

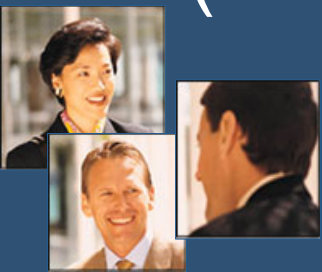


Feedback Skills

Deborah Roebuck, Ph.D.,
RCC

Definition of Feedback

- Procedure whereby an individual receives information about his/her behavior upon its completion (Van Houton, 1980)
- The amount of direct, clear information received from one's work about one's performance and effectiveness (Firestone and Pennell, 1993)

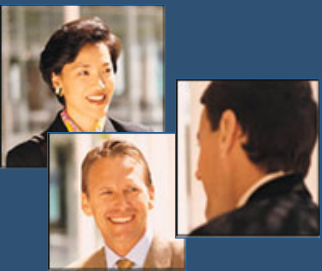


Advantages of Feedback

Increases understanding

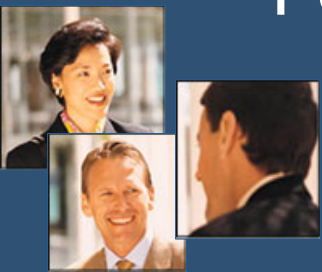
- Increases satisfaction

- Allows individuals to learn how people think and feel about things.



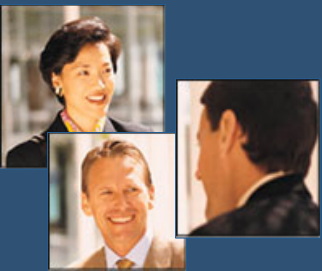
Why Don't We Like Feedback?

- It can hurt [we tend to think of it in negative terms]
 - When it is an attack on us
 - When we take it personally even if it isn't an attack
- We don't
 - Feel comfortable when our efforts are applauded
 - Feel comfortable with seeing our flaws



So Why Do It?

Peter Senge states: “It is impossible to learn from experience if we are not getting feedback on how effective our choices and actions are.”



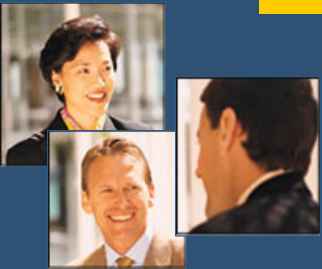
Giving Feedback for Strong Performance



Shari Harley is the Queen of Candor.
She leads The Harley Group International in
Denver, Colorado

[Giving Feedback for Strong Performance](#)

Please watch this short
video



*Help people reach their
full potential.
Catch them doing
something right.*

Ken Blanchard and Spencer Johnson

The One Minute Manager

BET Feedback

Key Point: Recognition Strengthens Performance

B = Behavior

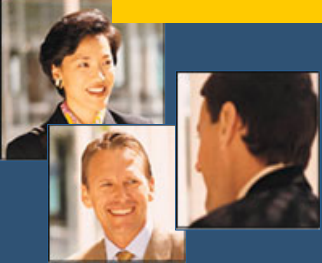
E = Effect

T = Thank You



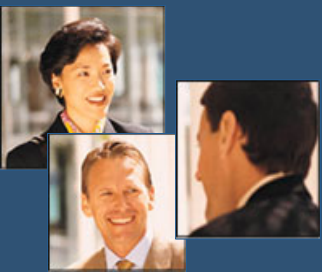
BET Feedback

- **Behavior—Exact, Specific, Detailed**
“When you come to our meetings on time . . .
- **Effect-Concrete Result of that Behavior** “ . . . the effect is that meeting can start on time.”
- **Thank You—**“Thank you for being considerate of others.”



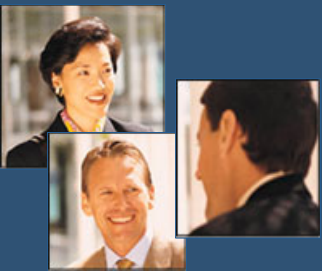
Examples of Poor BET

- John: You are a really creative member of our team. I always know I can count on you for some original thinking. Keep up the good work.
- Gene, once again you took responsibility to lead the team through a difficult time. Your actions continue to motivate and inspire us. Thank you.



Keys to Good BET

- Always addresses the person by name.
- Is in the first person
- Specific behavior is identified
 - Including time and place when appropriate
- Describes the effect clearly
- Ends with Thank You



The purpose of feedback is
always to help build a
trusting relationship
in working toward
a shared goal.

Hylar Bracey

Author of Building Trust



BEAR Model

Behavior

- Exact, Specific, and Detailed
- “When you. . .”

Effect on Individual or Team

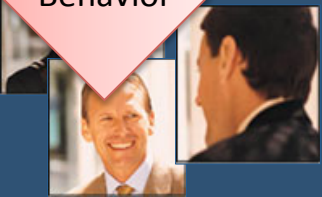
- Concrete Result of that Behavior
- “The effects are. . .”

Alternative Desired Behavior

- Specific
- Measurable

Results of the New Behavior

- Concrete result of the new behavior



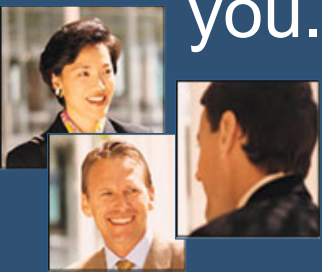
BEAR Feedback

- Mary, for the last three meetings of our Team prior to our presentation, you sat quietly and made no comments about content or the practice we each did of our parts. The effect was that we didn't have your input and help in making each of our presentations the best they could be. In the future, I would like to see you make your views known for each of our parts. This will increase the quality of our presentations as individuals and as a team.



