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
Intention & Impact

- Intention
- Action
- Words
- Impact
### Intention & Impact

<table>
<thead>
<tr>
<th>Intention</th>
<th>Action</th>
<th>Words</th>
<th>Impact</th>
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<tbody>
<tr>
<td><strong>Punish (An employee fails to deliver the assignment)</strong></td>
<td>Put the employee on the spot in public.</td>
<td>Missing a deadline is not ok. I expect you to fix the problem. Or else…</td>
<td><strong>Employee</strong>: Disengagement; Resignation <strong>Superior</strong>: Humiliation and inciting fear are justified</td>
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<td><strong>Gather information to understand problems</strong></td>
<td>Pose questions to be informed of issues</td>
<td><strong>What’s been tried so far?</strong>; <strong>How did you arrive at your conclusion?</strong>; <strong>Who else should we consult?</strong></td>
<td><strong>Partnership</strong> <strong>Shared stake</strong> <strong>Respect for opinions</strong></td>
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<td><strong>Show the correct way to tackle a staff member’s task after a mistake was uncovered</strong></td>
<td>Refrain from taking over the work. Communicated the gap between what was discussed and what was executed. Agreed to meet with the staff.</td>
<td>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.</td>
<td><strong>Staff</strong> ➔ Can look to the future <strong>Me</strong> ➔ Be mindful of future instructions</td>
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*Shigeo Fukuda, “Lunch with a Helmet on” 1987*
Principles of Feedback

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

FEEDBACK GIVING: Curiosity & Humility

- Acknowledge Contribution
- Express Gratitude
- Recognize Characteristics
- Discern Your Role
- Check in for Process
- Inquire with Humility
- Mind Your Power
- Make Words Featherlike
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

• 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
EMOTION =
Affect +
Perception of the World +
Conceptual Knowledge

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


Emotion

Values =
Honesty
Justice
Growth
EVENT: I asked a passenger next to be whether I could borrow the phone charger. She said, NO. => Helpfulness

NEGATIVE EMOTION: Embarrassed

MALADAPTIVE RESPONSE: Wait till you have to use the bathroom

GROWTH-ORIENTED RESPONSE: Is there a security concern?

VALUES = Curiosity

POSITIVE EMOTION = SURPRISE

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EVENT: My 360-performance evaluation included a number of negative comments from colleagues. => Transparency

NEGATIVE EMOTION: Felt Angry → Betrayed

MALADAPTIVE RESPONSE: Stop responding to emails

GROWTH-ORIENTED RESPONSE: What if there is truth to what they are saying?

VALUES = Curiosity, Humility

POSITIVE EMOTION = CONFIDENT

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

Emotion = Value Whisperer
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

What must I change right away?
Where do I need to enlarge staff’s voices?
Good to know. Need more info.

Saxifrage = Stone Breaker
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 your 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.

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.
Thank You!

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