



Our Conviction & Commitment

You will clarify your purpose and build confidence, competency, and character to have greater influence and impact. You will gain a greater understanding of leadership, fundamental leadership capability, and the foundational leadership attitude and skills needed to "BEcome" a strong effective leader that empowers others.



MODULE

5

GIVING AND RECEIVING FEEDBACK

Objectives:

- Understand feedback.
- Understand the importance of feedback for growth and development of the leader and for the organization.
- Learn a technique for giving and receiving feedback.
- Change in paradigm: “feedback is bad news” to “feedback is a gift”.



LESSON 1



DEFINITION OF
FEEDBACK

By the end of this lesson, you will:

- Have a definition of feedback.
- Understand the types of feedback given.



What is Feedback?

- Feedback is _____ that is shared to _____ or _____ to _____ performance and results.
- Feedback is neither _____ or _____.
- Feedback is either _____ or _____.
- Feedback can only be _____ or _____.

Types of Feedback

- Positive Feedback (_____)
- Constructive Feedback (_____)
- Effective Feedback
- Ineffective Feedback



LESSON 2



WHY FEEDBACK
IS IMPORTANT &
NEEDED

By the end of this lesson, you will be able to:

- Explain why feedback is important.
- Understand why feedback is needed.
- Determine your comfort level with growth.

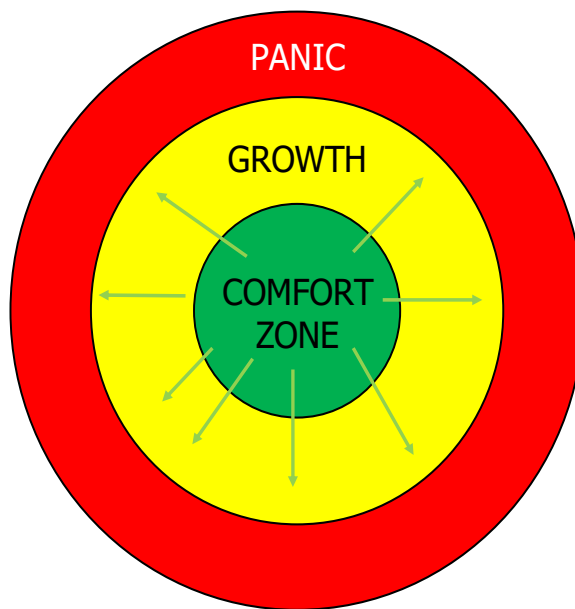


Why is Feedback Important?

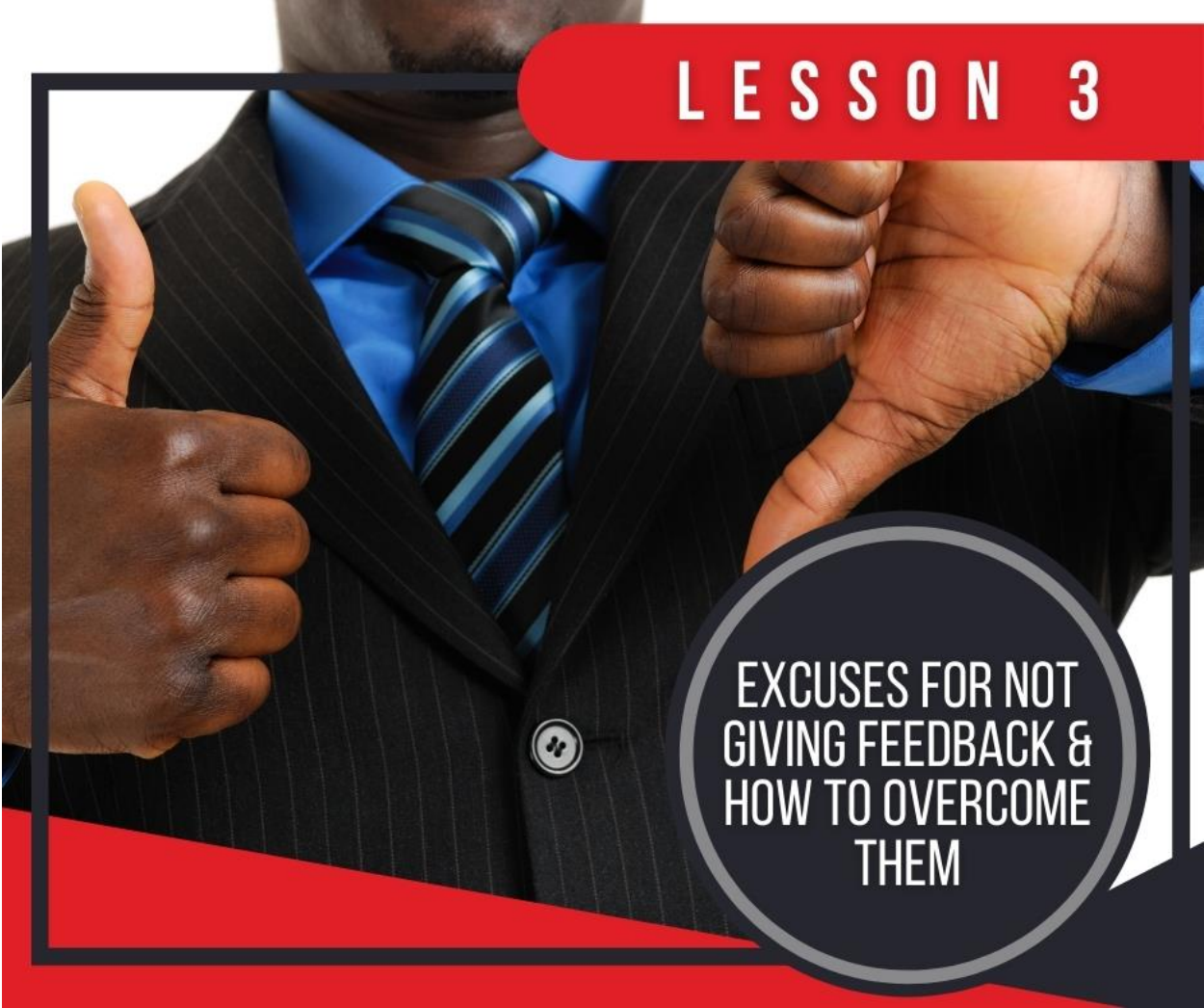
Feedback is _____ in order for any individual, group, or organization to _____ and _____.

