Feedback Forward

Nurturing Growth Through Intentional Exchange

Spring Bloom 2024

MACALESTER

FEEDBACK

Purpose of Feedback

Create Change

Incite change and outline steps to take to make that change

Encourage

Encourage continued good behaviors and positive outcomes

Trust

Build trust in relationships

Alignment

Create alignment

Feedback   vs.   Advice

- Empowers employees

- Two-sided

- Collaborative

- Motivating

- Focuses on what they did *and* how to learn from the experience

- *"I noticed you spoke more than others in that meeting. I liked a lot of what you said but many people didn't speak at all, so we might be missing important perspectives. What do you think?"*
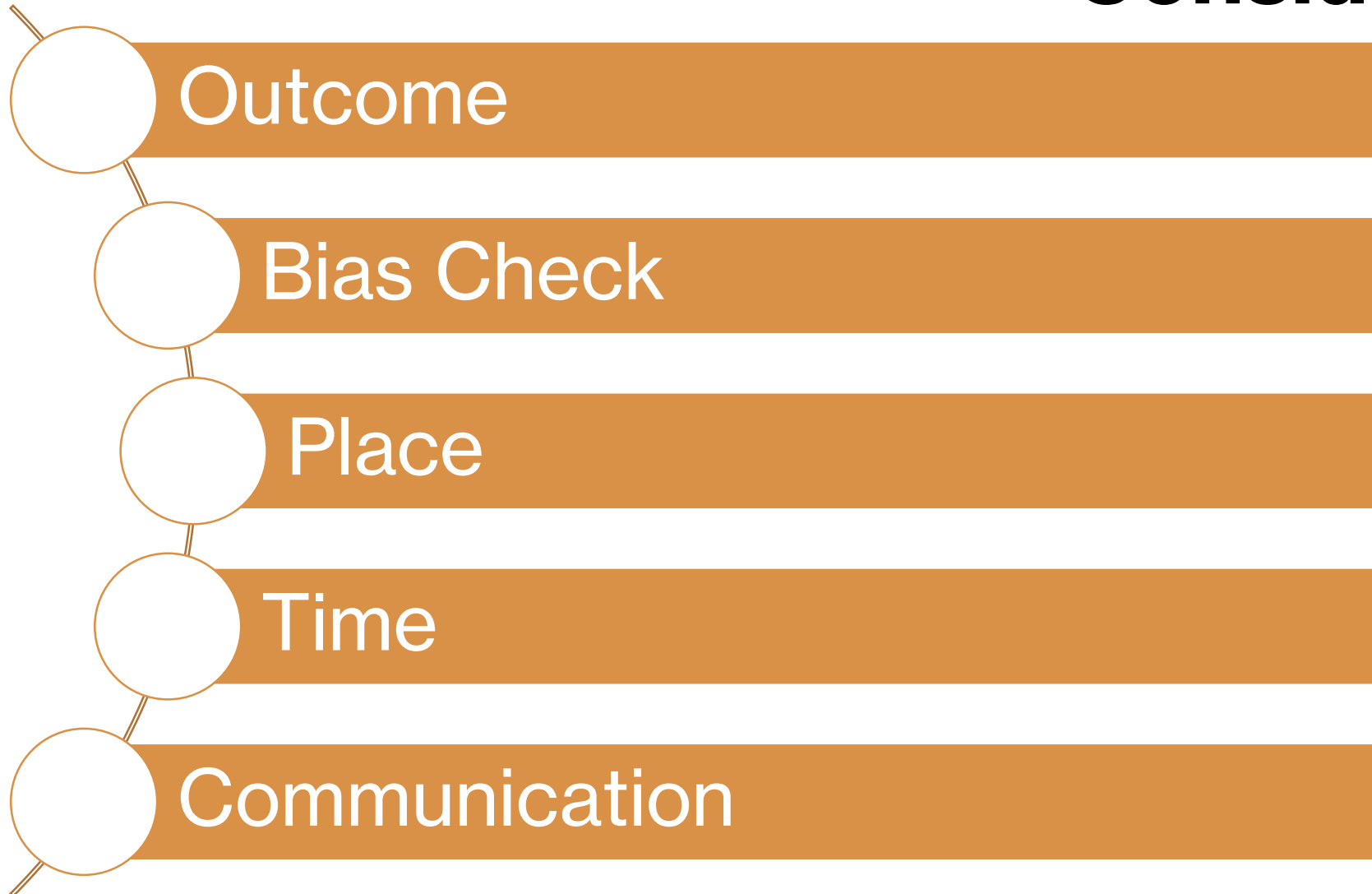
- Strips employee autonomy

- One-sided

- Directive

- Condescending

- Focuses on what they should do without clarifying what they did

- *"I noticed you spoke more than others in that meeting. You should talk less in meetings."*

FEEDBACK MOMENTS

Considerations ——

- Outcome
- Bias Check
- Place
- Time
- Communication

IDEA Feedback Model

I – **Identify**: What do you want to provide feedback on?