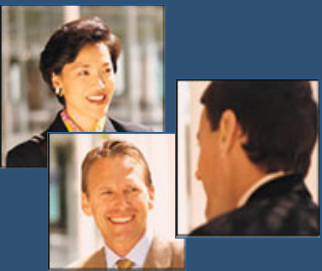
Examples of Poor BEAR

- Diana, in recent meetings you have conceded your viewpoint to create harmony. The team feels that this diminishes your value to the team. Please don't do this. Thanks for taking this feedback in a good spirit.
- Bob, at our December team meeting you looked sad and I wondered what you were thinking. As a result, I didn't deal with you as straightforward as I would have liked. Please share what is going on so I can know better how to deal with you. Thanks.



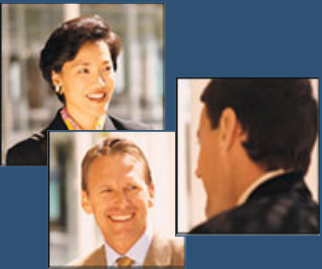
Keys to Good BEAR

- Defines clearly the behavior
- Identifies the impact on you and/or the team
- Always offers an “Alternative” behavior that is helpful
- Always identifies the result of this alternative
- Say thank you



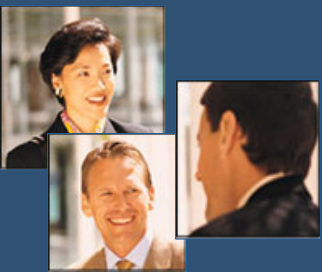
When Giving Feedback, You Should Avoid:

- Use of sarcasm or condescending manner.
- Nag or hound person about her/his behavior unless your help is requested.
- Give judgments about motive.
- Present mixed messages
- Don't make light of it



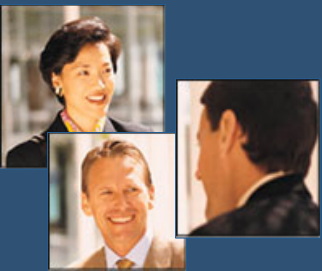
When Receiving Feedback, You Should

- Try to be objective when hearing input.
- Discuss it, seek clarification with examples, understand it - don't just say "thank you" and let it drop.
- Assure yourself and the person giving the feedback that you understand by rephrasing the feedback.
- Seek first to understand



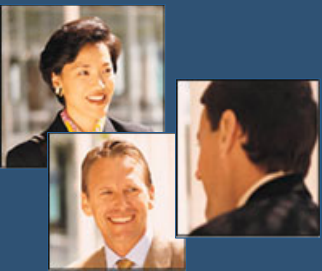
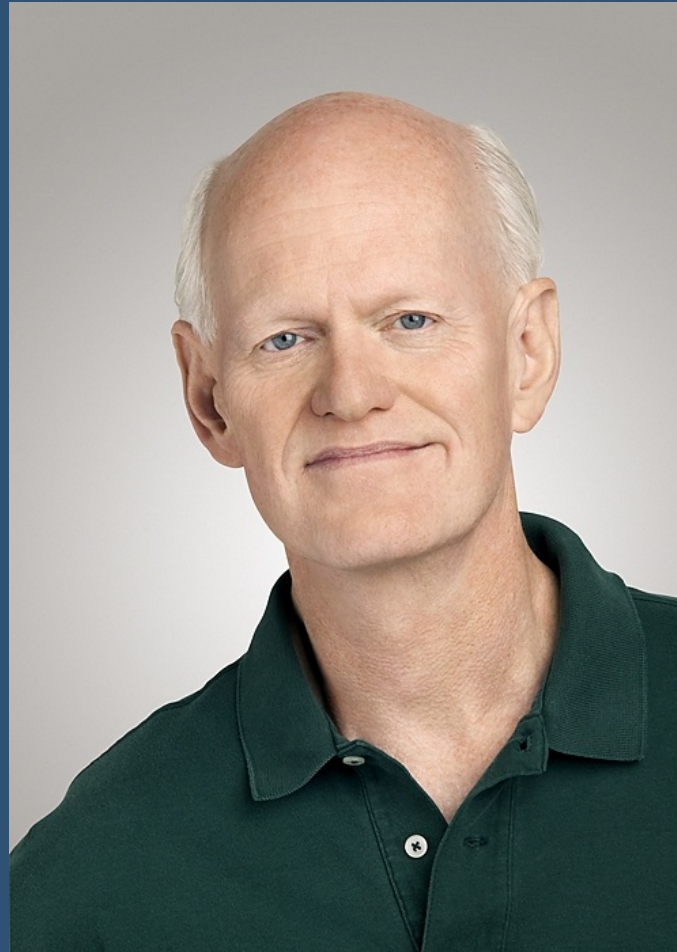
When Receiving Feedback, You Should Avoid:

- Becoming defensive.
- Sit there with a blank stare.
- Display anger, appear hurt, or carry a grudge.
- Looking for motives or hidden meanings.



Marshall Goldsmith and FeedForward

Click on the
link and watch
this short video



Remember Feedback is a Gift



“Developing excellent communication skills is absolutely essential to effective leadership. The leader must be able to share knowledge and ideas to transmit a sense of urgency and enthusiasm to others. If a leader can’t get a message across clearly and motivate others to action then having a message doesn’t even matter.”



-Gilbert Amelio, former National Semiconductor Company CEO

