



GIVING AND RECEIVING FEEDBACK

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<https://www.fastcompany.com/3039412/the-art-science-to-giving-and-receiving-criticism-at-work>

<https://www.betterup.com/blog/constructive-feedback>

FEEDBACK

Feedback promotes personal and professional growth by providing positive assessments and allows people to see what they can change to improve their focus and work performance. It brings everyone together and creates a healthy communication flow.

GIVING AND RECEIVING



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This workshop will go over various aspects of giving and receiving feedback. I'll talk about fear of feedback, explain the difference between criticism and feedback, go over a few definitions, talk about honesty, then generalized steps in effectively giving feedback, how to give feedback to authority figures, and lastly talk about how to appropriately receive feedback, in normal life and as a leader.

FEAR OF FEEDBACK

GIVING

- Wanting to be liked
- Not wanting to be mean
- Feeling underqualified
- Not knowing what to say
- Feeling awkward

RECEIVING

- Feeling judged
- Targeted
- Insecure
- Afraid
- Not good enough

When people have to give feedback they tend to want to focus on the good instead of giving suggestions.

Common reasons why people don't like giving feedback are wanting to be liked, not wanting to be mean, feeling underqualified, or not knowing what to say. Giving feedback can also feel awkward.

People often don't like receiving feedback because it makes them feel judged, targeted, insecure, afraid, or good enough.

<https://katherinespinney.com/afraid-feedback/>

WHY YOU SHOULD WELCOME FEEDBACK

"The inability to tolerate feedback is an inability to allow yourself personal growth." - Peter Russo.



WHY YOU SHOULD WELCOME FEEDBACK

When you learn to adapt to feedback, you can free yourself from old patterns. You can acknowledge negative emotions, constructively reframe fear, develop realistic goals, create support systems, and reward yourself for achievements along the way.



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CRITICISM VS FEEDBACK

It's easy to confuse criticism with feedback. Both involve a person pointing out an issue that another person has. The main difference is the delivery and impact.



CRITICISM

- Focuses almost entirely on the problem
- Usually intended to be a personal attack or an accusatory statement
- Expresses disapproval or judgment of perceived flaws or mistakes of an individual
- Vague and non-specific

FEEDBACK

- Focuses on recognizing the problem
- Uses nonjudgmental, supportive, and positive language that is meant to motivate
- Helpful information that is given to someone to say what can be done to improve
- Informative and specific

CRITICISM

"You're being really slow and you need to pick up the pace!"

FEEDBACK

"Hey I know you're working on a new task and I wanted to see if I could clear anything up for you. I noticed that some steps were taking more time to complete and I'm worried we won't meet our deadline. Here's something I do that helps me complete the task faster. Other than that, your work looks great! If you need any more assistance, just let me know."

Here's an example of what criticism sounds like:

"You're being really slow and you need to pick up the pace!" Calling the person slow is a personal attack and they're not being offered any kind of help or advice. They're basically being shamed into changing at work by themselves.

An example of feedback would sound something like this:

"Hey I know you're working on a new task and I wanted to see if I could clear anything up for you. I noticed that some steps were taking more time to complete and I'm worried we won't meet our deadline. Here's something I do that helps me complete the task faster. Other than that, your work looks great! If you need any more assistance, just let me know."

When you deliver feedback like this you are more likely to get the results you're expecting.

OTHER TERMINOLOGY

DESTRUCTIVE
CRITICISM

CRITIQUE

POSITIVE
FEEDBACK

CONSTRUCTIVE
CRITICISM

CONSTRUCTIVE
FEEDBACK

NEGATIVE
FEEDBACK



IMPORTANT DEFINITIONS

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■ **DESTRUCTIVE CRITICISM**
This is what was described on the criticism vs feedback page

■ **CRITIQUE**
Descriptive and focused on finding solutions

■ **POSITIVE FEEDBACK**
Focuses on strengths, contributions, value, and reinforces what people are doing well

Destructive criticism has already been described in the previous section. It focuses only on the problem, places blame on the individual, and aims to tear down and not offer any help.

