

Difficult Conversations: Feedback Anyone?

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Session Overview

Why intention Matters

Let the intention
guide your
actions



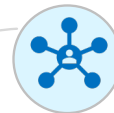
How to provide impactful feedback

Lean into
curiosity &
humility

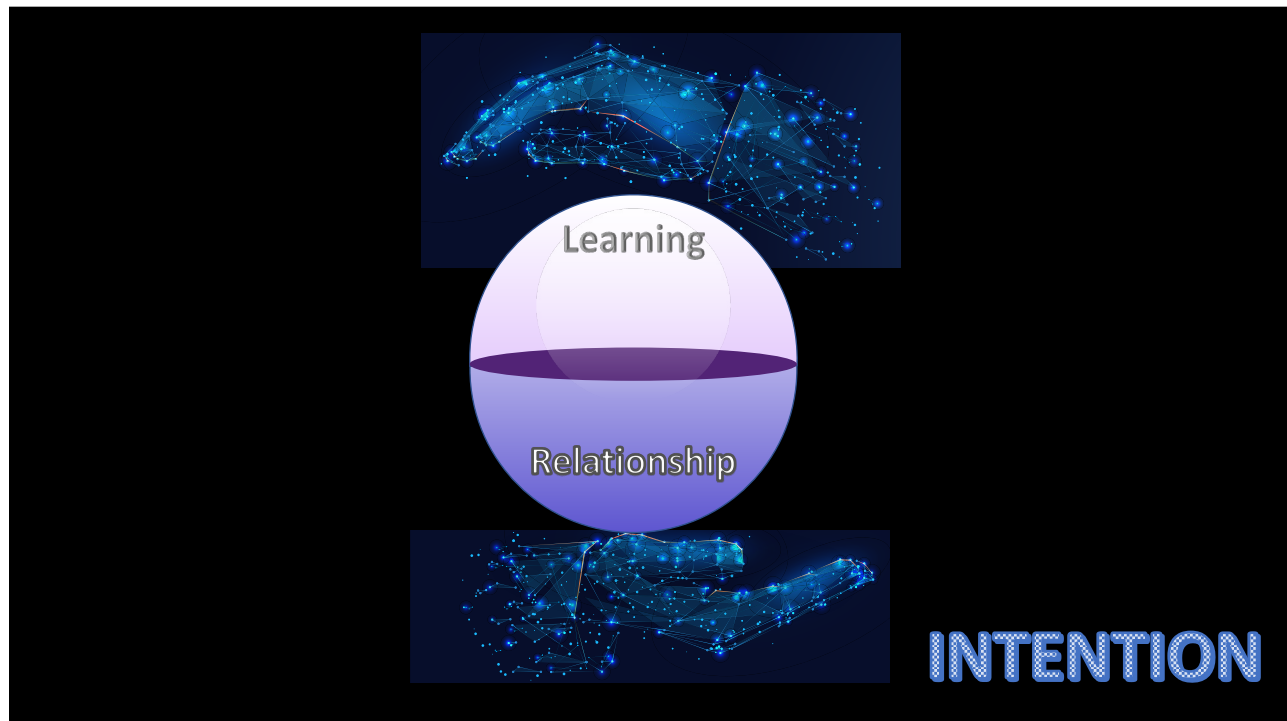


How to receive feedback

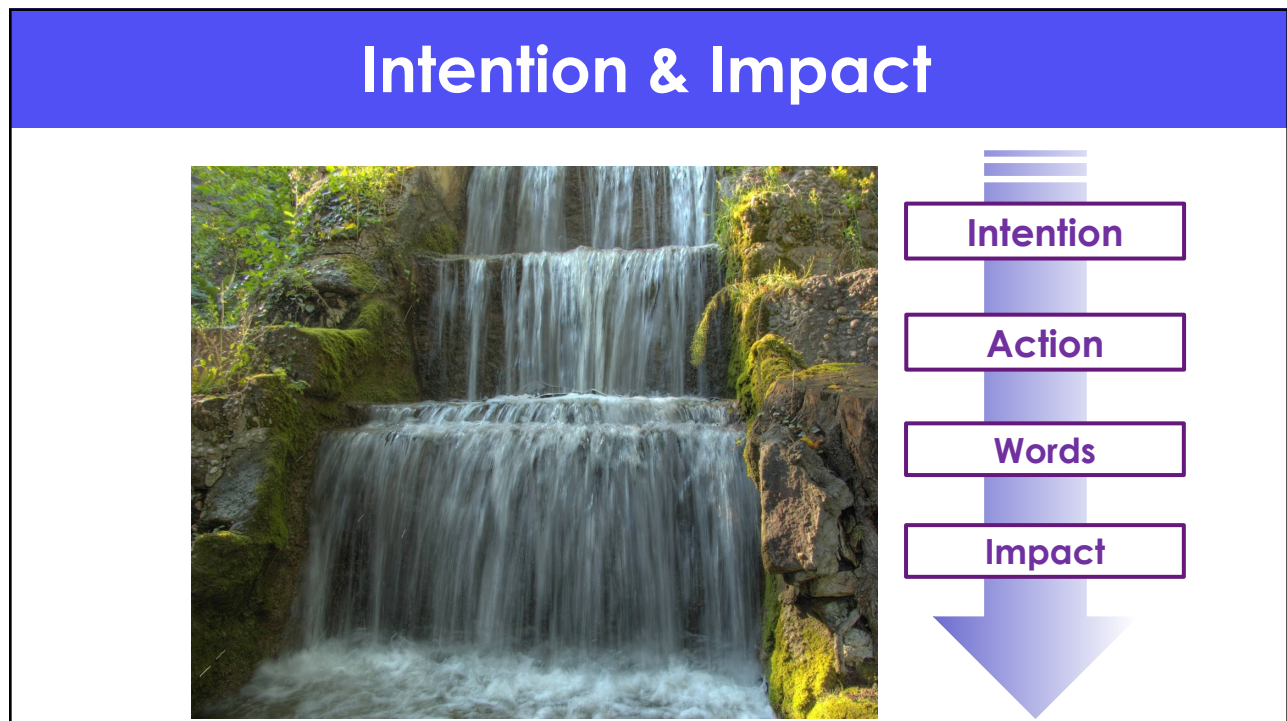
Summon your
agency and
advocacy



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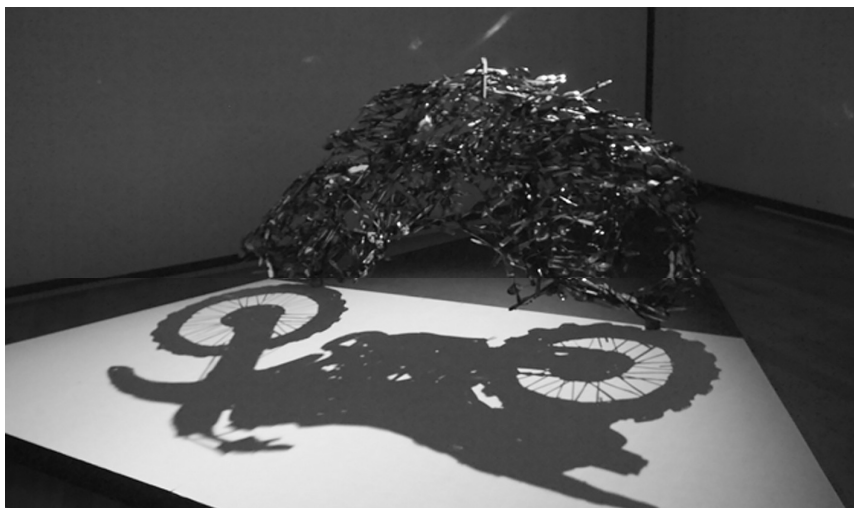
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Intention & Impact

