

TEAM ASSESSMENT SURVEY

Complete the Team Assessment Survey before your next recitation

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GIVING AND RECEIVING FEEDBACK

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THE **INTELLIGENT** FUTURE



WHAT DOES AN EFFECTIVE TEAM LOOK LIKE?

- **The team delivers successful, sustained performance.**
 - Decisions, products, services, etc. meet or exceed quantity, quality, and timeliness of standards. The team generates positive results over time.
- **The team is resilient, adapts, and learns.**
 - Members work through challenges and adversity, support one another, correct errors, handle conflict, and learn from past experiences.
- **The team has vitality and members are satisfied.**
 - The team maintains energy, vibrancy, and resources needed for success, and contributes positively to the well-being of members, setting the stage for future collaborations and learning.



BENEFITS OF WORKING IN TEAMS

- Extensive combined knowledge and experience
- Can accomplish more than individuals alone
- Diverse perspectives
- Greater productivity
- Members learn from each other





WORKING WITH OTHERS IS DIFFICULT

- Coordination issues
 - Social loafing, diffusion of responsibility
- Communication difficulties
 - Misunderstandings, cultural differences
- Interpersonal conflict
 - Disagreements, interpersonal spats, tensions



DIFFICULT CONVERSATIONS

- Difficult conversations – anything that is hard for someone to talk about
 - Often, these are conversations in which a communicator expects honesty to cause emotional harm.
 - At work, these are ubiquitous and necessary conversations, but often people avoid them or handle them poorly.
- Feedback conversations are one example of a difficult conversation.



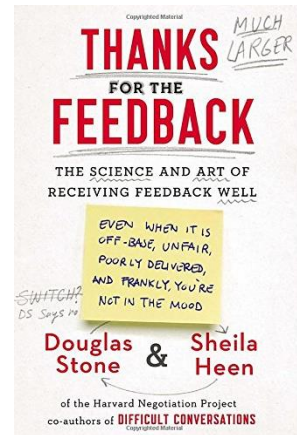
WHAT IS FEEDBACK?

- Feedback is information provided to recipients about their behavior, performance, or understanding.
- Feedback provides recipients with a comparison of their performance to a certain standard or goal with the aim of helping the recipient improve
- The purpose of feedback is to facilitate self-awareness and behavioral reinforcement (*positive feedback*) or change (*developmental feedback*)



FEEDBACK IS REALLY 3 DIFFERENT THINGS

- 1. Appreciation:** motivates and encourages
- 2. Coaching:** helps increase knowledge, skill, capability, growth, or raises feelings in the relationship
- 3. Evaluation:** tells you where you stand, aligns expectations, and informs decision making
 - Evaluation is often the loudest and can drown out the other two.





BENEFITS OF FEEDBACK

- Effective feedback facilitates better relationships, better performance, and better employee and organizational outcomes
- McKinsey & Co. study compared top-performing firms to middle-of-the-pack firms on basis of financial performance.
 - What did the top firms do differently? Among other things they...
 - Made effective use of performance reviews
 - Emphasized management development techniques
 - Encouraged candid feedback



HOWEVER...

- People are bad at giving feedback
 - Employees often receive feedback that is overly positive or not useful
- Why?
 - Misjudge how much people want to receive honest feedback
 - Overestimate the emotional harm that honest feedback could cause
 - Underestimate the benefits and usefulness of providing honest feedback



EFFECTIVE FEEDBACK IS...

1. Goal-oriented

- Feedback should be focused on behaviors critical to achieving the recipient's goals

2. Actionable, Specific, and Timely

- Identify the specific behavior so the person knows what to continue to do or change
- *Do not describe the person.* Describe the behavior and the impact it had

3. Supportive, truthful, and useful

- "I'm giving you these comments because I have very high expectations and I know you can reach them."

