


Giving and receiving feedback worksheet

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The opinions expressed by the participants of the entrepreneurs are their own. Feedback from colleagues and staff gives them an idea of how their work is progressing, as well as tips on how to solve any problems. But, for a number of people, hearing six words: Can I give you feedback? It breeds fear and anxiety. Words pass through an interpreter in our brain and are heard as: Can I completely demolish you? One can know that a person, give feedback somehow superior to the person receiving it, putting the receiver on the defense. While providing and receiving feedback can be a delicate process, there is no doubt about its value in helping to identify and address problems. Business owners need to manage feedback in a positive way to do what it is designed to do: help improve and grow their business. Here are five tips you can get on the way to providing productive feedback:1. Create security. Believe it or not, people who get feedback apply it only about 30% of the time, according to Columbia University neuroscientist Kevin Ochsner, who led that research at the NeuroLeadership Summit in Boston. If the person receiving feedback does not feel comfortable, it may lead to the fact that feedback will eventually be unproductive. If you don't have such a buddy relationship with a colleague or co-worker that allows you to talk to almost everyone else, then I suggest you add courtesy and security to your feedback approach. Don't be mean. Your feedback usually won't be productive if it focuses on making the other person feel bad or making them look stupid in front of their peers. Related: Candid Talk About Performance EvaluationIn addition to this, create opportunities for confidence building and skills. This is especially effective when people expect to be appreciated. Limited situations in which people know they are being evaluated are good for giving feedback by learning skills.2. Be positive. Give at least as many positive reviews as you do negative. Positive feedback stimulates reward centers in the brain, leaving the recipient open to taking a new direction. Meanwhile, negative feedback indicates that adjustments and response to threats and adjustments need to be made. You don't need to avoid negative or corrective feedback in general. Just make sure you follow it with the proposed solution or outcome.3. Be specific. People tend to respond better to specific, positive directions. Avoid saying things like: 'You need to be more talkative in meetings.' This is too ambiguous and can be interpreted in many personal ways. Say something specific and positive, pointing to the task you wish you had accomplished, such as you are smart. I want to hear at least one opinion from you in every meeting we have together going forward. So you think you've had it with performance reviews? A A Years ago, general Motors' Chris Oster division got so fed up with traditional reviews that it canceled them. There were so many problems - for managers and for the people assessed, explains Oster, director of organizational development at GM Powertrain Group. We had a fare error. We had a halo effect. But the biggest problem was that feedback doesn't lead to behavioral changes. Darcy Hitchcock, president of AXIS Performance Advisors, helps companies build high-performance work systems, including feedback systems. She says one of her most painful professional moments came from a performance review early in her career: her boss rated her four on the five scale. While most people feel it's a decent score, Hitchcock is agonizing over why she didn't get five. She ran into her boss: What steps can she take to get the perfect score? He had no answer. Angry and confused, she left the office and spent the day in a nearby park. During the hour-long meeting, she says, my boss took a highly motivated employee and made her very unmotivated. Years ago, top executives at Glenroy Inc., a private packaging manufacturer outside Milwaukee, held an off-site where they reviewed the company's key policies. A week later, Glenroy held a rally in the company's parking lot, where employees lit a fire and burned his policy guidelines. The company's well-established approach to reviews literally went up in smoke. But unlike other politicians that Glenroy has clarified or reinvented, reviews have never been restored. When people find out we don't have official reviews, it drives them crazy, says Michael Dean, executive vice president of Glenroy. They don't understand how we can run a business. Leaders here provide feedback to people. But the way to be effective on a day-to-day, minute-by-minute basis is not twice a year. Feedback matters. The only way for people to get better at what they do is for the people they work to provide frank, timely performance assessments. In today's environment, you have to evaluate what changes and what stays the same, what works and what no longer works, says Bruce Tulgan, author of FAST Feedback (1998, HRD Press) and founder of Rainmaker Thinking, a consulting firm based in New Haven, Connecticut. Feedback plays this role. Anne Saunier, director of the consulting firm Sibson and Co., based in Princeton, New Jersey, says, If you have ideas and information that will help someone work better, it's hostile not to share them. So why are reviews still the most painful ritual in business? Survey in 1997, Aon Consulting and the Human Resources Management Society showed that only 5% of HUMAN resources professionals their performance management systems. In 1995, William M. Mercer Inc., based in New York, interviewed executives about the reviews. Only 7% said their systems were excellent; more than 70% have updated them or planned. Part of the problem with reviews is that human nature hasn't changed - few of us like to hear about our shortcomings, and few of our bosses and colleagues look forward to describing them. Part of the problem is that the work itself has changed - it is more team-oriented, less individualistic. The tougher it is to measure individual performance, the harder it is to measure. But the biggest problem with reviews is how little they have changed. Too many leaders still treat feedback once a year rather than as a constant discipline. Keeping annual assessments like a diet just for your birthday and wondering why you don't lose weight, crack Saunier. Too many leaders confuse feedback with paperwork. Filling out the inspection form, not feedback, said Kelly Allan, a senior employee at Kelly Allan Associates Ltd., a consulting firm based in Columbus, Ohio, whose clients included Boeing, Paramount Pictures, and IBM. History has taught us that relying on inspection is costly, does not improve anything for a very long time, and makes the organization less competitive. We can't teach you how to properly provide or receive feedback. But our program offers five action-oriented principles to improve your performance with performance reviews. Be sure to let us know how you think we've complied . . . 