

GIVING & RECEIVING FEEDBACK

STEP FOUR

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CONCEPTS & LEARNINGS

- Feedback is essential for both sustaining the right behaviors and adjusting those that need adjusting
- The very thought of feedback can make people uncomfortable, but in reality all feedback is a gift that helps us to learn and grow
- Both giving and receiving feedback well takes practice, but with practice, this makes you a great manager
- Effective feedback is a well-timed, two-way conversation, and it helps the receiver to understand specific situations as well as the impact of their actions
- It's helpful to think about feedback on three levels—from the specific actions to the way you're described
 - Task/Activity – exactly what someone did
 - Behavior – how that action demonstrates a certain way that you work or act
 - Attribute – the descriptive word that might be used to describe you as a result of that action or behavior
- Giving feedback requires preparation, including:
 - Consider your goal and desired outcomes
 - Collect facts and examples that illustrate the issue
 - Practice – role play your delivery, consider the receiver's reaction, plan your response
 - Check-in on your feelings - make sure you are in the right state of mind—avoid the “heat of the moment”
- Receiving feedback is a process:
 - Listen carefully and check for understanding
 - Ask clarifying questions to fully understand
 - Avoid defensiveness and rationalizing
 - Thank the feedback giver and agree to next steps

AT THIS STEP

Program Timeline - Valuing Peers & Mentor

At the midpoint in your Percepta experience, it's time to reflect on the power of group mentoring. You've been matched with peers with whom you share development goals and a Mentor uniquely suited to help you address those goals. So, how are you fully leveraging these commonalities?

Each month, as you share your self-assessments from the Introspective Exercise, take a moment to identify the common themes in your responses. Seek opportunities to help each other give voice to issues, sharing similar experiences, and also supporting with peer mentoring. But then together as a group highlight those areas where the Mentor can provide the most value, creating an environment for growing together.

So, ask yourself...

- What development goals do I share with my Peer Group? How can we explore those goals together?
- Are there goals that I have that are different from my peers? How can I explore these with my Mentor?
- What issues might be easier to discuss if I first share with my peers before exploring with our Mentor?

At this midpoint, it is key to be strategic in making the most of the time you have in the program!

“Not all peer pressure is bad.

If you have peers who are pushing you to go further in life and believe in your dreams—Man, you got it made!”

~Jeff Moore

PREPARE FOR STEP FIVE

Career Planning - Wednesday, February 19th, 1:00-3:00 P.M. ET

In preparation for Step Five, *Career Planning*, take some time to think through:

- What do you see as your next potential role at your company?
- Consider the opportunities this move could open up for you. Are those opportunities directionally where you want to go? What would it take to achieve the position to which you aspire?
- Consider your values relating to work, personal, and family time. What are your priorities?
- As you map the next steps in your career, how will you know if the opportunities are the right “fit” for you and your personal goals?