Tips for Giving and Receiving Feedback
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Giving Feedback Effectively

Instructions: Rewrite the following feedback statements to make them more effective.

1. You don’t seem to care about doing what I ask you to do.
   Hint: Be descriptive and specific.

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2. When you were talking with the client, you spent too much time small talking trying to build the relationship.
   Hint: Link the impact to the behavior. Specify the consequence of the employee’s behavior.

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3. Some of you have not been following the strategy we decided on, and I have not been getting the reports I need.
   Hint: Don’t overload.

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4. You really make me angry when you disregard our policies.
   Hint: Speak for yourself.

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Receiving Feedback with Style

- **For both corrective and supportive feedback, ask for specifics.**
  Reference the challenges you reviewed earlier for giving feedback to high potentials and high performers, and continue that if your manager says, “Great job,” that’s nice. But how are you going to know what to do again next time? You should ask, “What two or three specific things most caught your attention?”

- **You have a right to disagree with the critic.**
  You have a right to disagree with the critic, but if you get defensive or hostile, you’re most likely cutting yourself off from any future help from this person. If you disagree, try something like, “I see your point. I need to give it some thought.”

- **Sometimes, admitting a mistake is the best thing to do.**
  If a critic points out a mistake you’ve made, you can agree that, “This wasn’t my best work,” and get on with improving it.

- **Sometimes, you have to move past hurt feelings.**
  If your feelings are hurt and the feedback is hard for you to hear at that moment, buy time to feel the feelings and move past them. Try something like, “I want to hear specifically what you think I need to do to improve this report. When can we meet to discuss it?”

- **Always say “Thank you.”**
  Whether you agree or disagree, say, “Thank you.” You owe the critic that much for taking the time to address your work and your issues.
Putting It All Together

**Instructions:** Read the assigned script, and work with your team to rewrite it so that it is more effective. Focus equally on providing feedback effectively and receiving feedback well.

<table>
<thead>
<tr>
<th>Script A (Intended To Be Corrective)</th>
<th>Script B (Intended To Be Supportive)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employee:</strong> I thought I was at the meeting to present my ideas.</td>
<td><strong>Supervisor:</strong> I’ve been meaning to drop by and talk to you about the presentation you delivered last week.</td>
</tr>
<tr>
<td><strong>Supervisor:</strong> That’s right. Why didn’t you?</td>
<td><strong>Employee:</strong> Which one? I actually gave two presentations last week.</td>
</tr>
<tr>
<td><strong>Employee:</strong> You didn’t give me a chance.</td>
<td><strong>Supervisor:</strong> The one for the Sales team on the product details. Everyone thought you did a great job…</td>
</tr>
<tr>
<td><strong>Supervisor:</strong> You didn’t step up to say anything!</td>
<td><strong>Employee:</strong> (Speaks a little too soon…) Thanks!</td>
</tr>
<tr>
<td><strong>Employee:</strong> You were controlling things, so I was waiting for you to give me a nod … an acknowledgement … something!</td>
<td><strong>Supervisor:</strong> But you could’ve bolstered the details in a few sections.</td>
</tr>
<tr>
<td><strong>Supervisor:</strong> I think I ran the meeting well. I didn’t want Harry to think we didn’t have our act together. Listen, why don’t you just draft Harry a follow-up e-mail with your main ideas? Copy me on it.</td>
<td><strong>Employee:</strong> (Her feelings are hurt, and she responds a little aggressively.) Oh really? I used the presentation you provided me as a guide… you know, the one that you gave last year for the previous model of the same product.</td>
</tr>
<tr>
<td><strong>Employee:</strong> (Clearly not happy with this solution) Sure. At least it gets the information out there.</td>
<td><strong>Supervisor:</strong> Oh that’s right. I guess we both have areas to improve in.</td>
</tr>
</tbody>
</table>