Critique is descriptive and focused on finding solutions, as shown in the last section's example of giving appropriate feedback.

Positive feedback focuses on strengths, contributions, value, and reinforces what people are doing well. It's basically when you compliment someone's work without suggesting if anything needs to be improved.

CONSTRUCTIVE CRITICISM

CONSTRUCTIVE FEEDBACK

NEGATIVE FEEDBACK

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SAME MEANING

These terms all refer to a form of feedback that focuses on delivering critique constructively and achieving a favorable outcome by providing someone with comments, advice, or suggestions that are useful for their work or their future.

Constructive criticism, constructive feedback, and negative feedback are all terms that refer to the same thing.

For the sake of simplicity, I will be using the word "feedback" when referring to this concept.

THE IMPORTANCE OF HONEST FEEDBACK

It has been found that most people underestimate just how much others appreciate and desire honest feedback that could potentially improve their performance. Honest feedback is the only way to build trust and empower people to be the best they can be.



EMPLOYEE FEEDBACK STATISTICS

92%

BELIEVE FEEDBACK IMPROVES PERFORMANCE

43%

OF HIGHLY ENGAGED EMPLOYEES RECEIVE FEEDBACK AT LEAST ONCE A WEEK

65%

WANT MORE FEEDBACK

15%

LOWER TURNOVER RATES IN COMPANIES THAT GIVE REGULAR FEEDBACK



Giving feedback encourages a sense of purpose and helps motivate employees to achieve their goals. Feedback should be an essential part of one-on-ones and check-ins and not just be left to annual reviews.

These statistics do include positive feedback so basically what this is trying to say is even if you don't see anything that needs to be improved, you should still acknowledge people's work and make them feel appreciated.

HOW TO GIVE FEEDBACK

When you go to give feedback, remember COIN and follow these four steps:

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- STEP 1 ■ CONTEXT**
Identify the situation
- STEP 2 ■ OBSERVATION**
Describe the behavior you witnessed in an objective manner
- STEP 3 ■ IMPACT**
Deliver your perspective of the situation and behavior
- STEP 4 ■ NEXT**
Gently make a suggestion on how to improve

<https://www.betterup.com/blog/how-to-give-feedback>

<https://www.mindtools.com/a94k5vp/the-coin-conversation-model>

PREPARING YOUR FEEDBACK

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ASK WHY

Ask yourself what your motive is and make sure your feedback is positive and focused on improvement



KEEP IT CLEAR

Think about what you're going to say before you deliver the feedback and be as clear and specific as possible



BE TIMELY

Deliver your feedback regularly and address issues as soon as possible to avoid surprises



Before giving your feedback to someone, you should always prepare it. The first thing you want to do is ask yourself why you're giving this feedback and what is your motive. Make sure the feedback is positive and focused on improvement.

Keep it clear. After figuring out your motive, think about how to be as clear and specific as possible.

While you're in this preparation phase, try not to stay in it for too long. You want to be timely with your feedback and address issues as soon as possible to avoid surprises. Being regular with your feedback helps with this as well.

<https://www.mindtools.com/a18a0wu/giving-feedback>

PREPARING YOUR FEEDBACK

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GO PRIVATE

Take the person receiving the feedback to a secluded area where no one will interrupt or overhear you



MAKE IT QUICK

Only discuss one or two points during your feedback sessions so the receiver doesn't start feeling attacked



STAY POSITIVE

Use "I" statements and also mention some successes to put the receiver at ease



Next, think of a private place to take the person receiving the feedback where no one will interrupt or overhear you. You don't want to put the person on the spot or embarrass them.

Also, make sure your feedback is quick, only discussing one or two points so the receiver doesn't start feeling attacked.

Use "I" statements and mention some successes to put the receiver at ease and keep the conversation positive.

HOW TO APPLY COIN

I'm giving this feedback because my coworker is taking a lot of time on a new task and we have a deadline to meet.

I'm going to be clear and deliver the feedback as soon as possible.

