

FEEDBACK:  
MAKING IT  
MINDFUL +  
MEANINGFUL

# Today you will:

- ❖ Have a better understanding of the value of feedback
- ❖ Learn how to ask for feedback
- ❖ Have a better understanding of how to present mindful and meaningful feedback
- ❖ Learn how to be open to receiving feedback in a way that can help you develop
- ❖ Learn how to be effective when giving feedback and when taking it in
- ❖ Walk away feeling empowered

# GETTING FEEDBACK



- ❖ Shows your investment
- ❖ Gives you confidence in your work
- ❖ Supports team building and trust
- ❖ Shows you are open to feedback which can be hard to give.

## From Gallup:

- Only 30% of employees strongly agree that their manager involves them in goal setting
- Only 27% strongly agree that the feedback they receive helps them to do their work better
- Just 19% strongly agree that they talked to their manager about steps to reach their goals.

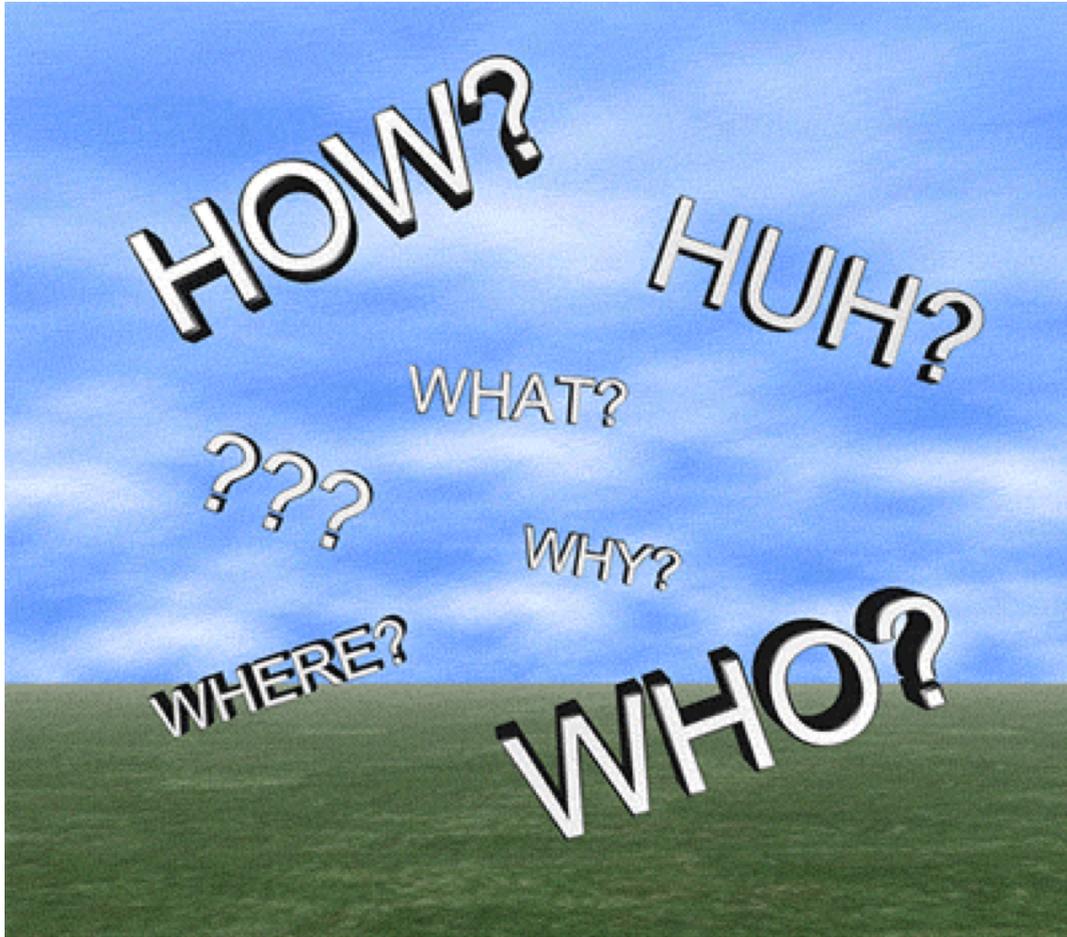
- ❖ Constructive
- ❖ Actionable
- ❖ Timely
- ❖ Specific
- ❖ Context: the “Big Picture”



- ❖ Honest, thoughtful critiques should feel good even if the feedback isn't glowing. This is because...



- ❖ Maximizes your potential
- ❖ Raises your awareness of areas of strength and opportunities for improvement
- ❖ Identify next steps
- ❖ When given the right way, and when received well and acted upon, it builds trust



Ask yourself:

- ❖ What
- ❖ Why
- ❖ Who
- ❖ When
- ❖ Where
- ❖ How?

