

Giving Feedback

A Direct and Calm delivery works best because:

- The information is intended to instruct and assist the other person
- The assumption is the person may not know something or may have a blind spot
- It differs from "Criticism," which aims to hurt, control or manipulate, or "Caretaking," which comes across as watered down, apologetic or without candor

Decide the purpose of your feedback:

Purpose 1: Observational	Purpose 2: Agreement-Oriented	Purpose 3: Directive
Your intended outcome is to provide information without seeking an agreement. You're unattached to others' reactions.	Your intended outcome is to get buy-in or secure an agreement.	Your intended outcome is a clear behavior change in another person. There's no negotiation.

Steps for Giving Feedback

1. Prepare to give feedback by deciding the purpose (options outlined above)
2. Pay attention to timing and setting.
3. Ask: "Are you open to some feedback?"
4. Focus your feedback on a task, skill or measurable behavior that can be changed or reinforced.
5. Deliver the feedback in a direct and calm manner.
6. Appreciate the person for listening.



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Based on work developed by Julia Munson

Receiving Feedback

Open and Curious is the ideal mindset for receiving feedback. Cultivate this mindset by:

- Choosing to be more interested in learning than in being “right” or protecting the ego
- Assuming a posture that is relaxed and open
- Avoiding a “Highly Offended” state - defending, arguing, deflecting, blaming
- Avoiding a “Collapsed” state - giving excuses, looking dejected, apologizing without real consideration of the potential learning

Steps for Receiving Feedback

1. Listen openly with curiosity about what you can learn.
2. Don't take it personally.
3. Give the feedback thoughtful consideration.
4. Appreciate the individual for sharing the feedback with you.
5. Based on the feedback, make any adjustments you deem important.



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