I'm going to make sure no one is around when I deliver the feedback or take my coworker somewhere private.

I'm going to deliver the feedback quickly, only focusing on one thing, using "I" statements, and tell them something they're doing good at (maybe they're really organized).

STEP 1 ■ CONTEXT

"I know you're working on a new task and I wanted to see if I could clear anything up for you."

STEP 2 ■ OBSERVATION

"I noticed that some steps were taking more time to complete."

STEP 3 ■ IMPACT

"I'm worried we won't meet our deadline."

NEXT

STEP 4 ■ "Here's something I do that helps me complete the task faster. If you need any more assistance, just let me know."

Let's go back to the previous example of giving feedback to a coworker who is taking too much time on a new task. Here's how to prepare the feedback for that situation and how to deliver it:

GIVING FEEDBACK TO AUTHORITY FIGURES

- Before delivering your feedback, practice what you want to say, how best to say it, and imagine how receptive your boss will be
 - If you're bringing up a frustration, a tactful delivery ensures your boss being more receptive to your feedback
- Take your boss somewhere private
 - An audience will make your boss embarrassed, so don't give feedback during team meetings or near a client
 - Other opportunities to deliver feedback include during one-on-one check-ins or performance reviews
- Give your feedback in person
 - Tone and context can be misconstrued in a written message, so speaking in person or on the phone, even if you're just leaving a message, is ideal
- Examples of feedback: workload, miscommunication, project management, managing expectations

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WHY YOU SHOULD DO IT

You should give your boss feedback because it helps them understand how to improve their performance, what's working for the team, and how their leadership and actions are being perceived, which they might not even be aware of.

Giving feedback to authority figures, like a manager or a boss, can be challenging because there are power structures that can make authority figures seem intimidating. Authority figures in the workplace have the power to cut your hours or make you lose your job so there's a tendency to hold back on feedback because of the consequences.

If you're unhappy with something your boss is doing they'll never change if you don't bring it up. In my experience, a boss receives feedback every once in a while from their superiors who only see the results of their work but don't actually work with them on a regular basis. Your boss might not receive feedback at all if they're the owner of the company. This is why it's important to deliver feedback to your boss.

If you feel like you're being overworked, let your boss know. You can even tell your boss if you're bored and don't have enough to do. You can tell your boss if you feel like there was a misunderstanding about something you said or if you need them to clarify something that was said on their end. You can also tell them you need help with project management or go over expectations you have of each other.

In most cases it's suggested to speak with your boss about an issue first before reporting them but sometimes it's necessary to go to HR first (like if they're harassing you).

HOW TO RECEIVE FEEDBACK

LISTEN

RESPOND
ATTENTIVELY

BE OPEN

UNDERSTAND
THE MESSAGE

REFLECT AND
DECIDE

FOLLOW UP



RECEIVING FEEDBACK

LISTEN AND RESPOND ATTENTIVELY

Hear what's being said without interrupting. You absorb more information by listening and understanding instead of being defensive and focusing on your response. Be attentive instead of putting up barriers or looking bored. This shows you value what's being said and puts you both at ease.

BE OPEN AND UNDERSTAND THE MESSAGE

Be receptive to new ideas and different opinions since you might learn something new. Before you respond, make sure you understand everything that's being said with active listening by repeating key points and asking questions to clarify any information.

REFLECT AND DECIDE THEN FOLLOW UP

Determine if the feedback is valuable to you by weighing the consequences of using it or ignoring it, then make your decision. You can even ask for a second opinion if you disagree. A follow-up could look like implementing the suggestions or setting up another meeting.

<https://uwaterloo.ca/centre-for-teaching-excellence/catalogs/tip-sheets/receiving-and-giving-effective-feedback>



LEAD

LEARN

RECEIVING FEEDBACK

AS A LEADER

Improving feedback culture is something that needs to start with those who lead. As a leader, you must learn to solicit and accept feedback, in order to set a tone and example for others to do the same.

We talked about how giving feedback to an authority figure can be intimidating. As a leader, you want to be approachable, especially if someone needs to give you feedback.



