

Transforming Feedback Conversations



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What is feedback?

The stuff of SURVIVAL!

- Awareness
- Adaptation
- Improvement
- Success
- Growth
- Orientation
- Choice



Different from:

- Expectations
- Non-Negotiables
- Complaints
- Opinions
- Requests
- Preferences
- Nagging

People want MORE+BETTER feedback

A survey of 12,000 managers indicated they consider “candid, insightful feedback” critical to career development (McKinsey)

87% of employees say they *want* to be developed in their job (Gallup)

72% rated “managers providing critical feedback” as important for them in career development (Harvard Business School)

Only 26% of employees strongly believe that the feedback they receive helps them do their work better (Gallup)

Only one third actually receive feedback they need to engage and improve (Workhuman)

Only 5% believe managers provide such feedback (Harvard Business School)

New York City

2005



Considerations for Effective Feedback

- Invited or Agreed
- Positive intent
- Timely
- Specific
- Non-judgmental
- Behavior-based
- Future-focus on possible choices



Three Approaches for Feedback

COIN

- Context
- Observation
- Impact
- Next Steps

Anna Carroll, MSSW

SBII

- Situation
- Behavior
- Impact
- Intention

Center for Creative Leadership

KCA

- Keep
- Consider
(more of / less of)
- Acknowledge

EXPANDED focus

Long Beach CA

2016



Considerations for Receiving Feedback

- Invite or Agree
- Emotional regulation
- Ask for specifics
- Filter for patterns and outliers
- Choose what helps you grow
- Now that you know, what will you do?
- What's the evidence of change?
- CELEBRATE GROWTH!



Learning Circle Discussions and Agreements

Be present:
participate and
listen

Hold
courageous and
safe space

Bring open
minded curiosity
and growth
mindset

Honor
confidentiality:
share the
learning, leave
the details

- What's your perspective on feedback? Do you find it: easy, hard, helpful, distressing, welcome, unwelcome?
- What is the most useful feedback you have received? What difference did it make for you to receive it?
- What are the most challenging feedback conversations you have faced /are facing? What makes them difficult?
- Practice: role play a feedback conversation you've been avoiding



CELEBRATE WHO YOU ARE.

BELIEVE IN WHO YOU ARE
BECOMING.

Resources

COIN Conversation Model: Taking the Sting Out of Difficult Feedback

<https://www.mindtools.com/a94k5vp/the-coin-conversation-model>

Use Situation-Behavior-Impact (SBI)[™] to Understand Intent

<https://www.ccl.org/articles/leading-effectively-articles/closing-the-gap-between-intent-vs-impact-sbii/>

Are You Receptive to Feedback?

<https://www.betterup.com/blog/receptive-to-feedback>

Clear is Kind. Unclear is Unkind.

<https://brenebrown.com/articles/2018/10/15/clear-is-kind-unclear-is-unkind/>

Using Neuroscience to Make Feedback Work and Feel Better

<https://www.strategy-business.com/article/Using-Neuroscience-to-Make-Feedback-Work-and-Feel-Better#:~:text=Why%20Feedback%20Matters>

Why People Crave Feedback – and Why We’re Afraid to Give It

<https://hbswk.hbs.edu/item/why-people-crave-feedback-and-why-were-afraid-to-give-it>



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