D – **Describe**: Describe the situation/behavior in detail and be clear about the impact

E – **Encourage**: Share and show that you are sharing this feedback to help and encourage them to be their best.

A – **Action**: Close the feedback with a clear action and next step(s) for the employee and even you as their manager to improve the situation/behavior next time

Approach with Empathy

Create space to acknowledge feelings, especially when addressing behaviors

"I noticed you had a strong reaction to what Sharra shared at our staff meeting today. You mentioned that you were caught off guard by what she was addressing. I know when I've been in similar situations, I've felt angry, frustrated, embarrassed…Were any of these true for you?......Let's talk about how you reacted to those feelings in the moment because it's ok to feel those feelings; but it's not okay to react to those feelings how you did."

Other Best Practices

- Avoid being the advice monster

- Take a collaborative approach

- Ask questions - "What" questions are best!

- Document your conversation when appropriate

- Stay focused on the situation/behavior that you intend to address

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The Setting: Peer to Peer

The Situation:

Bola has asked you to review a draft of an upcoming presentation they are planning to give to a group of peers from other private college campuses. You think there is relevant and important content shared in the presentation but have some concerns about how the content is presented.

How do you provide this feedback to Bola?

The Setting: Peer to Peer

The Conversation:

"Thanks for asking me to review your presentation. There's a lot of really relevant data and I think the section on AI in particular will be particularly valuable to the attendees. However, I had a bit of trouble identifying how I'd implement something similar on my campus if I had to start from scratch. What are your thoughts?"
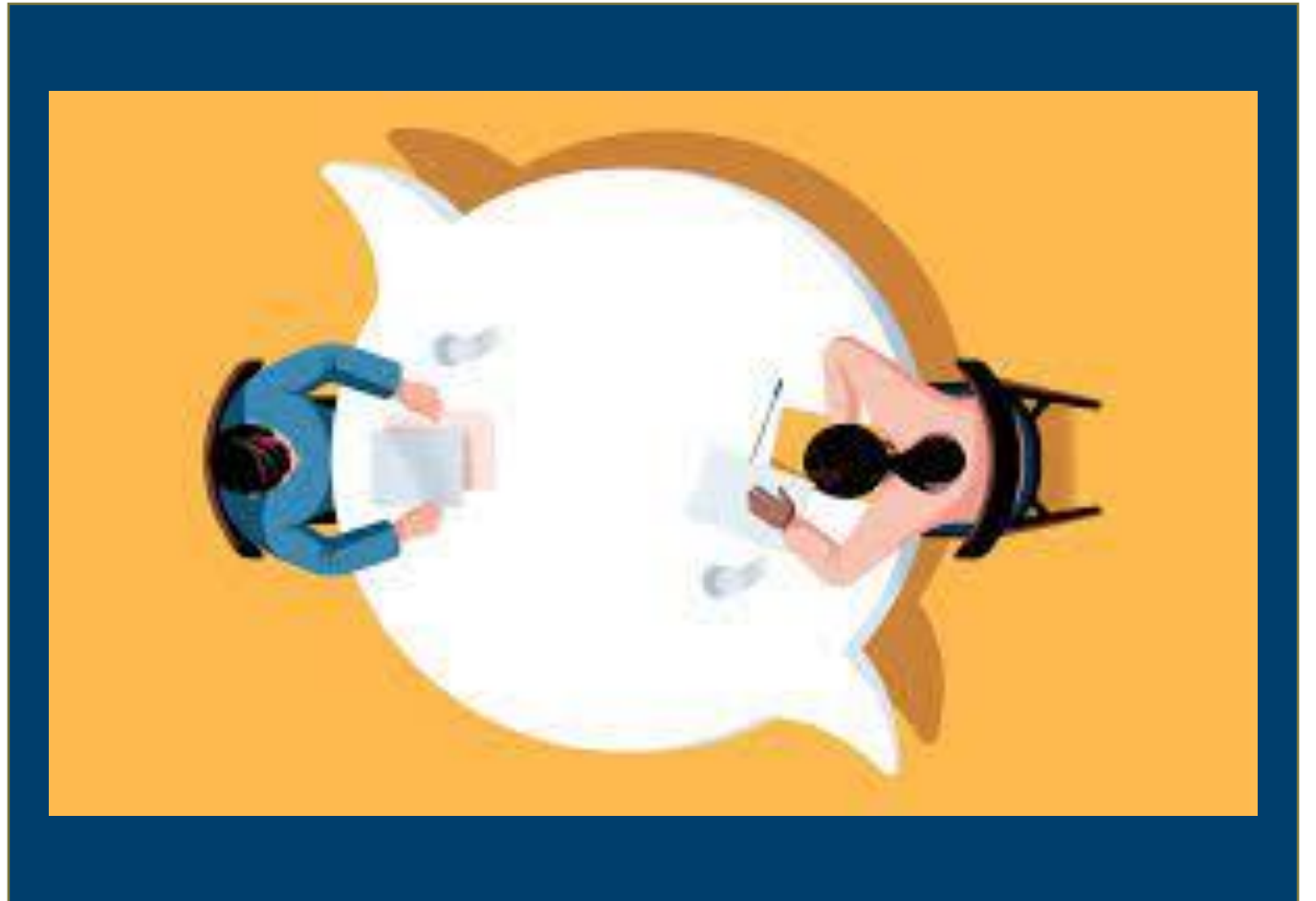
The Setting: Peer to Peer

