Giving and Receiving Feedback

Erika Fleck & Ted Hanss
Yale University “Café IT”
Thursday 22 October 2020
Introductions

Erika Fleck
Director of Education and Information Technology
Washington State University College of Medicine

Ted Hanss
Associate CIO, Medicine & Health
Yale University
Feedback is a Gift

“We all need people who will give us feedback. That’s how we improve.”

Bill Gates
Learning Objectives

• Describe the qualities of positive and negative feedback experiences
• Techniques to translate negative experiences into positive
• Demonstrate strategies for difficult conversations
• Understand the advantages of a culture that provides feedback
Discussion: Receiving Feedback

• Describe the qualities of an experience you had where you received feedback and you felt it was a positive experience
• Describe the qualities of an experience with feedback that was not effective
Lasting Effects of Negative Feedback Experiences

• Poor feedback experiences can create lasting issues for people who give and receive feedback
• Creates an unconscious barrier to providing helpful or supportive feedback
• Behavior may be replicated in future feedback sessions
Giving Feedback

Feedback that people can use is:

- Specific
- Descriptive
- Timely
- Focuses on actions and behaviors, not inherent traits
- Empowers the recipient to identify learning goals
Executing a Positive Feedback Experience

- Act with integrity; speak with sincerity
- Be kind, be honest, be respectful
- Not judgmental
- Open body language (provide eye contact, no arm crossing, be engaging)
- De-personalize and be positive
- Do not escalate tone
- Active listening and measured responses
Feedback Matrix

<table>
<thead>
<tr>
<th>Topic Sensitivity</th>
<th>Relationship Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>Fragile</td>
</tr>
<tr>
<td></td>
<td>Deliberate</td>
</tr>
<tr>
<td></td>
<td>Ad hoc</td>
</tr>
<tr>
<td>High</td>
<td>Strong</td>
</tr>
<tr>
<td></td>
<td>Deliberate</td>
</tr>
<tr>
<td></td>
<td>Highly Deliberate</td>
</tr>
</tbody>
</table>
Soliciting Feedback

- Not about fishing for compliments
- Be specific about the action in mind and the type of feedback you are seeking
- Ask more than one person
- Prompt, if necessary, for specificity
- Don’t be defensive ---- assume good intentions
- Express thanks and gratitude for the feedback
Feedback Myths

• Everyone loves a “feedback sandwich”
• Feedback is a gift that you can give at any time in any place
• As you obviously mean well, the receiver will assume you’re acting in his or her best interest
• Don’t worry if you didn’t provide feedback when someone needed it, another person is sure to do it
Strategies for Difficult Conversations

• Preparation
  ▫ Safety
  ▫ Timeliness

• Delivery
  ▫ Learn
  ▫ Share
  ▫ Use Data

• Closing
  ▫ Clarify what was discussed
  ▫ Agree on next steps
  ▫ Document
Creating a Culture of Feedback

• As a culture, we recognize the challenges of delivering and receiving effective feedback and that we plan to continuously improve upon our approach
• Everyone shares in the responsibility for eliciting/soliciting feedback
• We acknowledge that our collective and individual improvement depends on feedback
• Feedback is multidirectional and inclusive
Performance Management

Yale provides university-wide performance management guidance and resources from coaching and feedback tips to videos and guides. IT managers and staff are encouraged to familiarize themselves with these resources.

IT’s performance management process is tailored to ensure that goals are achieved, and behaviors are utilized, in a way that best supports IT professionals at Yale.

Performance Management within IT

- Follow IT’s Timeline
- Set Expectations
- Promote Trusting Relationships
- Cultivate Growth
- Follow Self-Assessment Best Practices
- Giving Performance Feedback
- Receiving Performance Feedback

Support

- Contact Blanche Temple, IT’s Human Resources Generalist (HRG), for support with performance discussions.
- Contact the Employee Service Center for additional questions.
- M&P Performance Management Forms
- C&T Performance Management Forms