

# How to Think of Feedback



WHIRLING CHIEF



## Introduction

Feedback is most critical in creating a culture of learning and development. While providing and receiving feedback can be nourishing for an individual, it can be a relatively challenging experience for first time managers and working professionals.

Gaining an understanding of why feedback circles are created and being prepared for sharing and receiving feedback is key to driving satisfying results.

To better prepare individuals for such conversations and to have feedback be meaningful and impactful, we have summarized specific factors shared in 'High-Performing Self-Managed Work Teams: A Comparison of Theory to Practice' book by Dale Yeatts and Clyde Hayten below.

## Factors Effecting Feedback Sharing Experience

1. Feedback should be specific to the tasks of the team. The best feedback is relevant to what the team is accomplishing, rather than a mere aggregate of tasks.
2. Feedback should be comprehensive but easy to understand. The data (quantitative and qualitative) should reflect multiple measures tailored to team outcomes and should not be confusing.
3. Feedback should be updated and shared as frequently as possible.
4. Feedback should be accessible by the individual and team members.
5. Feedback should be designed to emphasize improvement.
6. Feedback should be focused on helping someone increase their value creation.

## Some Considerations for Giving Feedback

1	Before presenting feedback, be clear around what you want to communicate and the outcome you are looking to receive.	Consider occasions where you have seen an unwanted behavior and/or unexpected impact. Be prepared to talk about specific instances.
2	Invite the individual to first self-assess where possible.	If your organization doesn't have a self-assess process built into feedback loops, prepare some specific questions that you want the other person to reflect on.
3	Focus on behavior and the impact it drives on the work, others and environment.	Explain to the individual what they do, how they do it and the impact. Focus the conversation on the behavior, not the person.



4	Be specific, timely and relevant.	Do not wait to provide feedback; the sooner the better. Keep to facts and provide specific examples along with concrete suggestions to improve.
5	Own your statements with a positive attitude.	Use 'I' statements vs. 'you' statements; do not generalize your comments.
6	Allow the person to receive and digest feedback; allow for response.	Acknowledge that receiving feedback is difficult for majority of us and that the first reaction may be a surprise. Allow time for the person to internalize the feedback and engage in a dialogue.
7	Follow up.	Do not leave conversation unattended. After allowing the person to time to reflect, follow up to see how their thoughts, feelings may have evolved. Continue to support change of behavior as needed.

## Some Considerations for Receiving Feedback

1	Remind yourself of the reasons why feedback matters.	Remember we tend to judge ourselves by the intent of what we do and others by the outcome. Assume good intent and how feedback can help you improve.
2	Remember it is not easy to 'hear' feedback – sometimes when it is positive even.	There are several ways by which we shut our ability to intake feedback. Concentrate to stay open to the conversation. Focus on outcome.
3	Make sure you understood feedback in the correct way and specifics to evolve behaviors.	Ask clarifying questions and specifics to understand underlying reasons.
4	Ask for help in finding new solutions, in trying new ways of doing.	Ask for help and support.
5	Allow yourself time to reflect and practice new ways of doing.	Remind yourself it takes time to internalize new information and longer time to change. Be kind to yourself along the process.



6	Follow up.	Follow up with feedback giver to see how your new behavior may be developing. Ensure there is continued support from others to assist you in the process.
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For more information on how to give and receive feedback, please contact us by sending an email to [sebnem@whirlingchief.com](mailto:sebnem@whirlingchief.com) and/or through our [website](#).



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