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Facultatea de Matematică și Informatică

# Constructive Feedback



# Agenda

- Types of feedback
- Reasons for reluctance
- Mistakes in giving feedback
- Characteristics of good feedback

# Types of feedback

## Constructive

- Highlight a challenge area or performance obstacle, create awareness, stimulate motivation required to address/overcome them

## Corrective

- Used to make immediate or on the “spot” correction
- Common feedback given in between scheduled feedback sessions

## Positive

- “Affirmation” - designed to highlight or illustrate “right” behavior
- “Reinforcement” - used to continuously reinforce proper behavior or performance

## Recognition

- “Praise” - designed to recognize either consistent performance or a single instance of exceptional behavior

Why is delivering  
constructive feedback  
so hard?

# Why we do not like to give feedback?

- Worry that the other person won't like you
- Fear you'll hurt the other person's feelings
- Had previous experiences:
  - the receiver didn't change
  - the receiver became hostile



# Why we do not like to receive feedback?

- An attack on our character
- Inaccurate or biased
- Too vague to be helpful



Why we do not like to give feedback?

Feedback  
is not given  
on a regular basis

Why we do not like to receive feedback?

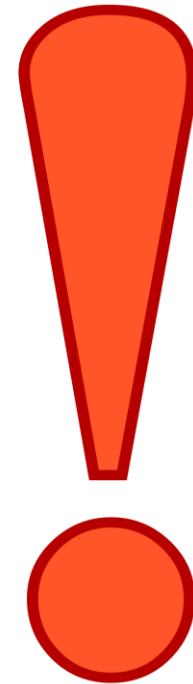
Why we do not like to give feedback?

Routine of  
*formal & ongoing*  
feedback

Why we do not like to receive feedback?



