

Giving and Receiving Effective Feedback

WHAT IS FEEDBACK

Feedback is about telling someone what we think of their performance in order to help them thrive and excel. It can include discussing a person's strengths or areas of growth.

Feedback Model

The following is the feedback conversation model we will use in PCR.

1. Check in
2. Recognize Strengths
3. Identify Areas of Growth
4. Develop a Plan

The following document will review these steps and phrases that can be used.

DOMAINS OF FEEDBACK

- **Areas of Strengths:** this feedback helps to reinforce what we already do well. It is a huge asset and motivator to know our strengths and how to best apply them
- **Areas of Growth:** this feedback helps us to identify areas for growth. With this information, we can gain greater self-awareness, enhance skill sets, and become better physicians and colleagues.



Common Feedback Pitfalls...

Examples of poorly delivered feedback

The Sandwich



"You are so great but I want you to get better at But you are still great."

Coward's Compliment



"You are so great, there's just one thing I want you to work on..."

Generalizations



"You show up late to everything"

The Vague Statement



"Your presentation style is great."

Fixed Mindset



"You are a really compelling public speaker."

Empty Praise



"I just love working with you. You are the best!"

Finding the Right Words

The following are skills to help you with the feedback challenges

what if they do not have a clue about their performance?

1. describe the EXAMPLE

Share the observations about something someone did/ said.

- "I noticed you did..."
- "Do you recall when you..."
- "I heard you say.."

2. share the IMPACT

You may need to illustrate how the example impacted (or could impact) others

- "The impact on me was I..."
- "I felt..."
- "It looked like they felt..."

3. ASK for possible solutions

When planning for the future, ask the person how they may want to continue or change something.

- "How might you..."
- "Can I offer an idea..."
- "What if we..."

Ask permission

- "Can I share my observations?"
- "Can we discuss how it is impacting our team?"

Give them a heads up

- "I have some feedback to give that is different from what you described"

a sample of giving feedback

EXAMPLE

"I saw you arrived late for anatomy lab the last two times"

IMPACT

"The impact it has on our group is that we find ourselves waiting for you to begin and am not able to use our time effectively. When it happens frequently, we feel like our time isn't valued"

ASK

"What if you gave us a heads up on when you would be arriving late so we can use the time productively? What

Giving Feedback

Below are strategies to use when giving feedback.

STRATEGIES FOR GIVING FEEDBACK

- **Make it timely**
 - Act soon (not interrupting an event, quickly afterwards)
 - Wait for a time and place when the person is ready
- **Make it objective**
 - Focus on describing the “what” or “how” something was done or said
 - Focus on sharing data, rather than advice or generalizations
 - Show cause-effect relationships if needed
- **Make it person-centered**
 - Ask the person to identify their strengths and areas of growth first then offer your observations
 - Recognize the individual is in ultimate control of their choices and be mindful of your own biases
 - Use “I” statements, not “everyone thinks”
- **Make it concise and specific**
 - Keep feedback to short and clear sentences
 - Limit to working on one item at a time and behaviors that a person can change
- **Make it future oriented**
 - Emphasize the “next time”, future outlook
 - Make a concrete plan that includes a time line and check in process

Feedback Conversation Model

STEPS

PHRASES TO SAY

1. Check-in

“How’s is xxx going?”

2. Recognize Strengths

*“What are you doing well?”
“Can I share with you what I think you are doing well?”*

Name at least 3 behaviors that they are doing well. You can reinforce what they said. Include EXAMPLE and IMPACT.

3. Identify an Area of Growth

“Is there anything you would like to do differently or something you would like to work on?”

“Can I offer something?”

Name 1 thing for them to focus on. Include EXAMPLE and IMPACT.

4. Develop a Plan

*ASK for solutions.
“Can we come up with ideas on how to?”
“Would you like to start or would you like me to offer something?”*

Receiving Feedback

Shifting our frame from reacting to reflecting.

from REACTING

WHY

- Why was that important?
- Why do you feel that way?

EXPLAIN

- That wasn't my intention
- What I really meant was



to REFLECTING

WHAT, HOW, WHEN?

- When did you notice that?
- How did that impact you?

THANK

- Thank you for sharing this insight
- I appreciate your feedback

When receiving feedback, we recommend taking the position from a growth mindset. It's important to move away from having a reaction to the feedback and instead, listen and reflect. You may ask the person to clarify with what, how and when questions if the data is unclear.

Compiled by Lexi Rosenthal, August 2020. Adapted for PCR.

Sources From: "Feedback." NOLS Leadership Educator Notebook. 2009.