Intention	Action	Words	Impact
Punish (An employee fails to deliver the assignment)	Put the employee on the spot in public.	Missing a deadline is not ok. I expect you to fix the problem. Or else...	Employee: Disengagement; Resignation Superior: Humiliation and inciting fear are justified
Gather information to understand problems	Pose questions to be informed of issues	What's been tried so far?; How did you arrive at your conclusion?; Who else should we consult?	Partnership Shared stake Respect for opinions
Show the correct way to tackle a staff member's task after a mistake was uncovered	Refrain from taking over the work. Communicated the gap between what was discussed and what was executed. Agreed to meet with the staff.	I was surprised to see some incorrect information in the email you sent out to the stakeholders. This poses a great opportunity to discuss how we can get our work done correctly and efficiently.	Staff → Can look to the future Me → Be mindful of future instructions


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Intention & Impact



Shigeo Fukuda, "Lunch with a Helmet on" 1987

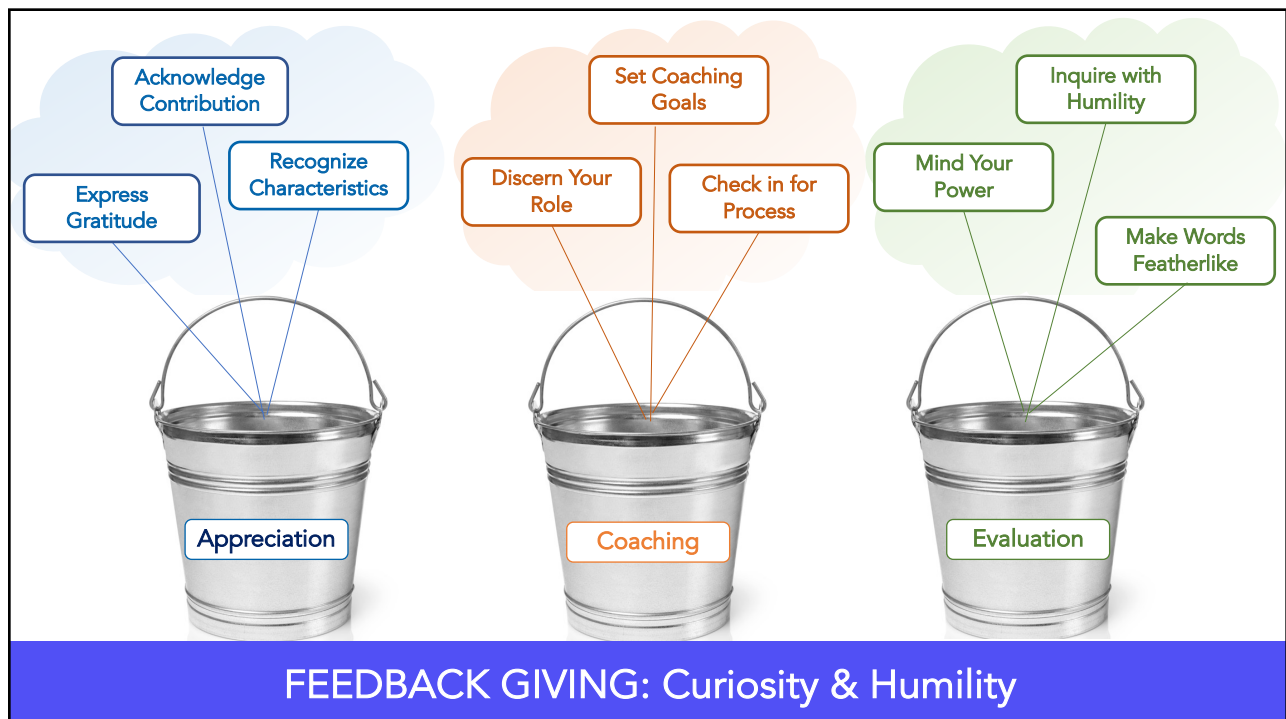
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Principles of Feedback

- Feedback ≠ Stealth Attack
=> Prepare the Listener
- Feedback = Carrier of Intention
> Content
- Feedback ≠ One-way Street
=> Mutual sharing

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Ask Questions

Lead With:

- **WHAT:**
What made it difficult for you to...
What led you to make the decision?
What concerns you the most?
- **HOW:**
How do you see things differently?
How did you arrive at your conclusion?
How can we move forward together?

