

Leadership
“Giving & Receiving Feedback”



Tony Swainston Ltd

The purpose of feedback

Regular constructive feedback is the key to driving improvements in performance.

It is used to help a person learn whether or not their behaviour is having the effect they want.

Feedback acts as a steering or corrective mechanism for individuals to keep on target in terms of their own learning, goals or performance.

This enables them to decide whether to change their behaviour to improve their performance.



Feedback sandwich

1. Compliment.

Praise, positive feedback.

2. Coach, mentor

How things could be even better.

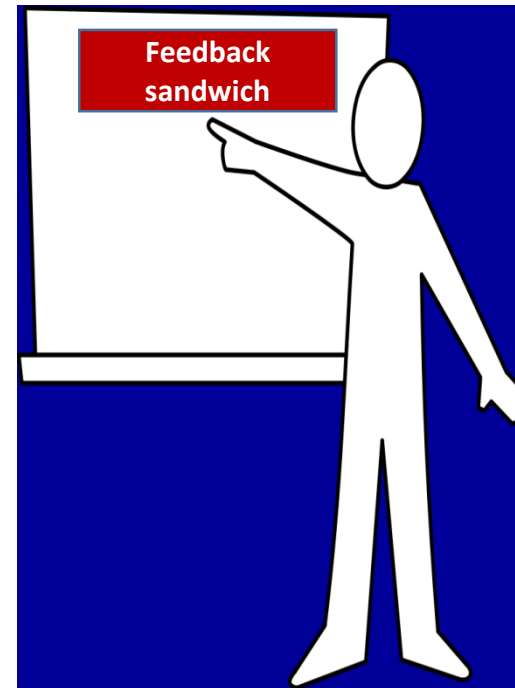
3. Encourage

A finishing positive statement.

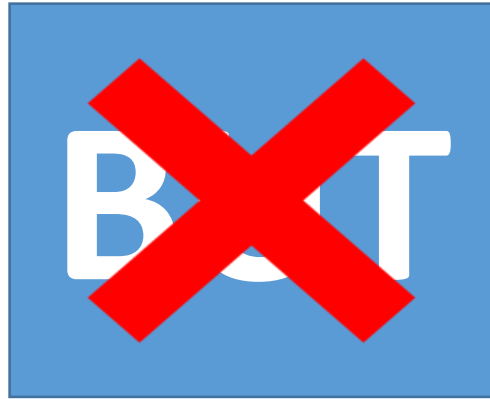
Exercise

Giving & Receiving Feedback

- Work in groups of three
- You are now going to give and receive feedback using the feedback sandwich.
- How did giving feedback make you feel?
- How did it feel to receive the feedback?
- What have you learned from this?



The criticality of “AND” rather than “BUT!”



Buddah and giving feedback to others

Buddha recommends asking yourself three questions before speaking:

- Is the statement true?
- Is the statement necessary?
- Is the statement kind?

If the statement falls short on any one, Buddha advised that we say nothing.



Exercise

Feedback that is true, necessary and kind

Think of a piece of feedback you are going to give to someone.

Check it out as follows.

- Is the statement true?
- Is the statement necessary?
- Is the statement kind?



Giving tough feedback

Use this 3-Step Formula for giving balanced and constructive feedback even when it is tough:

1. 'I liked...'
2. 'I didn't like...'
3. 'What I'd like you to do in the future is...'



An example of giving tough feedback

Example

1. 'I liked the fact that you met the agreed deadline on this task.'
2. 'I didn't like the errors in the presentation.'
3. 'What I'd like you to do in the future is to thoroughly review your work.'



When giving feedback

- Be specific
- Give one clear example of behaviour
- Be clear why you are giving it
- Balance positive and negative feedback
- Focus on behaviour not personality
- Be direct and unhesitating – don't waffle
- Give feedback as soon as possible after the event



When receiving feedback

- Listen
- Do not be defensive
- Do not interrupt or justify
- Ask questions for clarification – show that you really want to understand the feedback
- Encourage the person giving you feedback, thank them
- Act on the feedback



Top Tips when giving feedback

- There is no 'but' or 'however' (use AND) between the liked and the disliked; pause after the positive to give the individual a chance to absorb the information
- Balance positive and negative – don't give one positive and five negatives or the recipient won't remember the positive
- Focus on what's most important – the behaviours that have the most significant impact on performance
- DON'T say 'and another thing... and another thing...'



Exercise

Giving and Receiving Feedback – Diagnostic

The purpose of this diagnostic tool is to enable individuals to assess their skills in both giving and receiving feedback. It will be useful for individuals who wish to use feedback more effectively in driving improved performance. It requires the completion and scoring of a simple questionnaire and personal reflection. This is in your workbook.



Contact

Tony Swainston,

Managing Director,

Tony Swainston Ltd,

20 Hollins Road, Harrogate, HG1 2JF, England

Tel: +44 (0) 1423 536307 Mob: +44 (0) 7919 045429

Web: www.tonyswainston.com

Email: tony@tonyswainston.com