

Delivering Effective Feedback

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Meet Our Team



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= Personal Growth and Team Success

Benefits of Working in teams

Extensive combined knowledge and experience

Improved creativity

Can accomplish more than individuals alone

Greater productivity

Diverse perspectives

Faster problem-solving

Members learn from each other

Create a sense of community and improve morale

Working with others is difficult

I t ' s d i f f i c u l t t o m a n a g e o t h

Coordination issues

Social loafing, diffusion of responsibility

Communication difficulties

Misunderstandings, cultural differences

Interpersonal conflict

Disagreements, interpersonal spats, tensions

Disagreements and conflict are
ubiquitous when working with others

<p>Opinions & Ideas</p>	<p>" We disagreed on points of view reg made . "</p> <p>" My group debated meetings about the "</p> <p>" We challenge each other's opinions ourselves "</p>
<p>Time and Resources</p>	<p>" We often had vastly different ideas "</p> <p>" We totally disagreed about how to project . "</p> <p>" Some people didn't want to spend t</p>
<p>Contribution/ Not Meeting Expectations</p>	<p>" Conflicts regarding teams members "</p> <p>" Some members do not meet their commitments were made initially but efforts . "</p>
<p>Emotional & Status</p>	<p>" My team has ego clashes and a huge "</p> <p>" No open fighting arguments to, to occasionally "</p> <p>" One person always has to be right . "</p>

How we manage conflict is what really matters

Prevent Negative Emotion Spirals

Open and constructive communication norms

- Need disagreement to be seen as appropriate and normal

- Set parameters around how disagreements will be handled and expressed

Invest in a shared understanding

- Provide clear vision/mission, expectations

- Revisit team contracts

- D e t e r m i n e e v e r y o n e ' s u n d e r l y i n g m o t

- Ask lots of questions

- Use information to create agreements that reconcile differing needs

Prevent Negative Emotion Spirals

Emphasize shared goals and identity

- Focus on team rewards and outcomes

- Framing—describe activities as belonging to the team

 - " We " a r e j o i n t l y r e s p o n s i b l e f o r t h e f i n

- Team goals

 - Goals should be focused on the overall goal of the team, rather than the individual contributions of the members

Build trust

- Build a relationship beyond the classroom

- Find similarities

Prevent Negative Emotion Spirals

Avoid escalation

Don't reciprocate aggressive or hos

Don't get personal

Take a break to "cool off"

Label the process

"We could argue all day about who's right
agree about that. Let's see if we can mo

An illustration featuring several hands holding up circular signs. The signs contain thumbs-up and thumbs-down icons, representing positive and negative feedback. The central sign is a thumbs-down icon, while the others are thumbs-up icons. The background is a solid light brown color. The text "Effective Feedback" is centered over the illustration.

Effective Feedback

What is Feedback?

Feedback is information provided to recipients about their behavior, performance, or understanding

The purpose of feedback is to facilitate self-awareness and behavioral reinforcement (positive feedback) or change (development feedback)

Feedback provides recipients with a comparison of their performance to a certain standard or goal **with the aim of helping the recipient improve**

What is Feedback?

Really three different things:

1. Appreciation

Motivates and encourages

2. Coaching

Helps increase knowledge, skill, capability, growth, or raises feelings in the relationship

3. Evaluation

Tells you where you stand, aligns expectations, and informs decision making



Reinforces the behavior you want



Redirects behavior when change is needed

Benefits of Feedback

Effective feedback leads to better relationships, better performance, and better outcomes overall

McKinsey & Co. study compared top-performing firms to middle-of-the-pack firms on basis of financial performance.

What did top firms do different

- Made effective use of performance reviews

- Emphasized management development techniques

- Encouraged candid feedback

However, people are **bad** at giving effective feedback

Feedback Difficulties

People have trouble delivering feedback:

Overestimate the emotional harm that honest feedback would cause and thus, provide overly positive feedback (or prosocial lies)

Misjudge how much people want to receive honest feedback

Underestimate the benefits and usefulness of providing honest feedback

How do we provide effective feedback?