Why is feedback needed?

- We all have _____ to _____.
- We _____ what _____.
- What we are _____.
- How to _____ what we are _____.
- The _____ of what we are _____.



LESSON 3



EXCUSES FOR NOT GIVING FEEDBACK & HOW TO OVERCOME THEM

By the end of this lesson, you will be able to:

- Recognize when you are making excuses to not give feedback.
- Overcome the excuses.
- Understand the impact of not giving feedback.



Excuses For Not Giving Feedback

1. Impact on them:

2. Impact on me:

Bottomline for not giving feedback:

“Most of us don’t like correction!”

Fear of failure in delivering the message:

- Will they _____
- Will they _____
- Will they _____
- Will they _____

Clarity on the motive: To help _____



Overcoming the Excuses

Concerned about their response?

- Be responsible for your behavior:
 - Be respectful.
 - Be caring.
 - Be clear in your communication.
 - Be clear on your intentions.
- Give up trying to control their response:
 - Behave in a way that the person can receive.
 - Establish a foundation of connection.

If you are in the receiving position, would you want to know?



What Is Feedback About?

Feedback is about:

What I don't know about:

- What I did.
- The impact.
- How I can do it better the next time?

The consequences of not giving feedback

- Hard to make _____.
- Repeat _____.
- Robs the individual of his or her _____.



Giving Feedback Practice: Part 1

- Write down the names of 3-5 people you feel would benefit from feedback.
- What is the feedback? Write it down beside each person's name.
- In the next few lessons, you will learn how to give them feedback.

Person	Feedback	Update Feedback



LESSON 4



DO'S & DON'TS
OF GIVING
FEEDBACK

By the end of this lesson, you will be able to:

- Give feedback in a helpful manner.
- Recognize when it is not helpful.



Do's

<p>Recognize both strengths and opportunities.</p> <p>Phrase the issue as a statement, not a question.</p> <p>Find the right moment, right environment to share.</p> <p>Make sure your data is accurate including the things you know for certain.</p> <p>If not requested, check if person is open to receive.</p>	<p>Be specific about what was done or said; don't evaluate it.</p> <p>Check for understanding/agreement of receiver behavior.</p> <p>Discuss the impact on you (if there is one).</p> <p>Use the "I" statement to accept responsibility of your own perceptions and emotions</p>
--	--

Don'ts

<p>Give vague or unsupported feedback.</p> <p>Guess at motives.</p> <p>Limit your focus only to ineffective behaviors.</p> <p>Give feedback if you don't fully know the circumstances.</p> <p>Give feedback if you aren't going to be around to follow up or support.</p>	<p>Give feedback about something a person has no power to change.</p> <p>Give feedback if the person is upset or not in a good mood to receive.</p> <p>Don't give feedback if your motive is not to help the person improve but is to put the person on the spot, show how smart you are, or to belittle the person.</p>
--	---