- ❖ Specific event or project
- ❖ General feedback
- ❖ What are team goals

**say  
what!** 

- ❖ To understand what you're already doing well.
- ❖ To improve
- ❖ To understand needs
- ❖ To plan a course of action
- ❖ To clarify or improve communications
- ❖ To show you're willing to grow



- ❖ Manager
- ❖ Team members
- ❖ Colleagues in similar roles
- ❖ Students
- ❖ Those you manage
- ❖ Use your network



- ❖ Performance Review
- ❖ 1:1 Meetings
- ❖ As you complete tasks or projects
- ❖ Immediately after an event or project
- ❖ At team meetings
- ❖ Spontaneously
- ❖ Special Meetings



- ❖ **WHO/WHAT and WHEN/WHERE:** Ask for it, and be timely.
- ❖ **WHY:** Frame the conversation.
- ❖ **WHAT:** Ask for specifics, but have limits.
- ❖ **WHY:** Share why you need this feedback.
- ❖ **WHY and HOW:** Listen and recap.
- ❖ **WHY and HOW:** Document, take action.

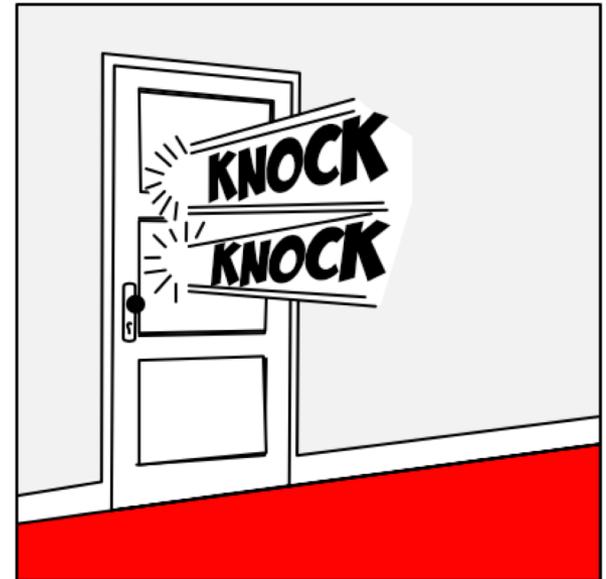




**The**  
**GIFT**  
of  
**Feedback**

❖ **Feedback is a gift that gives you the power:**

- To manage perceptions because it tells you how people view you.
- To manage expectations.
- To become better or stronger because it can reveal areas of weakness.
- To control your career.



- ❖ Be open to receiving constructive feedback.
  - ❖ Thank the person.
  - ❖ Take a breather, and/or ask for clarification.
  - ❖ Follow up.
  - ❖ Do you have more information to share?
  - ❖ Ask for help when needed!
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- ❖ The GREAT managers I've had ask questions before, during and after feedback. *They get curious instead of furious.*