# Mistakes in Giving Feedback



judge individuals,  
not actions



too vague

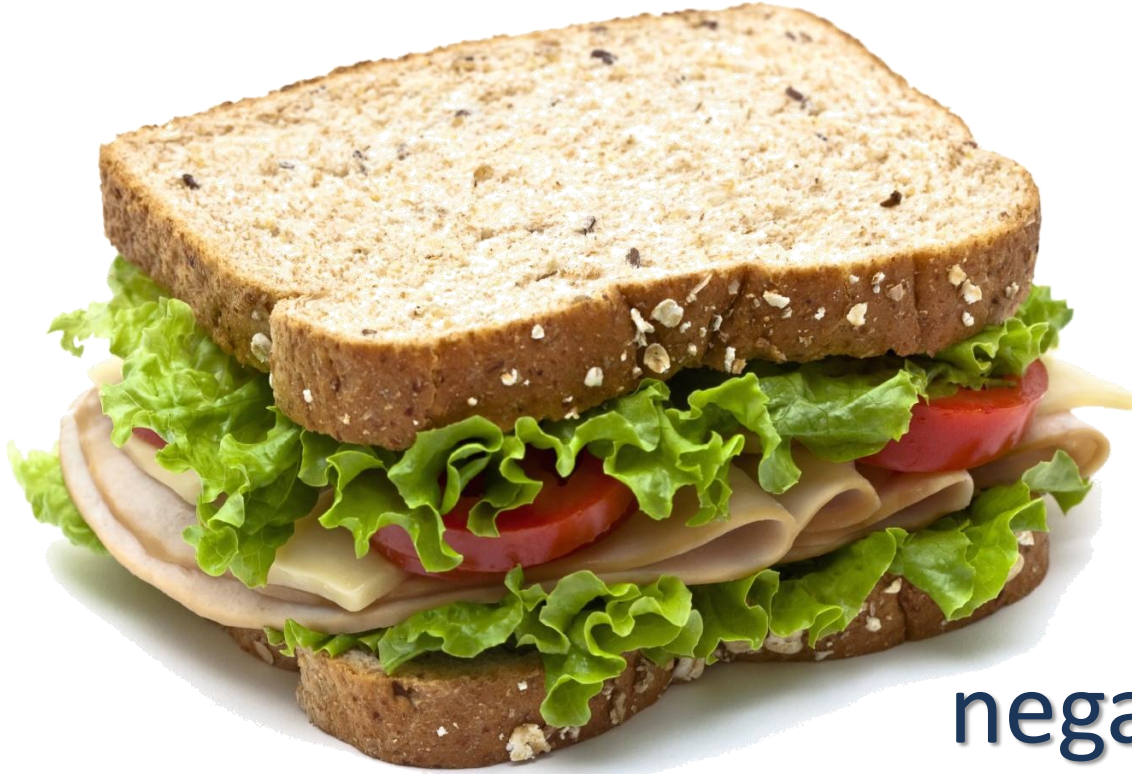






speaks  
for others



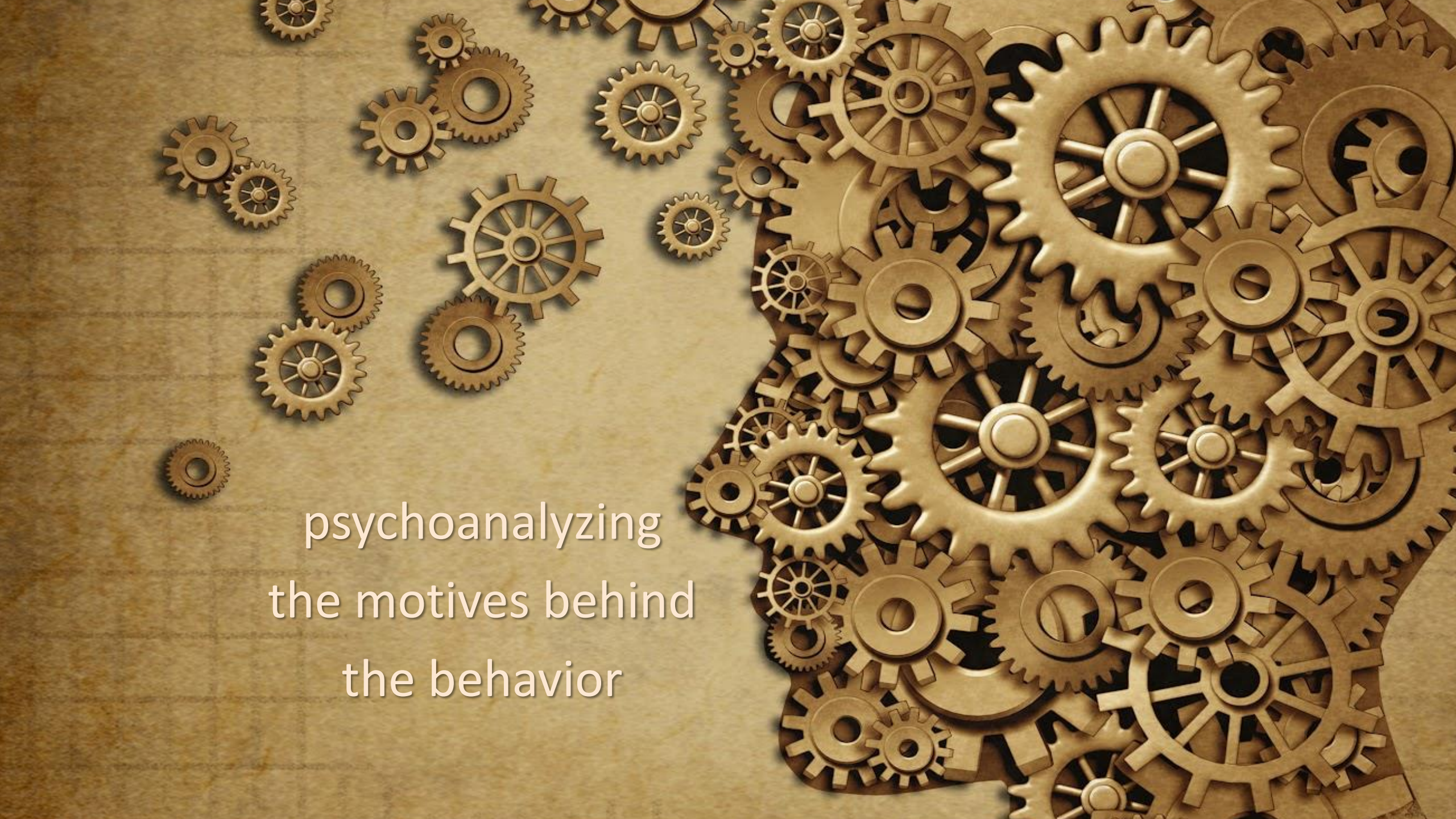


negative messages  
sandwiched  
between positive ones



exaggerated  
with generalities





psychoanalyzing  
the motives behind  
the behavior



too long





contains  
an implied  
threat



uses  
inappropriate  
humor



*"You should check your e-mails more often. I fired you over three weeks ago."*



is a question,  
not a statement

# Characteristics of good feedback



**Feedback should be depersonalized**



**Feedback should be timely**



**Feedback providers do their homework**



**Feedback should be specific**

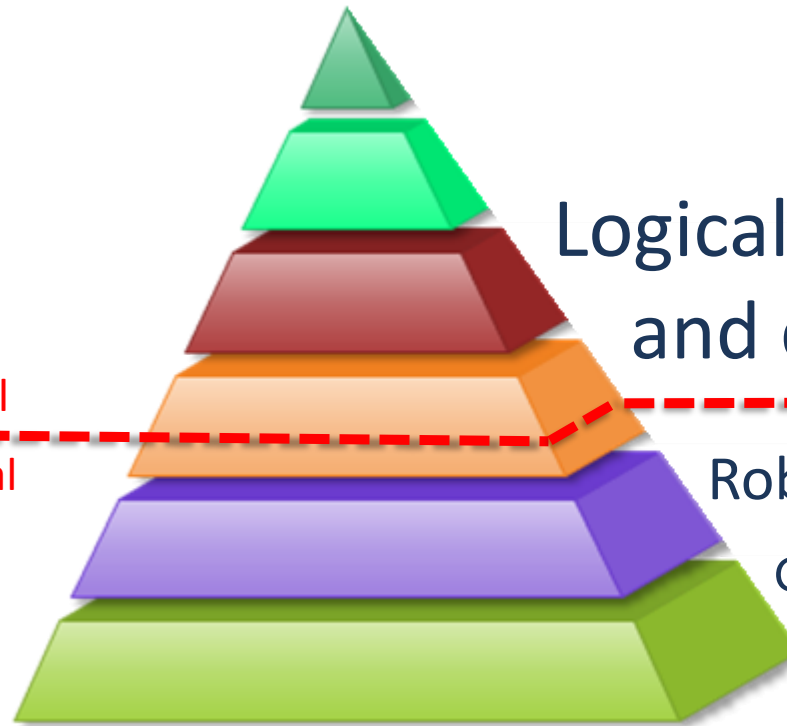


## Feedback should be depersonalized

- Behaviors not personal traits
- Business outcomes
- Issues that can be reworked in the future



## Feedback should be depersonalized



Logical levels of learning  
and change

Robert Dilts

Gregory Bateson



## Feedback should be depersonalized

- Use questions like:
  - How do you see the situation?
  - How might you do things differently next time?
  - What do you think worked, and what could have gone better?





## Feedback should be timely

- Feedback is effective when it is given:
  - In person
  - Within 24 hours of the event or behavior you want to discuss
  - With the person's permission
- Delay feedback if:
  - Strong emotions are involved
  - You are uncertain of the facts





## Feedback providers do their homework

- **What** happened?
- **Where** and **when** did it occur?
- **Who** was involved?
- **How** did it affect others?



## Feedback providers do their homework

- Customize feedback!
- Factors that influence how we give/receive feedback:
  - Personality style
  - Experience level
  - Cultural background