Honesty

Conversations in which we are honest with others go better than people anticipate

Are **more enjoyable**

Lead to **more social connection**

Feel **more meaningful**

Lead to **less relational harm**

Elicit **less negative reactions** from the recipient

Effective Feedback

Goal-oriented

Feedback should be focused on behaviors critical to that team functioning well (e.g., meeting commitments; problem-solving)

Actionable, specific, and timely

Provide feedback that the recipient can use

Identify the specific behavior so the person knows exactly what to continue to do or change

Do not describe the person! Describe the behavior and the impact it had

Delivered privately in a neutral, non-judgmental tone

Flawed Feedback

A t t a c k s t h e p e r s o n r a t h e r t h a n t h e

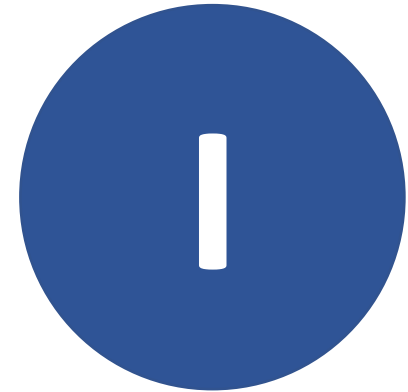
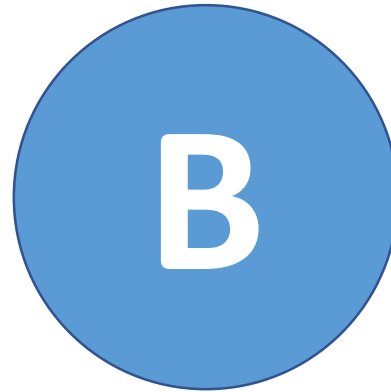
Vague or abstract assertions

Without illustrations

Ill-defined range of application

Unclear impact and implications for action

A Model for Feedback



Situation

Set the context. Help the person focus on what you are referring to.

Behavior

Focus on the objective behavior to be repeated or changed.

Impact

Share the direct impact of the behavior.

POSITIVE FEEDBACK EXAMPLE (SBI)

Issue: Current project has a last-minute problem appear at the end of the day.

S

Mia, the other day, when we had agreed that everyone would send their project ideas to the group

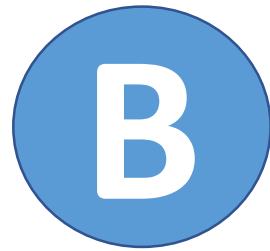
B

I noticed that you sent everyone a reminder that hadn't sent ideas in yet.

I

Missing submissions could have delayed our team progress. Thanks for your willingness to take the initiative.

A Model for Feedback



Situation

Set the context.
Help put the person
in the focus on what
you are referring to.

Behavior

Focus on the
objective behavior
to be repeated or
changed.

Impact

Share the direct
impact of the
behavior.

Alternative

Share an alternative
behavior to use next
time.

DEVELOPMENTAL FEEDBACK (SBIA) EXAMPLE

S

Mia, the other day, when we had agreed that everyone would send their project ideas to the group

B

I noticed that you never sent in your project ideas.

I

Because get done, our team couldn't discuss the ideas as planned and now we are behind on our timeline.

A

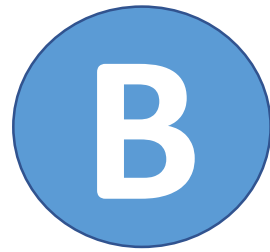
When things happen, and they do, I need you to let us know that you will miss the deadline and try to make up the work as soon as possible so we can make a plan to move forward.

A Model for Feedback



Situation

Set the context.
Help put the person
in the focus on what
you are referring to.



Behavior

Focus on the
objective behavior
to be repeated or
changed.