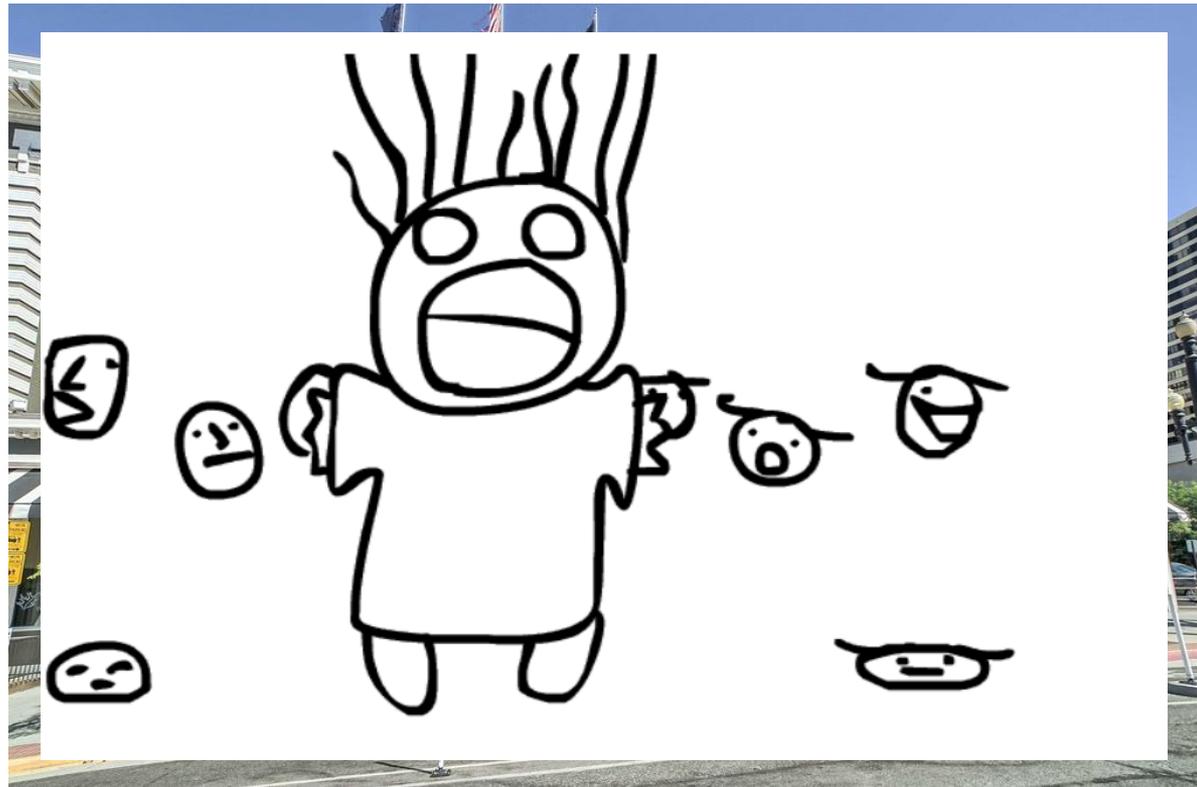


- ❖ Try new things
- ❖ Keep at it
- ❖ Be flexible
- ❖ Make it ongoing!

CAREERS AT  RICE

**EXPO**

IT STARTS WITH YOU.



# GIVING FEEDBACK



*Seek*

*Making it a 2-way conversation*



*Be Mindful*



*Be Meaningful*



# Why **Seek** Feedback When Giving Feedback?

ACT (Australian Capital Territory) states:

**Seeking feedback can have a number of positive benefits for you and your team:**

- it helps build a feedback culture (where feedback is part of the ‘way we do things’)
- it builds relationships that are based on trust
- it builds your own self-awareness about your supervisory skills and style





*“By asking questions like these, you’ll let the people that you manage or supervise know that it’s ‘ok’ to give you respectful and useful feedback.” ~ ATC*

During a performance discussion	As part of everyday work
<ul style="list-style-type: none"> <li>• How can I better support you to do your job?</li> <li>• What could I do differently that would help you do your job?</li> <li>• What am I doing that helps you do your job?</li> <li>• Am I giving you enough feedback?</li> <li>➔ Am I providing enough guidance and information when delegating work?</li> <li>➔ Do you feel supported to achieve work-life balance?</li> <li>• Do you feel you have been given opportunities to use and develop your knowledge and skills – how could we do this better?</li> <li>• Have I supported you enough over the last ...?</li> <li>• Am I doing anything that hinders your capacity to do your job?</li> </ul>	<ul style="list-style-type: none"> <li>• How could I have supported you better on this task?</li> <li>• Have I given you enough information and guidance? ←</li> <li>• Is there anything more I can/could have done when you were working on this? ←</li> <li>• What would you like me to do differently next time?</li> <li>• Were you happy with the level of autonomy/responsibility you were given? ←</li> <li>• Could I have provided you with more feedback along the way?</li> <li>• Have you been able to develop your skills while doing this work – how could we have better supported you to develop your skills ←</li> </ul>



“Mindfulness is the basic human ability to be fully present, aware of where we are and what we’re doing, and not overly react or be overwhelmed by what’s going on around us.” - mindful.org



*Be Mindful*

“Be mindful of how you treat people.  
What you do to others has a funny  
way of coming back to you.”

# MINDFUL

Lift up your head from the computer to see what's going on within your sphere of influence.

- Feedback is not a one-time event.
- One way to diffuse the fear of giving feedback is simply to ask for it. Incorporate giving and receiving feedback into your regular work-related conversations.
- Allow enough time to give thoughtful feedback. Even when giving positive feedback, share details



is on-going.

and receiving feedback is essential. Feedback is incorporated into your work and builds up around feedback.

ned. Even when giving

# MINDFUL

- On some occasions ‘sleep on it’ if you are angry, upset or stressed because feedback given at the wrong time often does more harm than good.
- Be aware that you may be giving non-verbal feedback (the way you stand/sit, facial expressions, silence, eye contact, gestures)
- Never give “negative” feedback in public or with other people in the room.
- Focus on performance, not personality.

“If I have something to say, I want it to be meaningful.”

- Tom Brady



*Be Meaningful*

“Feedback, when given well, should not alienate the receiver of the feedback, but should motivate them to perform better.”

- MO., Manager, Fortune 500 Company

# MEANINGFUL

- If you can't think of a constructive purpose for giving feedback, don't give it at all. Ask yourself, "how will it help the situation?"
- Think about appropriate confidentiality: who has a need to know about the feedback? Are you copying too many people into an email?
- Hard conversations? Know your audience.