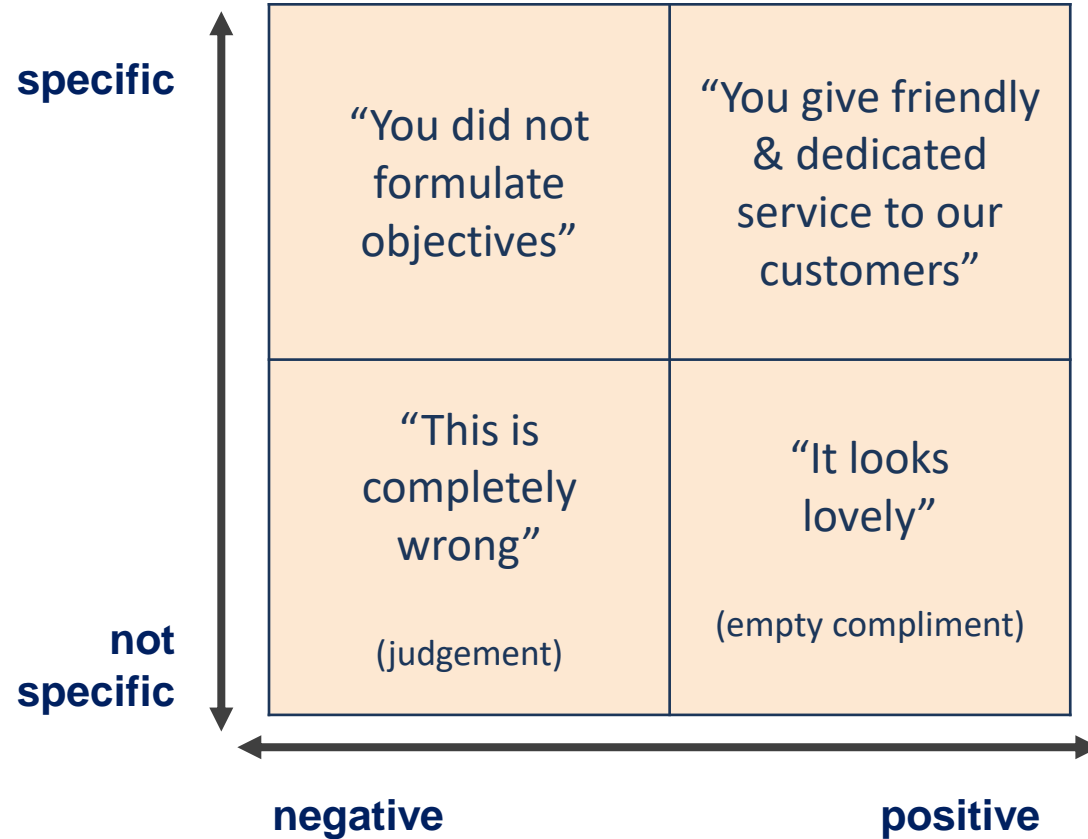


## Feedback providers do their homework

- Adapt to a different cultural background:
  - Learn the rules
  - Find an adviser
  - Customize your behavior



# Feedback should be specific





## Feedback should be specific

- "Try to put a little more 'oomph' in your presentations. Wake people up!"
- "Your presentation always include a wealth of new ideas, but you don't sound personally excited about the things you're suggesting. Your voice is often very soft and monotone, and your rate of speaking can be very slow. Our surveys show that your audience members think you sound bored with your topic, and that makes them feel bored, too. Are there some things you could do to make your enthusiasm for your topic more evident to your listeners?"



## Feedback should be specific

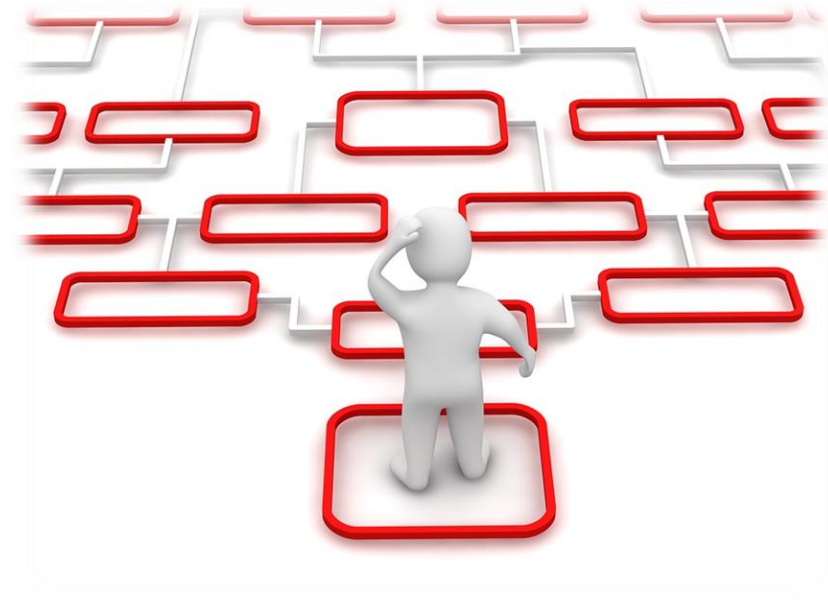
- "Great report, Kari. Keep up the good work!"
- "I liked the way you incorporated the two graphs into your report this month, Kari. They made it much easier to follow the cash flow. I hope you'll do it again"



## Feedback should be specific

- Use questions like:
  - What are the next steps you'll take?
  - What can I do to support your progress and goals?
- Plan to meet again in a week to check in

# Feedback pattern



I liked ....

My suggestion for you is...

Because it will help you to....