Giving Feedback Practice: Part 2

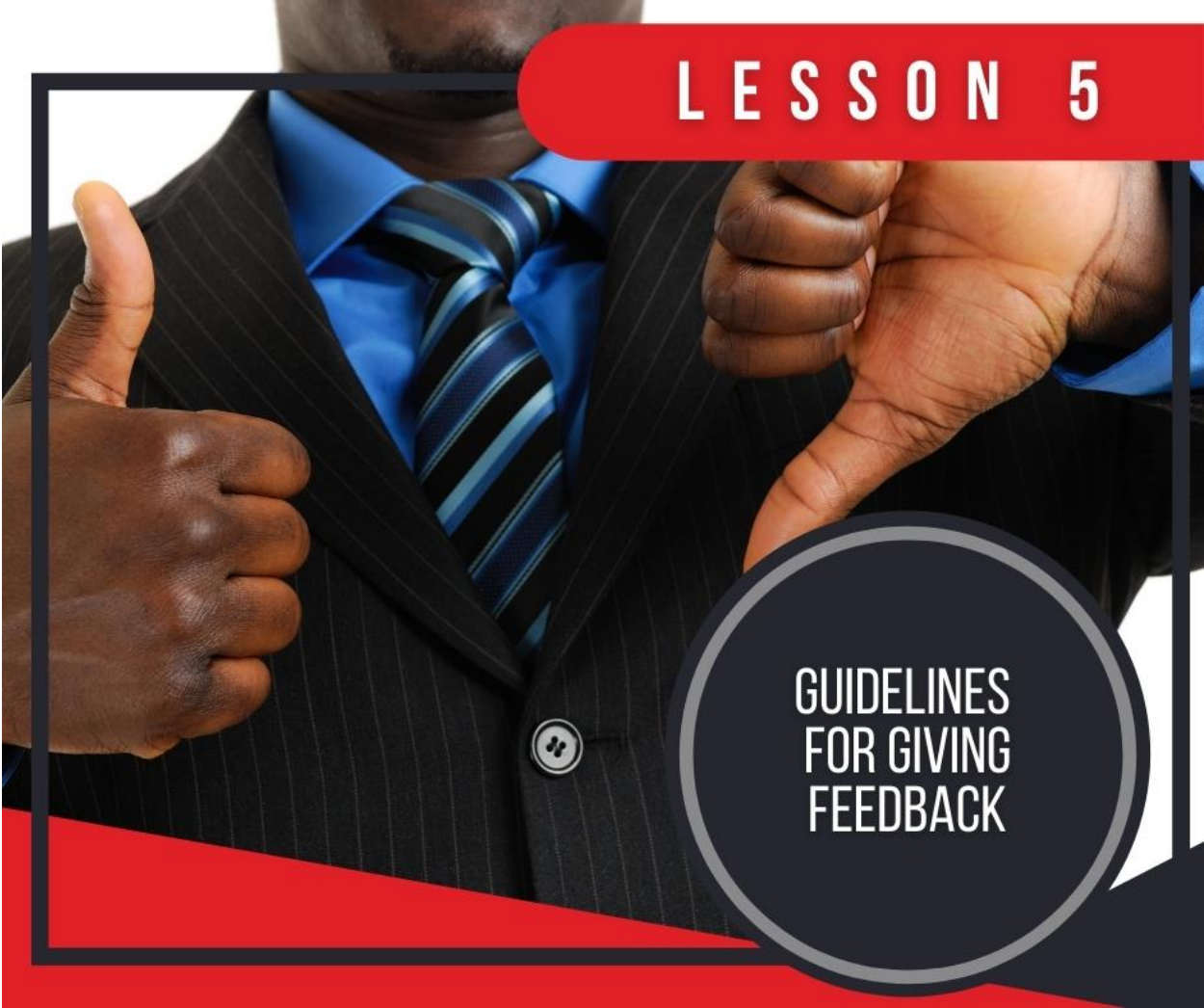
Look over the feedback you documented from the last lesson **Giving Feedback**

Practice: Part 1

- How is it written?
- Is it clear?
- Is it helpful?
- What is your motive?
- Do you have the context correct? Do you need more information why the feedback is appropriate?



LESSON 5



GUIDELINES
FOR GIVING
FEEDBACK

By the end of this lesson, you will be able to:

- Implement guidelines for giving feedback.
- Improve your giving feedback process.



General Guidelines for Giving Feedback

- Timely
 - _____
 - _____
- Be specific
 - _____
 - _____
- Facts
 - _____
 - _____
 - _____

Guidelines for Giving Feedback



Assertion Method for Feedback

When you _____ (behavior)

I feel _____ (feelings)

Because _____ (impact on me)

Giving Feedback Practice: Part 3

Look over the feedback for **Giving Feedback Practice: Part 2**

- Choose 1 person.
- Follow the steps.
- Role play with someone or pretend the person is in front of you.
- Answer the following questions:
 - Which step did I find difficult?
 - Do I still need to give the person the feedback?
 - How has it changed from the original feedback I thought I needed to give?



LESSON 6



RECEIVING FEEDBACK

By the end of this lesson, you will be able to:

- Learn how to receive feedback.
- Recognize when you are not receiving feedback.