The Situation:

Edgar emailed Luella regarding a student who stopped in with questions about their account. Edgar doesn't work with student accounts but since Luella was at lunch, he offered to take notes of what the student needed and relay that to Luella so she could follow up. When Luella got back from lunch and saw the email, she immediately responded to Edgar with an email that included the phrase "I don't take direction from you". Edgar is really uncomfortable and confused by Luella's response.

How could Edgar provide this feedback to Luella?

The Conversation:

"Hey Luella. Do you have 5 minutes? I'd like to connect about that email I sent over lunch. Your response caught me off guard and I want to assure you that I didn't intend to tell you what to do. My only intent was to support a student and you.

I've noticed that we sometimes have a communication mismatch and I'd like to work with you to improve our communication. Would you be open to some 1:1 time to discuss how we can communicate more effectively?"
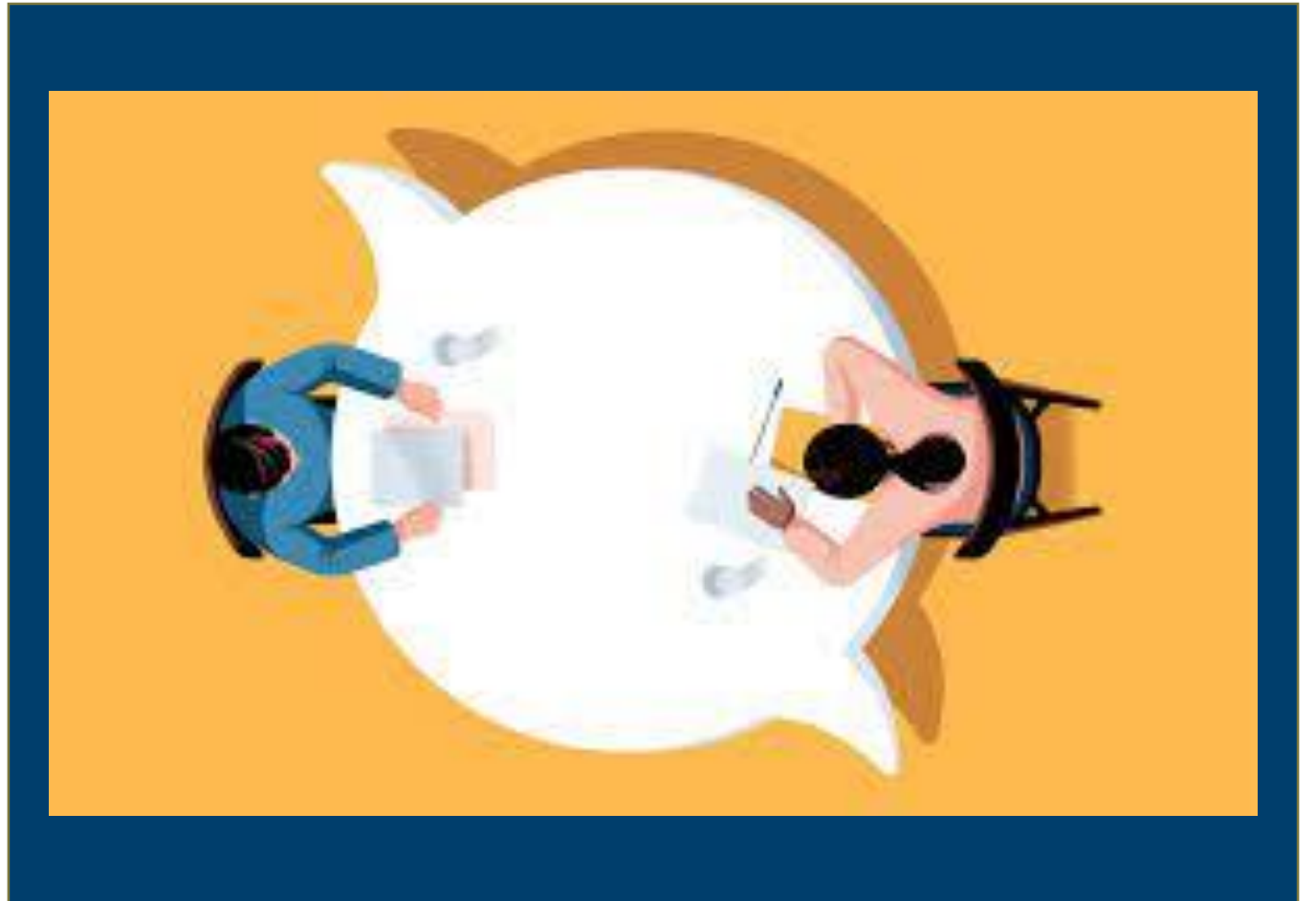
The Setting: Manager to Employee

