

Giving Feedback

Taken by: **Ollie Ryder-Green**

Date taken: **01 June 2020**

YOUR RESULTS:

Giving Feedback

Your Score: 88

If you scored between 26 and 46 go back to basics.

You find receiving feedback an unpleasant experience and avoid it. Accordingly you either don't want to inflict this experience on someone else or don't believe you have the right to do so. However, most people love to receive feedback - they do prefer it to be positive, but they also like to know how they can improve. Remember these key principles:

- See giving feedback as an opportunity to help someone.
- Find a quiet place and time to have the conversation.
- Ask for permission before offering feedback.
- You are giving your opinion, not stating a fact – so present it as such.
- You don't have to make them accept your feedback. Just offer it and be prepared to make suggestions of what they could do instead.
- Give examples of their behaviour.
- Avoid labelling the person, just stick to behaviours.
- Be prepared to let it go if they don't want to hear your viewpoint.

If you scored between 47 and 67 you avoid giving feedback whenever possible.

You are not comfortable giving feedback and worry about how to do it in a way which will be received well by the other person. You probably avoid doing it whenever possible, perhaps because you are not sure how to deliver it well. Or perhaps by the time you do give the feedback it has built in your head to something more critical than it is. This could mean that in your determination to be heard, you deliver it clumsily and hammer the message home too much. This causes an uncomfortable situation for both of you, and leads to your avoiding giving feedback in the future. These points should help:

- Try to give feedback as soon after the event as possible. However, if you are feeling very emotional about it, ensure you are suitably calm first.
- Then think about the key part of the message that you want to deliver and describe it in terms of behaviours you have seen that you would like changed or strengthened.
- Don't talk about the other person in terms of their personality or skills, but instead describe what they did and the impact it had.
- Make sure you have some ideas for how they could behave differently.
- Don't have a long list of things to change – three points are more than enough.

If you scored between 68 and 88 you have the right mindset, but still find giving feedback difficult.

You are probably clear why you are giving feedback and know that the only legitimate reason for feedback in the workplace is to improve the individual's performance through increased self-awareness and self-development. You probably do try to adopt this mind-set before you start but you still find giving feedback difficult.

When you need to give feedback, keep these tips in mind:

- It helps if you have a relevant, recent example of what you are giving feedback about.
- Stay calm and know that if the feedback is very difficult to hear, they are likely to go through the process of Surprise or even Shock, Annoyance or Anger, then Resistance or Rejection before finally moving into Acceptance (SARA).
- They are likely to move through the SARA process more quickly if they are presented with objective evidence.
- Try to remain non-judgemental – it makes it easier for the recipient to focus on the feedback rather than on your opinion / judgement.

If you scored between 89 and 109 you are usually comfortable giving feedback.

You are usually quite comfortable giving feedback and do so fairly often. To improve, think about the balance between positive and negative feedback: a good ratio is an average of one negative to every three positive pieces of feedback (up to a maximum of eleven positives for every negative). The balance makes the recipient trust your feedback more: if it is only negative, they are likely to feel despondent; if only positive, they may not believe you and your words may lose their impact.

If the person becomes very emotional or cries, ask if they would like a tissue or a break in the conversation. Don't force them to sit there and listen when they are not up to it - it may be better to wait until they can be properly engaged in the conversation - but equally don't let them use emotion as a way of avoiding hearing a difficult message.

Think of giving feedback like throwing a ball. Your throwing it doesn't mean they have to catch it and own it. It is their choice to accept your feedback just as it is their choice as to whether or not they act on it.

Remember to only give feedback in order to help someone to develop.

If you scored between 110 and 130 you are very comfortable giving feedback.

You are likely to be so comfortable giving feedback and probably do it so often that you don't even realise you are doing it. Hopefully you have the right mind-set about your feedback: i.e. that it's for the purpose of someone's development.

Unless you are managing someone's performance (i.e. you are their boss or manage their project), remember to ask for permission to give feedback or offer it rather than insist on telling them. If you find that people are resistant to your suggestions and opinions, just ask yourself how you are conveying the messages to them. Are they interested in what you are saying or are you battering them verbally? People are more likely to be open to feedback and genuinely consider the key points if they are given the space to take ownership of them.

Give some consideration as to how you can develop the feedback culture where you work so that everyone is as comfortable giving and receiving feedback as you seem to be. Perhaps offer to be a mentor, or coach others in how to give effective feedback. Role-modelling positive skills and behaviours will help others to develop even further.

ABOUT THIS ASSESSMENT:

People are innately programmed to achieve, whether creatively, at work, financially or spiritually. Most people are driven to improve themselves. In the workplace there is the expectation that employees will actively develop themselves and, if possible, others too.

All development starts with self-awareness. Unless you understand your current skill level, you won't know if you have managed to develop it. Being good at your job comes from knowing what is expected and how well you currently meet those expectations. Getting feedback from others is key to gaining self-awareness and improving.

Giving feedback is a key part of working with other people and helping them to develop. This could be as a formal part of your role (for example as a manager) or informally as part of your day-to-day interactions. Given the choice, however, most people will avoid giving feedback and only do so if they really have to or if they feel strongly enough about the situation.