Receiving Feedback

As a Leader:

- The organization you are leading is constantly giving you feedback.
- Look for both verbal and visual cues.
- Be curious not critical when things appear out of sync with where you are trying to go.
- Role model receiving to build rapport.

As a Leader Do:

- Listen intently. Repeat what you heard.
- Ask questions for clarity.
- Clarify your intent.
- Clarify the change needed.
- Thank them for bringing it to your attention.
- Decide if you accept and will make the change.
- Be aware of your body language.

As a Leader Don't:

- Over talk the giver.
- Try to determine their motive.
- Make assumptions.
- Dismiss without understanding the impact.
- Shoot the messenger.



Self-Reflection

1. As a leader, do I see feedback as helpful or hurtful?
2. Do individuals feel they can give me feedback?
3. What would I need to change to receive more feedback?



LESSON 7



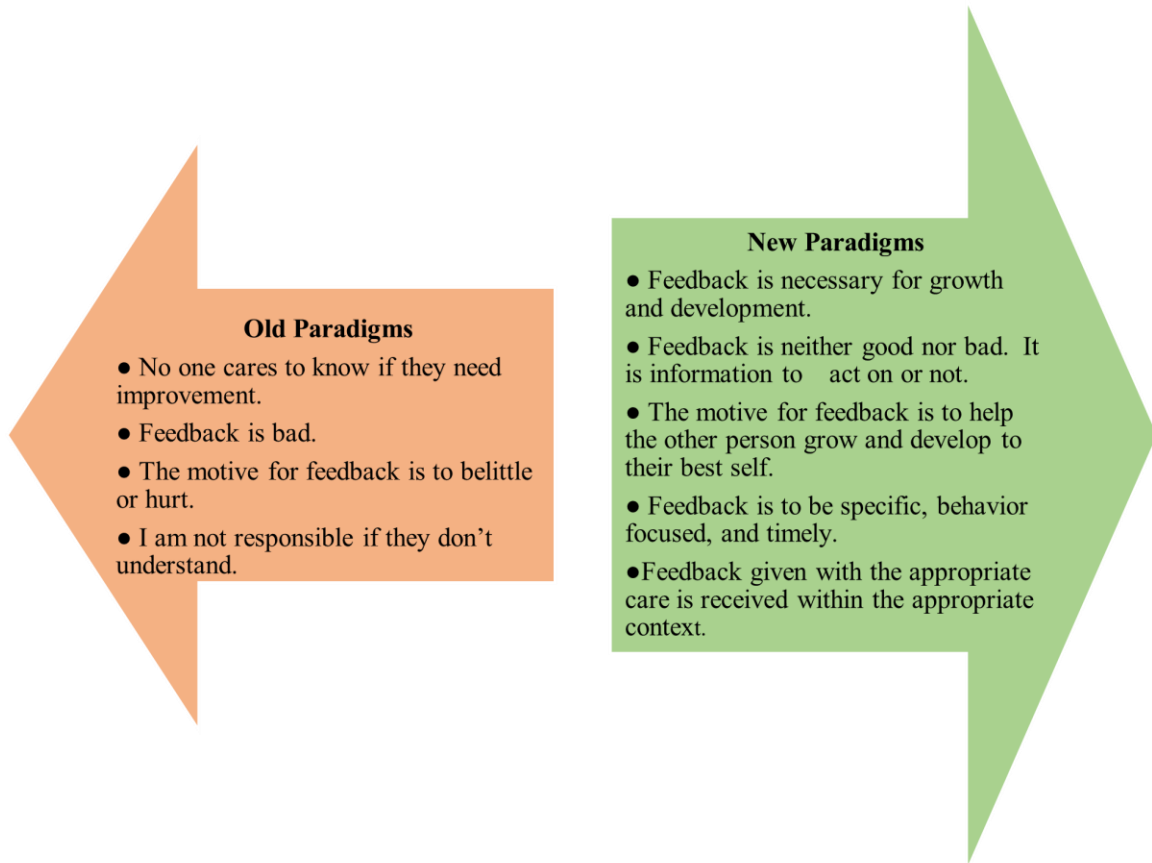
FEEDBACK
IS A GIFT

By the end of this lesson, you will be able to:

- Understand the paradigm shift needed to see feedback as a gift.
- Choose to change your paradigm and be an example for others.



Feedback Paradigms



Self-Reflection

1. As you look at each new paradigm, which ones resonate with you?
2. Which would be the easiest to accept?
3. Which is the hardest to accept?



Module 5 Personal Thought Summary

- Feedback is a _____.
- Feedback is important for _____ of the leader and for the organization.
- It is important how feedback is _____ so it can be _____.
- A change in _____ will create a change in _____.

Weekly Debrief Questions or Comments

1.

2.

3.

4.