The Situation:

You manage a team of individuals and lately one of your team members' performance has been a bit off. They have recently completed two assignments late and today was the second time they've shown up significantly later than usual.

Does this warrant a conversation? When would be a good time to have a conversation? What do you say?

The Setting: Manager to Employee

The Conversation:

"Kellen, I noticed you have come into work later than usual recently and missed the 1099 report deadline as well as the event announcement timeline. I am worried about your ability to complete your work and meet deadlines as a result. Has something changed that is making it difficult for you to get here on time or complete your work on time? If so, I'd like to work with you to develop a plan."

The Situation:

You've received complaints for other staff members that your employee, Murphy, frequently talks over and interrupts others during meetings. The staff are frustrated with Murphy and feel like their opinions aren't valued or even heard because of Murphy's behavior. The next day you are in a meeting with Murphy and observe this behavior when Murphy got excited about topic and interrupted Bernadette and Rae.

How would you provide this feedback to Murphy?

The Setting: Manager to Employee

The Conversation:

"It's clear you're excited about this project your on and I'm appreciative about that passion. But sometimes, when you get excited, you don't leave room for others to bring their ideas to the table. In particular, I noticed that you spoke over and interrupted both Bernadette and Rae several times throughout the meeting this morning. Did you notice it, too?"

The Situation:

You and your manager meet once a month for a check-in and having been doing so for a year. You usually provide an update on your work to your manager and they provide you with department/campus updates. Recently you've taken on some new responsibilities and aren't feeling like you have adequate support at the moment from your manager.

How would you provide this feedback to your manager?

The Setting: Employee to Manager

The Conversation:

"Since taking on the Twin Cities Outreach, I've felt a little overwhelmed with completing my work as quickly as I'd like and I'm not feeling as confident as I do with the rest of my work. The targeted email campaigns are especially tricky for me right now. I think it would be beneficial for me and the outreach program if you and I could meet more frequently for the next 3 months as I learn. Moving our 1:1s to every other week and reviewing my outlines for these campaigns together would be helpful. What your thoughts about my proposal?"

The Setting: Group

The Situation:

Someone interrupts the presenter and proceeds with a line of questioning that isn't pertinent or appropriate to discuss in this group setting.

Should anyone say something? Who? How should they provide feedback to the individual?

The Setting: Group

The Conversation:

The presenter can step in and say *"Thanks for bringing that up. Due to the sensitive/specific nature of what you're talking about, let's chat about that specifically in a 1:1 setting. I'll put time on our calendars but in the meantime, I can address that topic a bit more generally for the benefit of everyone in the room."*

The Setting: Manager to Employee

The Situation:

Last week Javier was assigned a large portion of the tasks for a cross-functional project your department is leading. Many other stakeholders are dependent on this work in order to complete their own work. Javier did a great job of managing the tasks and keeping you informed.

Do you need to say anything to Javier? If so, what?

The Setting: Manager to Employee

The Conversation:

"I really appreciate how you kept me up to date on the project this week – it helped me coordinate with our stakeholders proactively, and I'm excited to share that we are on track to launch thanks to your work this week. Your communication about this project work helped me see your process and I'm impressed with the efficiencies you are introducing."

RESPONDING TO FEEDBACK

"Failure is an opportunity to grow"
GROWTH MINDSET
"I can learn to do anything I want"
"Challenges help me to grow"
"My effort and attitude determine my abilities"
"Feedback is constructive"
"I am inspired by the success of others"
"I like to try new things"

"Failure is the limit of my abilities"
FIXED MINDSET
"I'm either good at it or I'm not"
"My abilities are unchanging"
"I don't like to be challenged"
"I can either do it, or I can't"
"My potential is predetermined"
"When I'm frustrated, I give up"
"Feedback and criticism are personal
"I stick to what I know"

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RESPONDING TO FEEDBACK

"*That's* my performance review?!
Two thumbs up?!"