1. Feedback is not about FormsMention term performance review, and the first image that comes to mind is paper: checklists, ratings, all overly familiar reports that invite all too predictable answers. It's a problem. Anyone who equates delivering feedback to filling out forms lost the battle for a smart assessment before it started. If you use forms as a basis for meetings about performance, argues Allan, you change only one thing - something that might be a natural, rewarding conversation in an awkward, disturbing inspection. Yes, there are reasons to document the evaluation process. But most of them are related to administrative tidiness or legal nervousness, rather than sound thinking about feedback. This is why more and more companies that are serious about reviews use forms only to confirm that the review has taken place - not as a tool for the review itself. Consider the example of Parkview Medical Center in Pueblo, Colorado. For years, hospital managers have imported new ideas about quality and service into their 286 beds-off. Previously, administrators and executives were looking for ways to evaluate of the hospital of its staff. They started by exploring how best to change the existing hospital checklist based on reviews: What ratings made the most sense? Sense? did the scoring system work best? But no amount of tinkering satisfied parkview leaders. Dorothy Gill, vice president of human resources, and a team of her colleagues explained their dilemma to the CEO. He said: If there's no better way to do reviews, let's just stop doing them. That's what we did. We had no idea what we were going to do instead. Jill and her colleagues eventually came up with the idea. It is called APOP, for an annual piece of paper. The most valuable types of feedback, they concluded, are the daily interactions between leaders and their people - interactions that cannot be captured on paper. The hospital still requires managers to do annual reviews. But instead of top-down scores, reviews of bottom-up requests for help: What can a leader do to make an employee's job easier? What's in the way of doing the work? And the environment for these conversation reviews, not written evaluations. There is a form - APOP. But his only role is to confirm that conversations have taken place. There are no points, no written goals for next year. It is literally a piece of paper signed by the employee and the director, who records the date, place and agenda of the meeting. The APOP process takes performance reviews and turns them upside down, Says Gill. Directors don't tell employees how they do. They ask open-ended questions to find out what will help employees work better. 2. Feedback Delay Feedback DeniedYou know an old joke about airline catering. First passenger: This food is terrible! Second passenger: And the portions are also small! Most of us feel the same about performance reviews. The only thing worse than how unsatisfactory they are is how rarely they happen. Bruce Tulgan interviewed hundreds of managers and staff for his fast feedback book (abbreviation means frequent, accurate, specific, timely). One of the most common complaints, he said, is that reviews take too long after performance criticism has occurred. We don't work year after year, pay your dues, climb the environment ladder more, he says. Once or twice a year score a creature from the workplace in the past. Today's business leaders expect workers to focus on results-oriented projects. This doesn't fit into the old performance review model every 6 or 12 months. Why do smart companies and leaders follow such outdated practices? Because, Tulgan argues, they have well-established systems for annual or semi-annual reviews. There are no systems for day-to-day interactions with workers, he says. That's where Fast Feedback comes in. Tulgan offers a plethora of techniques to speed up delivery and Feedback. Managers, he said, can create feedback in regular meetings and memos. Memo. can learn how to deliver feedback via email and voicemail. They can use short notes. Ideally, they should set aside a designated piece of time each day, just to give their people feedback. If we really want to just in time for the workforce, he argues we should only create in time for feedback. One caveat: There is a difference between timely feedback and hurried feedback. Rick Maurer, author of Productivity Press 1994, argues that several old-fashioned principles of human behavior are still being applied, even in a rapidly changing work environment. If you provide feedback around an emotionally charged event, wait a day or two (but not more than a week). Sometimes you're so emotional that it makes sense to wait, he says. Let your gut be your guide. And if your feedback involves a big problem, then the person you work with really needs to be taken seriously and then find the right time and place - even if it delays the session. Having planned a meeting and have a meeting, - calls Maurer. Don't give important feedback in the hallway. 