LEAD

AS A LEADER

"Leaders not only have to model the giving of feedback, but also the receiving of feedback in a positive way."

DAVID HAIN

You can't expect people you're leading to be receptive to feedback if you can't receive it yourself. Here are some tips on how to receive feedback as a leader:

RECEIVING FEEDBACK AS A LEADER

- 1** Remain calm. Even if you disapprove of the feedback and how it was given, you must understand how to maintain composure.
- 2** Don't take it personally. Interpret the feedback as well-intentioned and meant to help you rather than a personal judgment.
- 3** Separate yourself from your performance. Performance is important, but it doesn't define your value as a person.
- 4** As you're listening to the feedback, adopt a growth mindset and develop a strategic plan to resolve the issues.
- 5** Look at it as an opportunity to improve and think of ways to put the suggestions into practice.
- 6** Be self-aware and recognize your own biases and emotional tendencies, such as being too harsh or overbearing.

Note for 1: Try to look at this from the perspective of the person you're leading. It's stressful enough giving feedback as it is but they're also giving feedback to an authority figure. If the person giving feedback is emotional, don't react, just listen, and try to manage the situation.

<https://www.iese.edu/standout/feedback-give-receive-keys/>

<https://www.bitrix24.com/articles/how-to-handle-negative-employee-feedback-as-a-leader.php>

RECEIVING FEEDBACK AS A LEADER

7 Instead of reacting right away, actively listen to better understand the situation and put the feedback into the correct perspective.

8 Comprehend the feedback and obtain as much information as possible to gain an understanding of what needs to change.

9 Be sympathetic and empathetic to the person providing the feedback and apologize if necessary.

10 Ask for the basis of the feedback if it sounds unfair or out of line and refer to other's opinions, too.

11 If you're feeling emotional, ask for time to reflect on and digest the feedback before responding.

12 Instead of waiting for it, ask for feedback ahead of time and check in regularly with the individuals that work with you.

Note for 10: If this happens, don't brush the person off. Try to understand where they're coming from and ask why they're saying what they're saying. Make them feel heard. This could even give you the chance to explain yourself and clear up any misunderstandings. Ask other people for their opinion to see if they agree or disagree but make sure that's when the person who gave the feedback isn't around. If you don't agree, you don't need to accept the feedback but you should still respect it.

Note for 12: This will help those you are leading feel more comfortable giving you feedback and improve feedback culture.

EMBRACE FEEDBACK

- Feedback promotes growth and healthy communication flow, so it should be given regularly
- It's not the same as criticism, which aims to tear down instead of build up
- Most people want honest feedback and believe it will help them
- Don't forget your boss needs feedback too



"Learning to receive feedback from each other is what leadership is all about."

SHEILA HEEN

IMPROVE FEEDBACK CULTURE

- As a leader, it's important to improve feedback culture
- When receiving feedback, listen and be open to change
- Make sure to prepare your feedback before giving it
- When you give feedback, remember COIN (context, observation, impact, and what to do next)
- Always give feedback in private



"The fastest way to change feedback culture . . . is for the leaders to become better receivers."

SHEILA HEEN

THANKS FOR COMING!

- <https://www.fastcompany.com/3039412/the-art-science-to-giving-and-receiving-criticism-at-work>
- <https://www.betterup.com/blog/constructive-feedback>
- <https://katherinespinney.com/afraid-feedback/>
- <https://www.oak.com/blog/employee-feedback-statistics/#:~:text=for%20employee%20engagement.-,75%25%20of%20employees%20believe%20that%20feedback%20is%20valuable,receive%20feedback%20on%20their%20work>
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- <https://lattice.com/library/how-to-not-sound-like-a-jerk-when-giving-your-boss>
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<https://katherinespinney.com/afraid-feedback/>

<https://www.oak.com/blog/employee-feedback-statistics/#:~:text=for%20employee%20engagement.-,75%25%20of%20employees%20believe%20that%20feedback%20is%20valuable,receive%20feedback%20on%20their%20work>

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