Impact

Share the direct
impact of the
behavior.



Inquire

Seek involvement
from the performer
to identify different
actions next time.

A Model for Feedback

Inquiry creates dialogue

Ask. Listen.

Help your team produce their own specific solutions

" What is your perspective? "

" What did you notice? "

" What could you do differently next

" What ideas do you have on how to ge

DEVELOPMENTAL FEEDBACK (SBI)

EXAMPLE

S

Mia, the other day, when we had agreed that everyone would send their project ideas to the group

B

I noticed that you never sent in your project ideas.

I

Because it wasn't what we agreed to get done, our team couldn't meet to discuss the ideas as planned and now we are behind on our timeline.

I

What is your perspective on this? What can you do next time to make sure this doesn't happen again?

Feedback Delivery

Honest AND Benevolent

Provide honest information in a way that promotes the recipient's

Providers and recipients must overcome barriers to receptivity and discerning the truth

Receptivity to feedback entails being open to considering the information provided by the feedback-giver and acting on it if change is warranted

Discerning the truth in feedback entails determining the meaning and veracity of the information provided by the feedback-giver

Feedback Support

Criticism and developmental feedback can be difficult to hear and engage with

One strategy to address this problem is to provide support when providing critical feedback

Support should match the help them cope with negative information and facilitate their growth and development

Feedback Support

Express **care** for the recipient's well

Express empathy and concern

Express joint outcome or involvement
you; I care about getting you to yo

Strive to **understand** how they are feeling

Ask questions and voice understandi

Summarize and paraphrase what the recipient is telling you to show
comprehension

Feedback Support

Validate their experience

Acknowledge their feelings as just i
and your feelings are valid")

Validate their effort and hardwork (" I see the effort th
into this")

Express reassurance and encouragement
can improve")

Express confidence in them (" I beli

Feedback Support

About acknowledging the difficulty of the situation and helping the recipient cope with their negative feelings and improve

What do they need? How can you meet their needs?

Ask and listen

Effective Feedback

Praise is NOT support

Praise is any positive comment about the recipient or something they have done (e.g., approval; admiration; general positivity)

Avoid t h e " F e e d b a c k s a n d w i c h "

Sandwiching critical information between positive statements may lead the recipient to believe that the feedback is not honest (*barrier to receptivity*)

The feedback sandwich is often confusing because important information is obscured by irrelevant comments (*barrier to discerning the truth*)

Focus on **integrating** honesty and benevolence

How do we effectively receive feedback?

Ask for Feedback

Be explicit about your needs

Do you want coaching vs. evaluation?

Do you have a preference for how you receive feedback?

Remind them to be honest—you cannot learn effectively without high-quality feedback

Be prepared to listen with an open mind

Ask often!

You can't get better if you don't ask

Don't be afraid to ask for feedback

Express appreciation for their candor

P u t t i n g i t a l l t o g e

Team Feedback

Create an action plan together

What goals to work toward (and why)

How to achieve them (objective, measurable behavior/outcomes)

Where to perform (context)

When (timeline, progress checks)

Agree on what constitutes evidence of improvement

These must be observable, objective metrics

Action Plan Example

What to Work Toward	How, Where, and When	Metrics for achievement
Speak up more in team meetings	Prior to meetings, prepare specific points that you want to make	More speaking time in meetings
Everyone completing their part of the work by the deadline	Make a timeline for when deliverables are due that everyone has access to Check-in with reminders Take personal responsibility for your role on the team	Completion of individual work

Try it!

Register on IDecision Games

Click on the link and login with your CMU email

Complete the Team Assessment Survey on IDecisionGames

Complete the assessment **before Monday recitation**

You will provide feedback to your teammates

You will rate your team on a number of attributes

Try it!

You will receive an aggregated report and the feedback they provided to you at recitation

You will not see how any one person responded or know which piece of feedback came from which person

You will discuss the evaluations and feedback report with your team members during Monday's recitation

Thank you!

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