3. Feedback where you find it: it's a mistake to blame all the problems with performance reviews on the people who supply them. Feedback is no different from any other business process - you get out of it just what you put into it. If you're not getting enough useful feedback, don't look at your boss; start by looking at yourself. Ultimately, says Saunier of Sibson and Co., managers are not responsible for the work of their employees. People are responsible for their own work. There's feedback all around you - if you pay attention. If you don't get enough feedback, ask for it. Sonnier gives an example from his own experience. She heard from the division coach that the new employee, who had been at work for three months and worked with Saunier on the project, complained that he was not getting enough feedback. I couldn't believe it, Sonnier says. We walked together from the client's office every day. And every day we discussed what we could do better. Just because I don't sit him in my office doesn't mean I don't provide feedback. The next time we got back from a client, I started our discussion by saying: Now, here are some reviews. Leroy Pingo, vice president of Fannie Mae, the mortgage giant, never complains that he doesn't get enough feedback. Since the mid-1980s, it has organized annual 360-degree surveys. This is not the company's official program; it's his personal program. He chooses a cross-section of colleagues - the boss, subordinate, the customer - and asks everyone to assess his performance. Some things spots for me, he says. I can fight them alone or get help. Last year, Pingo took another step forward in the review process. He wrote based on the feedback received, and then distributed copies to 50 people: bosses, peers, direct reports, wife. He sent everyone the same message: You work with me, so you need to know my strengths and weaknesses. Besides, I'll ask the four of you to help me work on things I'm not very good at. Pingo christened these four people his spotters. He chose two at his level, one above him, and one below him. He met with each of the spotters to examine the flat spots he had identified. He then told them that he wanted to focus on getting better at two of these flaws. (He didn't think he could tackle five at once.) One of them was an active listener. When I'm in meetings, I'm already through the presentation before the presenter got to the front page. Second, empowerment. I want to use the contribution I get from people, not ignore it. He asked his spotters to warn him when they saw the behavior associated with these goals of improvement: I said: You should not do it in the official sense. But if you see something, tell me. It's like being on a high plane. Just knowing that there is someone to make sure you don't fall will help you become more confident. At GM Powertrain Group, a new approach to feedback helps employees gain more self-confidence. The group, which designs and manufactures casting, engines and transmissions, began reorganizing its evaluation processes in July 1996. The new system, called the Individual Growth Strategy, revolves around a few simple principles: People want to do their best. People who improve are the ones who have the most control over their development. So it's up to the staff - not the managers - to decide which feedback is most helpful and from whom it should come. GM offers training in ideas, techniques, and tools for feedback. But it's up to people who want feedback to look for it. If I buy something, I'm more committed to using it than if someone gives it to me, explains Chris Oster. The same goes for feedback. If I request feedback, I'm more inclined to use it. 4. Giving people a raise is not the same as giving them feedback: it's hard to argue with the principle that the better you do, the more money you should get. But most performance gurus say that clearly linking reviews and raises has unintended consequences. Raising is a bargain about how much money you or I can get, explains Kelly Allan. Feedback is a conversation about how much meaning you and I can create. Feedback about success for your people and your customers. Payment is about the market economy and skills. Payment and feedback are not related. Allan practices what he preaches. In his company, discussions about money are tangible and People play a big role in setting their own wages. Associated Research Market for talent in their peer group, based on skills and experience. People who want to raise can provide evidence that they have acquired new skills or experience that the market will reward with wage increases. Talk about performance, on the other hand, is informal and collegial. Partners meet weekly with a colleague to discuss their current project. The firm schedules formal sessions on a monthly, quarterly or every six months (depending on the length of the employee's tenure) to discuss the past, present and future work of each individual. We have conversations, not grades, Allan says. And these conversations never include a discussion of wages. Period. Glenroy Inc., a Wisconsin-based manufacturer that burned its executives for employees, has experimented with a more radical approach to pay. A few weeks after the campfire, it's time for an annual performance evaluation and payroll reviews. Management was clear: Reviews were on the ashes of history. But Glenroy needed to figure out what promotions his staff would get. Improved approach? Employees decided their own promotions. Glenroy has divided its workforce into peer-to-peer groups based on job classification. It is these groups of peers who should set their raises. In most cases, Executive Vice President Michael Dean reports, peers were tougher than management would have: Later the company had to adjust many upwards. We treat people like adults, says Dean. That's the essence of leadership. 5. Always get feedback on your feedbackOne reason candid feedback is so important that most people are great at self-delusion. It's easy to think that we're better at writing software, creating marketing campaigns, or evaluating business plans than we really are. The same talent for self-deception applies to the art of feedback. Bruce Tulgan says this: There's such a gap between the managers' feedback impressions they give and their employees' feedback impressions they receive. Most managers need a reality check. Tulgan developed a simple method for creating such a test. He suggested that managers should consider the last three cases in which they had offered feedback to one of their staff. They should then write down brief answers to questions about these sessions: What prompted you to give feedback on the subject at the time? Did you check your facts first? What is the point of feedback? Were there any concrete actions as a result? The manager must then ask the employee to write down brief answers to the same questions. Comparisons, says Tulgan, make for interesting reading. Think of the people who work for you as customers for your feedback, says Find out if the feedback you provide works for them. If it's not, what's the point? Gina Imperato Imperato is the associate editor of fast company. Company.

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