

TRIAD Workshop
Giving Honest and Effective Feedback
Sunday, September 26 – 0900-1230

Giving honest feedback is perhaps the most cited example of a conversation today's professionals find challenging. What if no one has been honest with this person in the past? What if they disagree? What if they fight back? Or what if they become so demoralized that they lose what motivation they had? Also challenging is how to give productive and inspiring feedback to a high performer.

This workshop is based on fifteen years of working with professionals in a wide variety of industries, all of whom struggle with how to create and reinforce a performance culture where feedback is seen as helpful and important, rather than ineffective or avoided altogether. It also draws from the cutting-edge work and thinking currently being invested in our next book, *Receiving Feedback: How Your Ability to Learn Determines your Future*.

Course objectives:

To provide a simple framework for offering effective feedback, both in formal performance reviews, and in daily interactions with students, residents, colleagues, and superiors. Professionals will see more opportunities for real-time feedback conversations, and understand the role of directly observed data vs. your own conclusions or judgments about that data.

Course content:

Concepts and frameworks –

The Feedback Compass— Look Down; Look Both Ways; Look Inside; and Look Forward

The Internal Voice - what we think and feel, but don't say when giving or receiving feedback

Identity at stake and emotional reactions: denial & exaggeration

The Ladder of Inference: distinguishing data & examples, from judgments and opinions

Characteristics of effective feedback

Handling strong emotional reactions - your own and others'

Applications & Exercises --

Participants offer their own difficult feedback situations, both giving and receiving

Participant scenarios, team exercise

X-Y: good advice on giving feedback, and why we don't take our own advice

How to prepare for a feedback conversation

1-on-1 Case exercise, where they apply what they are learning

Practice handling emotional reactions