

PATHBUILDERS®

PERCEPTA®

FALL 2024

GIVING & RECEIVING FEEDBACK

JANUARY 2025
SESSION FOUR



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BUILDING RELATIONSHIPS WITH YOUR PEERS!

Before you begin, mentees: **flip to your Relationship Journal in your Program Manual!**

Take note of your new relationships, why you might want to stay connected,
and fun facts about your new connections!

Choose one of these conversation-starters to discuss in your breakout!

- **Current:** Studies show that very few organizations are talking with and training managers about how to effectively manage others in a hybrid or remote work situation. What is your current work situation, and what are the pros and cons of the situation related to effective team management?

- **Topical:** Share as a group—What’s the best (most helpful) piece of feedback that you’ve ever received? Why was it helpful? How did you respond to receiving it, and what did you do differently after receiving it?

- **Fun:** What social post that you or someone you know made actually went viral? Was it surprising? Why do you think it got so much traction?

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FEEDBACK IS A GIFT

- Inspires the person to continue an effective behavior
- Motivates the person to change or adjust an ineffective or negative behavior
- Builds trust and removes interpersonal barriers
- Creates an open climate for direct communication

WHY IS FEEDBACK SO HARD TO GIVE?

- Social feedback provides the cover of “anonymity”
- Remote work situations make providing feedback uncomfortable
- We often have negative responses to “I’d like to give you some feedback...”

FEEDBACK: WHAT WORKS AND WHAT DOESN'T

 Being specific - examples you saw or heard	 Referencing opinions or hearsay
 Connecting to impact - ‘so what?’	 Imbalanced comments - all negative or positive
 Being timely - as soon as appropriate	 Being vague or flippant - no clarity to why sharing
 Creating a two-way dialogue - sharing ideas	 Lacking a view to next steps and resolution

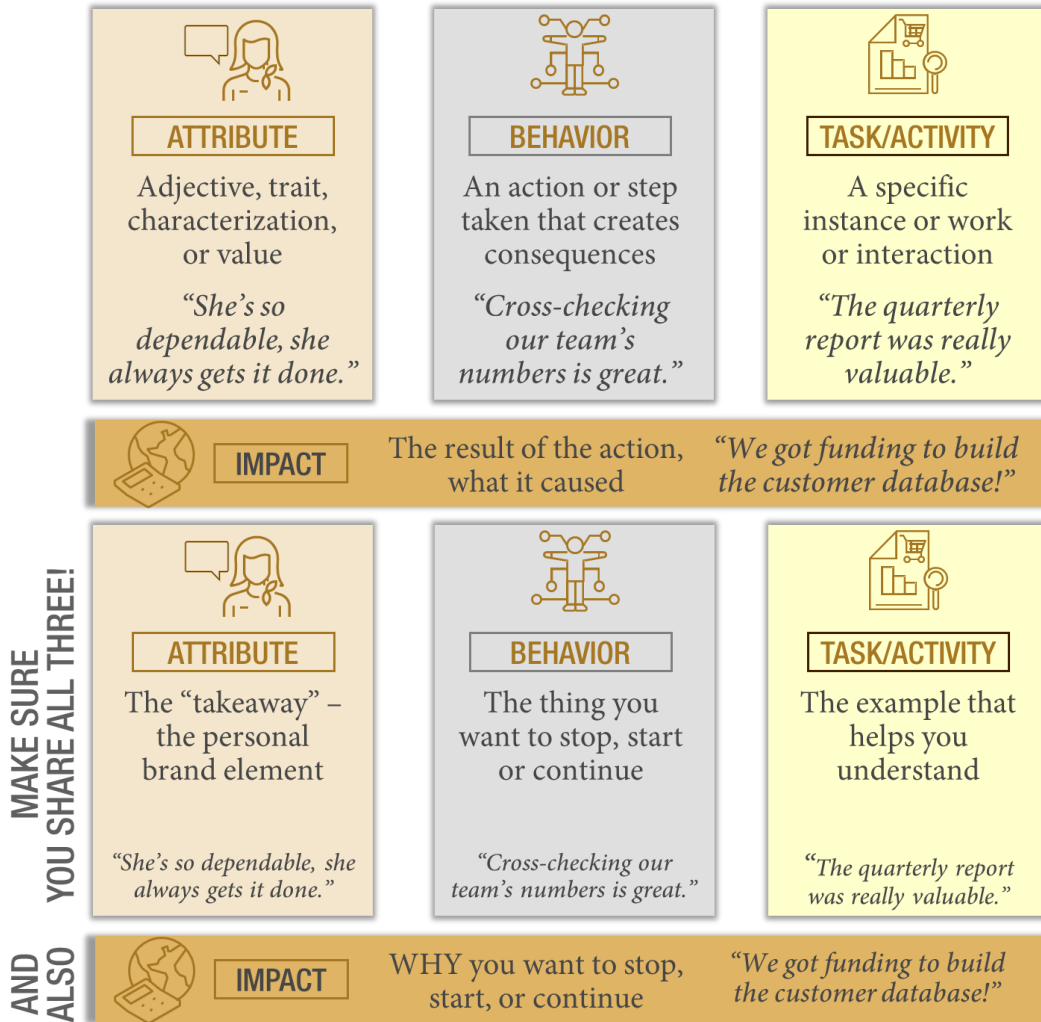
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BUILDING BLOCKS OF FEEDBACK