Avoid Leading With WHY

Listen

Lead with Your Intention:

- We are in a difficult situation. (Neutralizing Tension)
- It was helpful to hear your perspective. (Suspending Judgment)
- I do appreciate everything you have done. Would you find it helpful to hear... (Acknowledge)

Avoid Saying BUT:
I hear you but...
Good idea but...

FEEDBACK GIVING: Curiosity & Humility

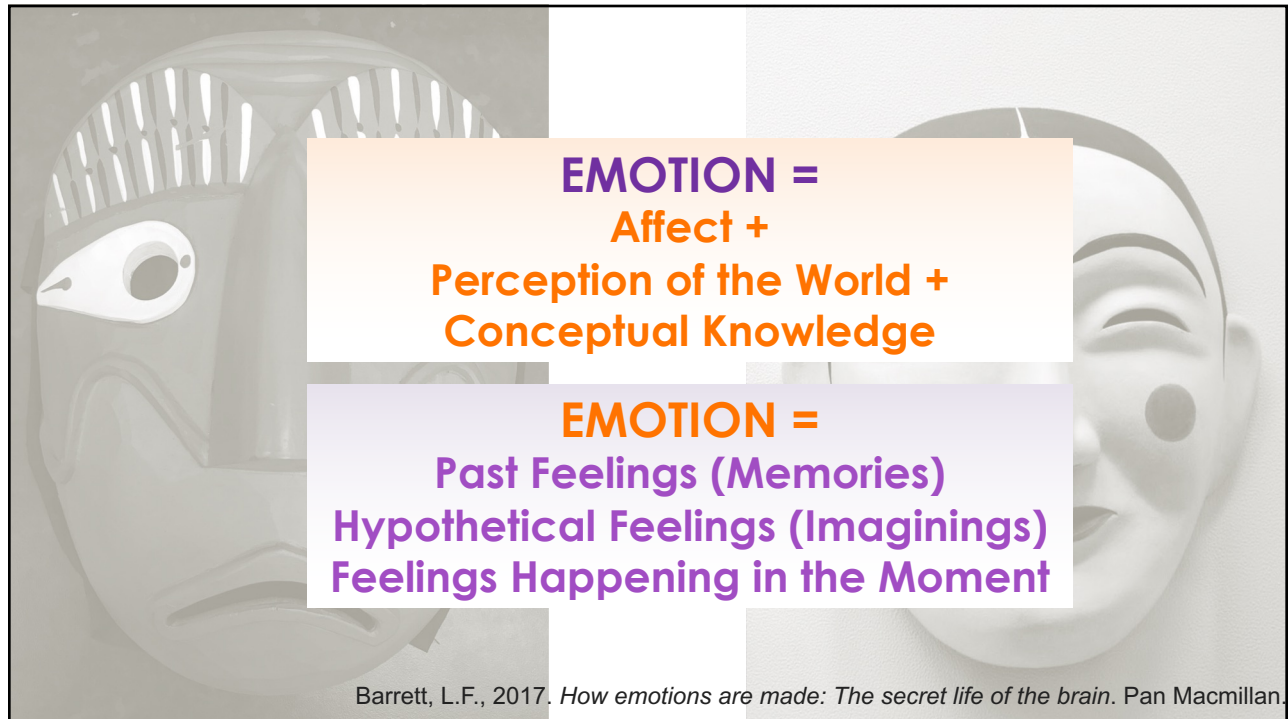
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- An HR official asked to meet me to debrief on exit interviews.
- I had lost two staff members over 8 months.
- It wasn't my fault they found excellent positions that paid well.
- My inclination was to ignore the email.