*"Negative feedback rarely leads to improvement... It's about accompanying negative feedback w/ validation of who people are & their value to the organization."*

*- Scott Berinato*

- Be genuine and honest when giving feedback.

## MEANINGFUL

- Have an open-mind. You should be prepared for new information and new ideas to come to your attention as you discuss your feedback
- Be specific and examples. State facts, don't exaggerate.
- When making suggestions, use phrases like, "You may want to consider", or "Another option may be", or my husband's favorite, "this is just my thought
- Develop questions to see the other person's view to encourage a two-way discussion
- Effective feedback is given in a time of learning when there is still time to act on it

# SCENARIOS

**Scenario 1:**

Employee:

You run into your manager in the breakroom the day after a big event. You mention how pleased you are with how it went, and she shrugs and tells you it wasn't bad, then leaves. You are not sure of the message you received and want clarification. What do you do next?

Manager:

You run into your team member in the breakroom the day after a big event. She is excited about how it went, but you noticed some critical issues that cannot happen again. You are hesitant to bring anything up because she is so happy, so you find a way to excuse yourself. What do you do next?

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**Scenario 2:**

You want to take an excel training class that will teach you skills to help you complete work faster and more efficiently, but you've heard that your manager does not allow time away from the office for things like this. What do you do?

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**Scenario 3:**

You're working on a project with a colleague and notice she's consistently late with finishing various pieces. This is threatening to delay your project completion by at least two months, in your estimation. What do you do?

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**Scenario 4:**

Only 7-11% of feedback is verbal. Think about facial expressions and guess what the other person is saying. Think about additional kinds of body language that may give feedback. Is that how you want to give or get feedback?

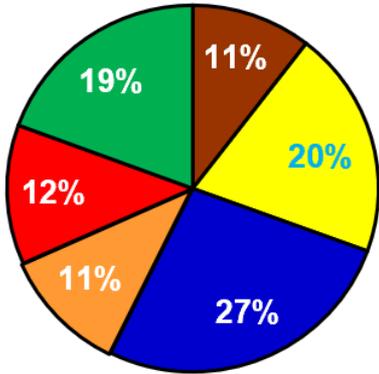
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**Scenario 5:**

Choose your own adventure!



DATE	BROWN	YELLOW	BLUE	ORANGE	RED	GREEN	TOTAL
7/1/2002	5	11	14	5	6	13	54
7/2/2002	2	7	22	3	8	16	58
7/3/2002	5	14	13	3	11	11	57
7/4/2002	4	13	20	6	5	10	58
7/5/2002	4	11	20	4	6	12	57
7/6/2002	7	17.5	14	4	9	9	60.5
7/7/2002	7	9	15	7	10	10	58
7/8/2002	8	19	6	6	8	10	57
7/9/2002	5	8	18	8	4	13	56
7/10/2002	5	9	24	4	4	10	56
7/11/2002	6	10	15	8	2	15	56
7/12/2002	5	17	10	8	2	14	56
7/13/2002	5	14	15	8	3	13	58
7/14/2002	4	11	18	5	8	11	57
7/15/2002	5	12	15	7	6	12	57
7/16/2002	7	10	7	6	10	16	56
7/17/2002	10	11	15	7	6	12.5	61.5
7/18/2002	5	11	17	9	10	6	58
7/19/2002	6	8	17	10	6	10.5	57.5
7/20/2002	9	13	15	6	9	7	59
7/21/2002	5	8	16	6	8	14	57
7/22/2002	10	13	8	7	7	12	57
7/23/2002	6	20	14	5	6	6	57
7/24/2002	5	10	14	6	11	11	57
7/25/2002	8	12	17	6	7	9	59
7/26/2002	9	9	18	4	8	9	57
7/27/2002	5	11	7	8	10	15	56
7/28/2002	5	5	19	10	7	11	57
7/29/2002	7	12	16	6	6	9	56
7/30/2002	7	11	15	6	8	12	59
7/31/2002	5	11	22	8	8	6	60
<b>TOTAL</b>	<b>6</b>	<b>12</b>	<b>15</b>	<b>6</b>	<b>7</b>	<b>11</b>	<b>57</b>
	<b>11%</b>	<b>20%</b>	<b>27%</b>	<b>11%</b>	<b>12%</b>	<b>19%</b>	100%
	<b>BROWN</b>	<b>YELLOW</b>	<b>BLUE</b>	<b>ORANGE</b>	<b>RED</b>	<b>GREEN</b>	



27%

Relationship Building

20%

2-Way Communication

19%

Feedback is an Opportunity

12%

On-Going

11%

Genuine/Honest

11%

Open-Minded/Listen