

Feedback Conversation Process¹

Desired Outcomes of a Feedback Conversation

1. Shared understanding of the feedback being delivered
2. Shared understanding of the feedback giver's perspective
3. Shared understanding of the receiver's perspective
4. Commitment to action moving forward

Steps In the Feedback Conversation Process

1. Invitation
2. Opening
3. Exploration of the feedback from the giver's perspective
4. Exploration of the feedback from the receiver's perspective
5. Commitment to action

Feedback Conversation Process Detail

	Purpose	Role of Feedback <u>Giver</u>	Role of Feedback <u>Receiver</u>
Step 1: Invitation	Ensure that receiver is available to receive feedback	Do: <ul style="list-style-type: none"> • Ask the receiver if this is a good time to provide feedback Don't: <ul style="list-style-type: none"> • Launch into feedback without checking to see if this is a good time to share it 	Do: <ul style="list-style-type: none"> • Respond candidly Don't: <ul style="list-style-type: none"> • Say "no" to the invitation without offering a time that would be better
Step 2: Exploration of the feedback from the <u>giver's</u> perspective	Ensure that both people understand: <ul style="list-style-type: none"> • How the receiver's behavior impacted the giver • The new behavior the giver is requesting 	Do: <ul style="list-style-type: none"> • Deliver your feedback succinctly, in SBIR format² • Respond to the receiver's inquiries about the feedback you share • Help the receiver to understand you 	Do: <ul style="list-style-type: none"> • Listen with a growth mindset • Inquire and paraphrase to understand: <ul style="list-style-type: none"> ○ The behavior you exhibited that is driving the feedback ○ The impact of your behavior on feedback giver



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¹ This process is based on material in Stone and Heen, *Thanks for the Feedback*.

² Situation, Behavior, Impact, Request/Recommendation. See "How to Give Feedback" in Section VI for more on the SBIR feedback tool.



	Purpose	Role of Feedback <u>Giver</u>	Role of Feedback <u>Receiver</u>
Step 2: Exploration of the feedback from the <u>giver's perspective</u> , <i>cont'd.</i>		<p>Don't:</p> <ul style="list-style-type: none"> • “Provide feedback that consists of labels, e.g., <ul style="list-style-type: none"> ○ “You’re unreliable” ○ “Be more creative” ○ “You need to think more strategically” • Try to get the feedback receiver to agree that your feedback is “right.” Your objective is simply to help them <i>understand</i> the feedback. They don’t have to agree with it. 	<ul style="list-style-type: none"> ○ The future behavior the feedback giver is asking you to adopt <p>Don't:</p> <ul style="list-style-type: none"> • Interrupt the feedback giver while they are speaking • Argue with the giver or tell them that they are wrong. Their perception is their perception. All you have to do is understand that perception; you don’t have to agree with it.
Step 3: Exploration of the feedback from the <u>receiver's perspective</u>	<p>Ensure that both parties understand:</p> <ul style="list-style-type: none"> • <i>Intentions</i> that drove past behavior of feedback receiver • <i>Impact</i> the requested new behavior would have on the receiver 	<p>Do: Use paraphrasing and inquiry to understand:</p> <ul style="list-style-type: none"> • Intentions behind feedback receiver’s past behavior • Impact your request would have on receiver <p>Don't:</p> <ul style="list-style-type: none"> • Assume that if the receiver’s behavior had a negative impact on you, the receiver intended it to • Argue with receiver’s perception of how the behavior you are requesting would impact them 	<p>Do:</p> <ul style="list-style-type: none"> • Share the intentions behind your past behavior • Share the impact the giver’s request would have on you <p>Don't:</p> <ul style="list-style-type: none"> • Assume that because your intentions were good, your behavior didn’t have a negative impact on the feedback giver • Say “no” to the giver’s request (yet)
Step 4: Commitment to action	Agreement on what will change going forward	<p>Do:</p> <ul style="list-style-type: none"> • Thank the receiver for considering your feedback 	<p>Do:</p> <ul style="list-style-type: none"> • Thank the giver for the feedback



	Purpose	Role of Feedback <u>Giver</u>	Role of Feedback <u>Receiver</u>
<p>Step 4: Commitment to action, <i>cont'd.</i></p>		<ul style="list-style-type: none"> Engage in win-win problem solving³ if the conversation reveals that your request will have a negative impact on them Provide coaching and other support to help receiver comply with your request (if appropriate) Don't: Insist on an immediate resolution of the issue if the receiver is overwhelmed or needs time to reflect. 	<ul style="list-style-type: none"> Take one of the following actions in response to the feedback: <ul style="list-style-type: none"> Agree to the new behavior the giver is requesting Negotiate⁴ the request using the win-win problem solving technique⁵. Ask for time to consider the request: <i>"I'm not sure what I think. I'd like to reflect on this. May I get back to you on [specify a date]?"</i> Say no to the request (Not advised as a first response.) Don't: Leave the conversation without committing to some kind of action

³ See "How to Create Win-Win Solutions" in Section V.

⁴ Your negotiation stance will be impacted by your relationship with the feedback giver. You will negotiate differently if the giver is your boss than if the giver is a family member, for instance.

⁵ See "How to Create Win-Win Solutions" in Section V.