

Most feedback isn't feedback at all. It's air, with a little noise mixed in. A.k.a. vague.

The Two Purposes of Feedback: Replicate good behavior. Change bad behavior.

Attributes + Behaviors = Feedback

Attributes alone are useless. They are vague and say little.

- **BE SPECIFIC**
- **GIVE EXAMPLES**
- **NO EXAMPLES, NO FEEDBACK**

Just say no to Cap'n Crunch Communication!

- Good – Not feedback
- Helpful – Not feedback
- Thorough – Not feedback
- Detailed Oriented – Not feedback
- Unfair – Not feedback
- Unreliable – Not feedback
- Careless – Not feedback
- Not trustworthy – Not feedback



Examples:

Attributes/Cap'n Crunch	Behaviors
Team player	Offers to help others on the team even when it's not his/her job.
Hard working	Does whatever needs to be done to get the job done. Is often seen in the office on weekends.
Difficult to work with	Everything is an argument or is questioned.
Does good work	Work is accurate and complete.
Thorough	Pays attention to the details.
Aggressive	Raises his/her voice in meetings when frustrated.

The more specific you are, the less defensive feedback recipients will be.

The Feedback Formula

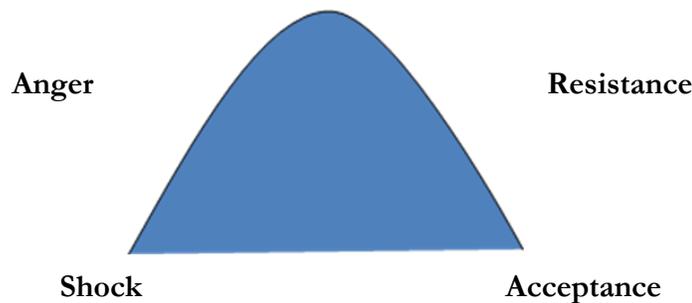
1. Introduce the conversation
2. Express empathy
3. Describe the behavior – **“I’ve noticed”**
4. State the impact of the behavior
5. Ask the other person for his/her perception of the situation – Both people talk.
6. Make a suggestion or request – **If s/he knew another way to do it, s/he would do it that way.**
7. Build an agreement on next steps (if any)
8. Say “Thank You”



Notes:

The S.A.R.A. Model

The process all human beings go through when they get feedback.



Source: Elizabeth Kubler-Ross.

Manage yourself! The less defensive you are, the more information you will get.

Influencing: Give feedback by asking questions. Say less. Ask More.



How to Say Anything to Anyone Setting Expectations for Powerful Working Relationships

Feedback Best Practices

- **Don't wait. Have conversations shortly after something happens. But do wait until you're not upset.**
- Practice the 24-hour guideline and the one week rule.
 - If the recipient can't remember the situation you're talking about, you waited too long to give feedback.
- **Be specific. Provide examples.**
 - **If you don't have an example, you're not ready to give feedback.**
- Praise in public. Criticize in private.
 - Have all feedback discussions behind a closed door.
- Good feedback discussions are a dialogue. Both people talk.
- Give small amounts of feedback at a time - a maximum of three strengths and three areas for improvement.
 - People cannot focus on more than two or three things at a time.
- Give feedback on the recipient's schedule. It will give the other person some control and s/he will be more receptive.
- **Talk with people. Don't send an email or voicemail.**
- Prepare. Draft bullets of what you plan to say. Practice out loud.
 - Articulating a message and thinking about it in your head are not the same thing.
- Avoid the empathy sandwich – positive feedback before and after negative feedback.
 - Separate the delivery of positive and constructive feedback so your message is clear.
- Offer an alternative. Suggest other ways to approach challenges.
 - If people knew another way to do something, they would do it that way.
- Give both positive and constructive feedback. Both are necessary.
 - Positive feedback can be even more important than negative feedback.

Give small amounts of feedback early and often:

- Up to three Pluses and Opportunities during every meeting.
 - What's gone well since our last meeting?
 - What could be improved?
 - What should we start, stop and continue doing?



Not having one-one-one meetings with your direct reports and/or manager? Start.

How to get more feedback:

- **Ask for it!**
- **Say thank you**, even if they're 'wrong.'
- "Thank you for telling me that. I'm going to think about what you've said and may come back to you to ask questions or discuss further."
- **If you get defensive, apologize.**
- Don't be a black hole. **Follow up.** "I've taken the following actions..."

Homework:

- Have a conversation using the Candor Questions with the people who work for and with you—your most important customers.
- Have a conversation you've been avoiding using the eight-step feedback formula.

The Speaker:



Shari Harley runs Candid Culture, a Denver-based training and consulting firm bringing candor back to the workplace, making it easier to tell the truth at work. Before launching her business Shari led leadership development training for OppenheimerFunds, conducted customer service training for American Century Investments, and facilitated training for Dale Carnegie Training.

Shari is the author of the book *How to Say Anything to Anyone*. She has a master's degree in Communication and taught leadership development at the University of Denver. Her clients include the University of Colorado, Colorado State University, Colorado College, the University of Wyoming, Metropolitan State University, and many others. She has spoken in India, Dubai, Australia, Singapore, Malaysia and Thailand. Shari's almost alarmingly engaging style makes it impossible to nod off in her programs. Participants will be laughing while they're learning, and will walk away with tools and techniques to transform any relationship.

Watch videos and learn more about our training programs at www.candidculture.com.

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