The most powerful feedback has three elements:



- If you are starting from ‘Attribute’, work forward to build specificity
- If you are starting from ‘Task/Activity’, work backward to build perspective

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NEXT STEPS—A DIALOGUE

- Check for understanding
 - “What questions do you have?”
- Work to a plan for moving forward
 - (Continue) “I want you to get the opportunity to work with other teams to learn even more”
 - (Stop) “I will ask that we meet to review the data before you work on the report this month”
 - (Both) “What do you think?”
- Ask employee to review what you discussed and circle back to make sure you’re aligned

WORKFORCE TRENDS

- Only 45% of employees know what is expected of them at work
- Among the most significant areas of decline 2020-2023:
 - Receiving meaningful feedback, especially what I might do better
 - Feeling motivated for outstanding performance
 - Being informed and being included in goal-setting
 - Feel prepared to do my job
- 70% of managers - no formal training on leading a hybrid team

November 2023 – Gallup Survey of Employee Engagement

GIVING FEEDBACK

- Determine your intention/reason for the feedback
- Collect facts and examples that illustrate the issue
- Determine the best time and place to meet
- Determine if you are the right person to give the feedback
- **Practice!**

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YOUR CAREER IS YOURS TO MANAGE

- Seek feedback if not receiving regularly
- Get feedback on both perceptions and realities
- Consider feedback from others, not only your manager
- Ask often – lower the stress! Get comfortable asking for it and hearing it

RECEIVING FEEDBACK

- Create a safe environment for candid conversation
- Listen to understand
- Check what you hear
- Thank the giver for the feedback

BUILDING BLOCKS OF FEEDBACK—RECEIVING FEEDBACK

MAKE SURE
YOU GET ALL THREE!



ATTRIBUTE

You are so creative!

Thanks! What do I do that you makes you say that?



BEHAVIOR

You always have fresh ideas from all of your reading

Great! Can you share a time when you noticed that?



TASK/ACTIVITY

Last week – your idea to change the agenda got the whole team engaged

Terrific! I'm so glad I shared that

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ACTING ON FEEDBACK

- Positive feedback:
 - Continue doing what you have done!
 - Find opportunities to demonstrate the behavior
 - Consciously differentiate yourself and your strengths
- Negative feedback:
 - If it's a perception: consciously demonstrate improvement and capability and share successes
 - If it's a reality: develop an action plan and discuss how to measure improvement

BE OPEN ALL THE TIME!