FEEDBACK RECEIVING: Agency & Advocacy

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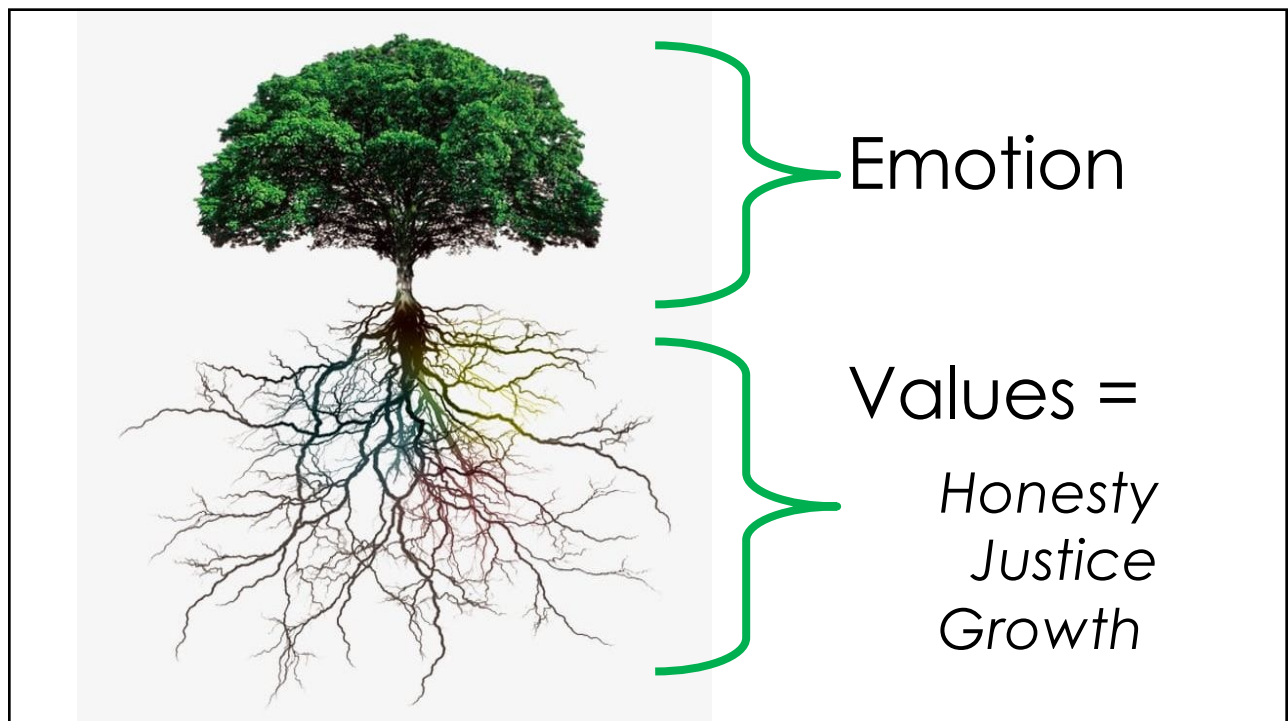


EMOTION =
 Affect +
 Perception of the World +
 Conceptual Knowledge

EMOTION =
 Past Feelings (Memories)
 Hypothetical Feelings (Imaginings)
 Feelings Happening in the Moment

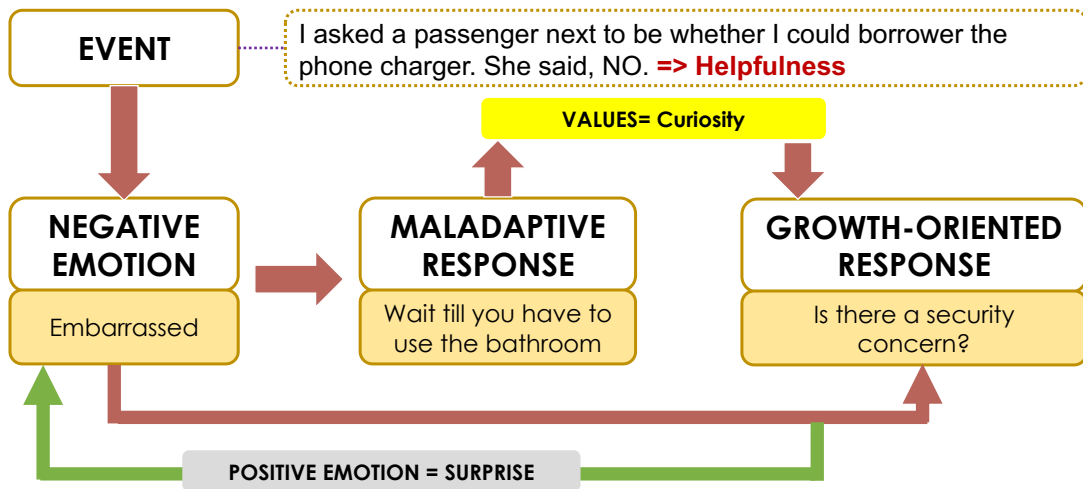
Barrett, L.F., 2017. *How emotions are made: The secret life of the brain*. Pan Macmillan.