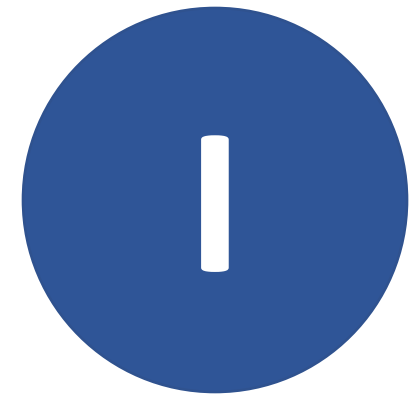
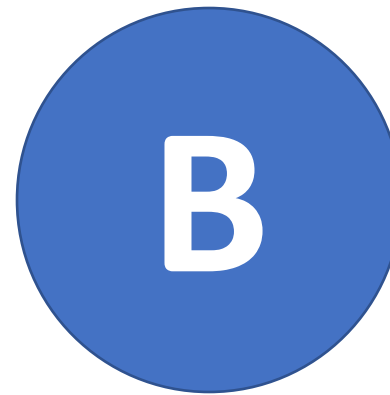
4. Delivered privately in a neutral, non-judgmental tone



FLAWED FEEDBACK

1. Attacks the person rather than the person's behavior
2. Vague or abstract assertions
3. Without illustrations
4. Ill-defined range of application
5. Unclear impact and implications for action

A MODEL FOR FEEDBACK



Situation

Set the context. Help the person focus on what you are referring to.

Behavior

Focus on the objective behavior to be repeated or changed.

Impact

Share the direct impact of the behavior.

DEVELOPMENTAL FEEDBACK (SBIA)



Situation

Set the context.
Help put the person
in the focus on what
you are referring to.

Behavior

Focus on the
objective behavior
to be repeated or
changed.

Impact

Share the direct
impact of the
behavior.

Alternative

Share an alternative
behavior to use next
time.

POSITIVE FEEDBACK EXAMPLE (**SBI**)



Issue: Current project has a last-minute problem appear at the end of the day.

S

The other day, when we had agreed that everyone would send their project ideas to the group

B

I noticed that you sent everyone a reminder that hadn't sent their ideas in yet.

I

Missing submissions could have delayed our team progress. Thank you for your willingness to take the initiative.

DEVELOPMENTAL FEEDBACK (**SBIA**) EXAMPLE



S

The other day, when we had agreed that everyone would send their project ideas to the group

B

I noticed that you never sent in your project ideas.

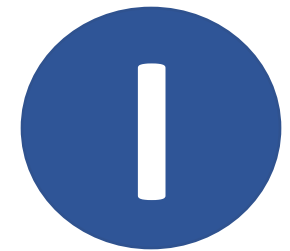
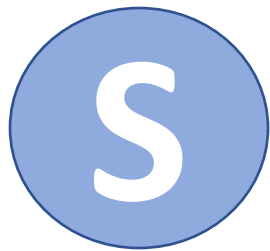
I

Because it didn't get done, our team couldn't meet to discuss the ideas as planned and now we are behind schedule.

A

When things happen, and they do, we need you to let us know that you will miss the deadline so we can make a plan to move forward.

DEVELOPMENTAL FEEDBACK: **SBII**



Situation

Set the context.
Help put the person
in the focus on what
you are referring to.

Behavior

Focus on the
objective behavior
to be repeated or
changed.

Impact

Share the direct
impact of the
behavior.

Inquire

Seek involvement
from the performer
to identify different
actions next time.

DEVELOPMENTAL FEEDBACK (**SBII**) EXAMPLE



S

The other day, when we had agreed that everyone would send their project ideas to the group

B

I noticed that you never sent in your project ideas.

I

Because it didn't get done, our team couldn't meet to discuss the ideas as planned and now we are behind schedule.

I

What is your perspective on this? What can we do next time to make sure this doesn't happen again?



REMOVE BARRIERS TO EFFECTIVE FEEDBACK

- **Performance improvement happens when...**
 - Recipients are open to change
 - Perceive a need to change
 - Believe change is feasible
 - Set goals and take appropriate actions to implement changes

- Communicate so that recipients are **receptive** to the feedback and can **discern the truth** in the feedback.