- Higher job satisfaction from those who solicit negative feedback!
- Adapting to new roles quickly, higher performance reviews

From Sheila Heen, *Thanks for the Feedback: The Science and Art of Receiving Feedback Well*

KEY TAKEAWAYS

- Feedback is a process to guide others to adjust or maintain behavior
- It's important to view feedback (in any form) as a gift as it helps us learn and grow
- Few people are naturally skilled at giving feedback - it takes preparation and practice
- Meaningful feedback is balanced, timely, and clear - it is connected to impact, and it is solution-focused
- Specificity is key - think attribute/behavior/tactic
- It is vital to receive feedback well - with a focus on improvement

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ABOUT OUR SPEAKER



Joanna Irwin is the Chief Marketing Officer for Homrich Berg Wealth Management, a top ten fee-only registered investment advisor with over \$18B in assets under management. Ms. Irwin serves on the advisory boards of Supply Chain Resources Group and GlobalPros.ai. She is also the Nominating and Board Development Chair for Breakthrough T1D Georgia.

Before joining Homrich Berg in 2024, Ms. Irwin served as the Global Chief Marketing Officer for Randstad, a Fortune Global 500 company operating in 39 markets with €27.6B in revenue from 2017 until 2023. There she led strategic marketing efforts that grew the global business by €4.3B in annual revenue, advancing from the second largest to the world's largest talent company and Brand Finance's most valuable HR brand.

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BUILDING BLOCKS OF FEEDBACK—EXAMPLE

ATTRIBUTE	BEHAVIOR	TASKS
<p>You're a good project manager.</p>	<p>You effectively communicate results and manage expectations.</p>	<p>Your update on the group project was precise and outlined risks as well as next steps.</p>
<p>IMPACT</p> <p>It made me confident that you can take on larger projects.</p>		
<p>You need to improve your presentation skills.</p>	<p>You talk too fast.</p>	<p>You tried to deliver 10 minutes of content last week in a five-minute period.</p>
<p>IMPACT</p> <p>The customer was unclear about how we would solve their problem.</p>		

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BUILDING BLOCKS OF FEEDBACK

Reflect on recent feedback you received, whether it was given formally or informally. Then, map through that feedback to determine if there are areas where you need to ask for more specificity or broader perspective. You can also use the tool to work through feedback you receive in the future.

ATTRIBUTE	BEHAVIOR	TASKS
IMPACT:		
IMPACT:		
IMPACT:		
IMPACT:		

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HOMEWORK

- In the next 30 days, seek feedback from three peers on your learning team
- Ask each individual, “what is something I should _____?”
 - Continue to do because it’s helpful
 - Work on improving?

FEEDBACK FROM:

FEEDBACK FROM:

FEEDBACK FROM:

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INTROSPECTIVE EXERCISE

Take time to rate your effectiveness in these areas, then identify 2-3 specific actions you will take this month to grow as a leader.

	ALREADY EXCELLING	ON TRACK, BUT CAN IMPROVE	AREA TO FOCUS ON
PREPARING TO GIVE FEEDBACK			
Before providing feedback, I prepare by collecting facts and examples to illustrate the issue I am interested in discussing.			
I evaluate my intentions and goals, and I consider the recipient and my delivery.			
I consider when and where I should hold the feedback discussion.			
I practice delivering the feedback.			
I balance positive and constructive feedback.			
RECEIVING FEEDBACK			
I understand the importance of feedback.			
I ask for feedback regularly so I can improve.			
I appreciate those who are willing to provide feedback to me about my performance.			
I keep an open mind, listen carefully, and ask questions for clarification.			
I avoid defensiveness and explanation.			
GIVING FEEDBACK			
I provide feedback in a timely manner.			
I focus on the person's behaviors and not my own feelings or opinions.			
I demonstrate how behaviors have led to outcomes which impact the team business, customer, etc.			
I pay attention to my tone and body language.			
I participate in developing next steps.			