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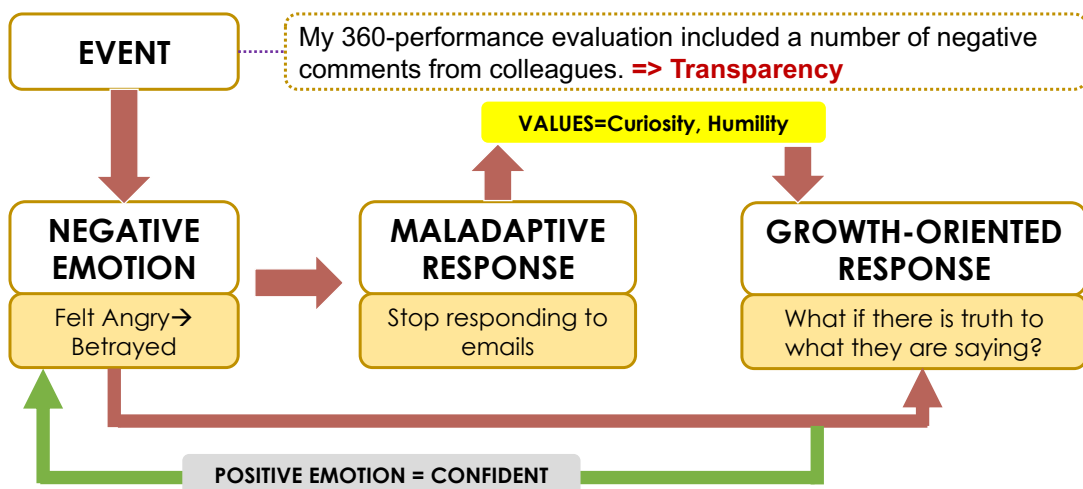
Emotion = Value Whisperer



Goleman D, Langer E, Congleton C, McKee A. 2017

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Goleman D, Langer E, Congleton C, McKee A. 2017

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FEEDBACK RECEIVING: Agency & Advocacy

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Saxifrage = Stone Breaker

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Reflect

Signal to others how you feel

- You can imagine how surprised I'm to hear that.
- May I take a minute to share how I received your remark?
- It was disappointing not to receive the report in time.
- When I was interrupted while offering my explanation, I was getting frustrated. In fact, I was getting angry.

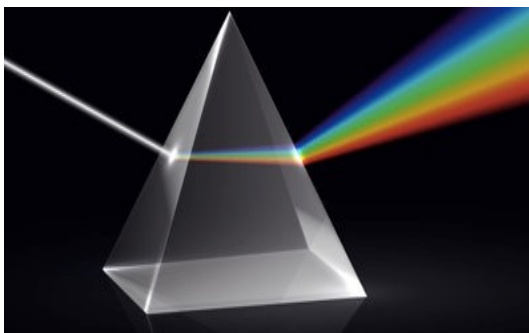
Signal to others you get how they feel

- That must be frustrating.
- I hear how upset you are.
- I am sorry this is so tough on you.
- It must be disappointing to ...
- It's been a hard day.
- Your passion for this work is clear to me.
- Obviously, you have thought a lot about this issue.

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Reframe



Generate possibilities.
Shift from the past to the future.

My son only got into one college!

One school that matters to us came through.

But you are so inexperienced!

Gosh I haven't had a chance to share what I've been doing. Would you be interested in hearing...

Your team came close to failing.

Excellence matters to both of us. That's why...

Just get it done fast!

Efficiency is your priority. Here is my concern about safety.

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Thank you
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