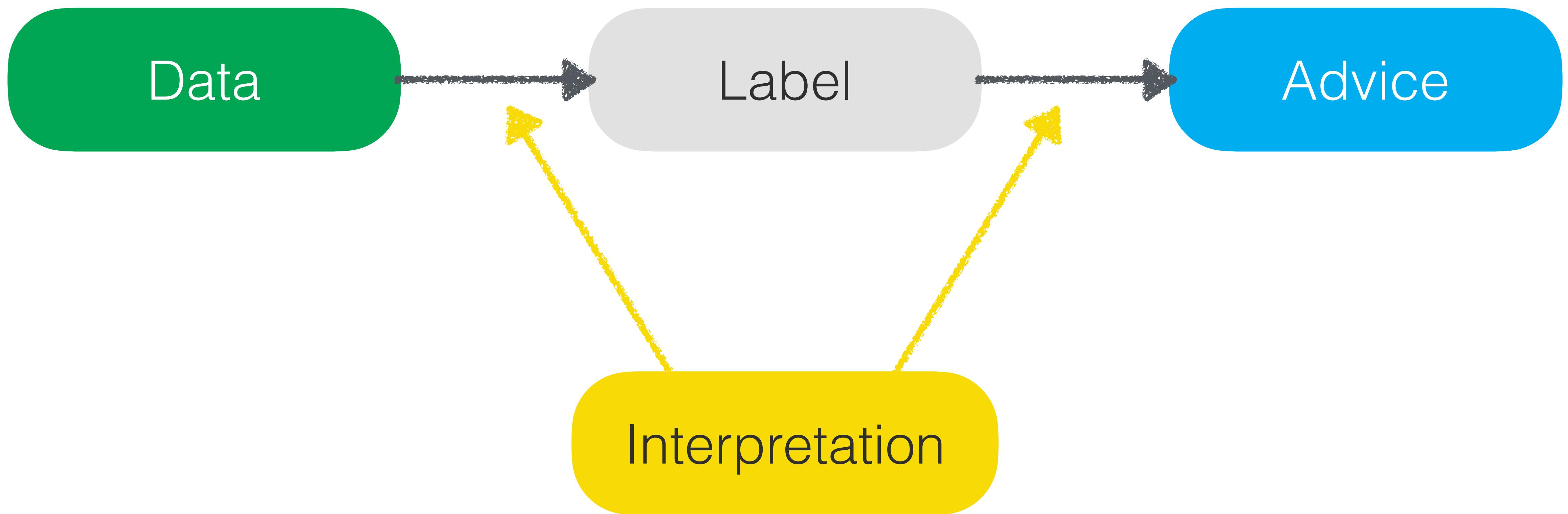


"Be open
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"Bullshit
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"Be more
confident"

Clarify data, impact, and advice



Suggestions (giver)

Proactively and factually describe:

1. the data (what actually occurred);
2. your interpretation (the impacts you observed);
3. specific, actionable **suggestions**.

Suggestions (giver)



Suggestions (recipient)

1. Seek an **understanding** of how and why the giver's data and interpretation differ from your own.
2. Avoid 'justifying' critical feedback right away.
3. Don't let advice be muddled by labels.
4. Appreciate!

Fin.

Feedback?

<http://sayat.me/stuart>