

NOW
2018
Staff Career Development
Conference

*Inspiring
Sustainable
Opportunities*

Feedback:

Why it's so deep, and so crucial for your career

The Mirror



Feedback

Why is it crucial?

Why is it hard?

the essential nature of a human being...



- Intelligent
- Curious
- Good
- Loving
- Zestful
- Proud

2004 © developed by Lillian Roybal
Rose from Re-evaluation Counseling
Theory



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STRATEGIES FOR CONSTRUCTIVELY GIVING FEEDBACK

Steps	Definition	Example
CULTIVATE A CULTURE THAT SUPPORTS REFLECTION	<ul style="list-style-type: none"> Foster a collaborative team environment in which feedback is intended to aid in learning, growth, and adaptation. Feedback orientations of punishment, fear, judgment, or critique will not promote effective group feedback. 	<ul style="list-style-type: none"> Feedback is ongoing and frequent The team environment is safe for people to give and receive feedback collectively as well as individually Failure and challenges are perceived as an opportunity for learning
SPECIFY BEHAVIOR	<ul style="list-style-type: none"> Clearly and directly express what you've experienced that the person has or hasn't done without judgment. Start with "I" statements. 	<ul style="list-style-type: none"> "I noticed we are not doing a good job of getting everyone's input."
DESCRIBE IMPACT	<ul style="list-style-type: none"> Clarify how the behavior impacts the work being done in the team or how it affects you personally. 	<ul style="list-style-type: none"> "This is making it difficult for us to generate high quality insights."
EMPATHIZE & INQUIRE (NOTICE BODY LANGUAGE)	<ul style="list-style-type: none"> Be aware that we often make assumptions and misattributions about behavior. Consider feedback as a way to directly articulate your experience and to better understand the experience and perspectives of others. 	<ul style="list-style-type: none"> "Are others noticing this as well?" "Why do we think this might be happening?" "Is there a way that we as a team could make changes that would make it easier for us hear everyone's perspective?"
ACTIVELY LISTEN & ESTABLISH A DIALOGUE	<ul style="list-style-type: none"> Actively listen to the others' perspectives without interruption. Establish a dialogue about the feedback to help arrive at a joint solution. 	<ul style="list-style-type: none"> "It seems we have different styles of communication. Should we go around and quickly share what we see as our own style?"

(Pearce, 2013; Davidson, 2001)

STRATEGIES FOR CONSTRUCTIVELY *RECEIVING* FEEDBACK

Steps	Definition	Example
CULTIVATE A CULTURE THAT SUPPORTS REFLECTION	<ul style="list-style-type: none"> Foster a collaborative team environment in which feedback is intended to aid in learning, growth, and adaptation. Feedback orientations of punishment, fear, judgment, or critique will not promote effective group feedback. 	<ul style="list-style-type: none"> Feedback is ongoing and frequent The team environment is safe for people to give and receive feedback collectively as well as individually Failure and challenges are perceived as an opportunity for learning
SPECIFY YOUR PERSPECTIVE	<ul style="list-style-type: none"> Clearly and directly express your perspective regarding the feedback you are receiving without judgment. 	<ul style="list-style-type: none"> "I know I was late to the last meeting, but did not know it was creating problems for the team. I will be more aware of this going forward." "The feedback I'm receiving doesn't feel helpful. Is there a specific behavior that could help me better understand your concerns?"
REMAIN OPEN TO FEEDBACK (NOTICE BODY LANGUAGE)	<ul style="list-style-type: none"> Work to foster a mindset that feedback is intended to be helpful and to promote adaptation. Stay open and be aware of becoming defensive when the feedback is constructive feedback. Consider actively seeking feedback to provide an opening for others to share their perspectives. 	<ul style="list-style-type: none"> Breath & Pause "Thank you for letting me know. I need to think about this for a bit and then I'll get back to you".
EMPATHIZE, ACTIVELY LISTEN & ESTABLISH A DIALOGUE	<ul style="list-style-type: none"> Listen and then share your reaction and perspective. Create space for discussion and dialogue. Recognize that the person providing feedback may also feel uneasy. 	<ul style="list-style-type: none"> "Thank you for sharing this with me. I was not aware of how this was impacting you and the team." "Actually the time we have chosen for our team meetings makes it very difficult for me to be on time because I'm coming from the other side of campus. Would it work for us to move the start time back 10 minutes. Would this work or are there other ideas?"

Feedback

We don't get
enough of it.

You are getting
it all the time.

Feedback

How can we get more?

FORMAL

- Performance reviews
- 360 reviews
- Plus/Deltas after meetings
- 1–3 question surveys

INFORMAL

- Watch and listen... How do people react to your work?
- Ask for it regularly, casually!

Questions/Thoughts?

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