FEEDBACK SUPPORT

- Criticism and developmental feedback can be difficult to hear and engage with
- One strategy to address this problem is to provide support when providing critical feedback
- Support should match the recipient's needs and goals to **help them cope** with negative information and **facilitate their growth and development**



FEEDBACK SUPPORT

- Express **care** for the recipient's well-being
 - Express empathy and concern
 - Express joint outcome or involvement ("we are in this together; I am here for you; I care about getting you to your goal")
- Strive to **understand** how they are feeling
 - Ask questions and voice understanding ("I see; I understand")
 - Summarize and paraphrase what the recipient is telling you to show comprehension
- What do they need? How can you meet their needs?



FEEDBACK SUPPORT

- **Validate their experience**
 - Acknowledge their feelings as justified and valid (“I understand how you feel and your feelings are valid”)
 - Validate their effort and hard work (“I see the effort that you’ve already put into this”)
 - Express reassurance and encouragement (“I know this was difficult, but you can improve”)
 - Express confidence in them (“I believe in you; I believe in your ability”)



PRAISE IS NOT SUPPORT

- Praise is any positive comment about the recipient or something they have done
- Rather than providing praise, focus on *integrating* honesty and benevolence
- **Avoid the “Feedback Sandwich”**
 - Sandwiching critical information between positive statements may lead the recipient to believe that the feedback is not honest (*barrier to receptivity*)
 - The feedback sandwich is often confusing because important information is obscured by irrelevant comments (*barrier to discerning the truth*)



RECEIVING FEEDBACK

- Be explicit about your needs
 - Do you want appreciation, coaching, or evaluation?
 - Do you have a preference for how you receive feedback?
 - Remind them to be honest—high-quality feedback can help you learn
- Be prepared to listen with an open mind
- Ask often.
 - You can't get better if you don't know how you are truly doing
 - Express appreciation for their candor



FEEDBACK'S THREE TRIGGERS

Triggered Reaction	Learning Response
Truth <i>That's wrong. That's not helpful. That didn't happen. I'm not like that.</i>	Separate Appreciation, Coaching and Evaluation We need all three, but mixing them puts us at cross-purposes. First Understand: Shift from "That's Wrong" to "Tell Me More" Feedback labels are vague and confusing. The giver has information we don't (and vice versa). We each interpret things differently. See Your Blind Spots: Discover How You Come Across We can't see ourselves or hear our tone of voice. We need others to help us see ourselves, and our impact on those around us.
Relationship <i>Who are you to say? I don't like/trust you, or believe you know better. I'm not the one who needs to change. You are.</i>	Don't SwitchTrack: Separate We From What Talk about both the feedback <i>and</i> the relationship issues. Identify the Relationship System: Take Three Steps Back Understanding the feedback requires stepping back to see the relationship system and the ways we are each contributing to the problems that are creating the feedback.
Identity <i>This is a disaster. I'll never recover. I'm a disaster. I'll never get better.</i>	Our Wiring Affects How We Hear Feedback Individuals vary widely in our reactions to positive and negative feedback; extreme reactions colour our sense of ourselves and our future. Dismantle Distortions: See Feedback at 'Actual Size' Work to correct distorted thinking and regain your balance. Cultivate a Growth Identity The reality is that we are always learning and growing.



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TEAM FEEDBACK WORKSHOP

Create an action plan together

What goals to work toward (and why)

How to achieve them (objective, measurable behavior/outcomes)

Where to perform (context)

When (timeline, progress checks)

Agree on what constitutes evidence of improvement

- These must be observable, objective metrics



ACTION PLAN EXAMPLE

What to Work Toward	How, Where, and When	Metrics for achievement
Speak up more in team meetings	Prior to meetings, prepare specific points that you want to make	More speaking time in meetings
Everyone completing their part of the work by the deadline	Make a timeline for when deliverables are due that everyone has access to Check-in with reminders Take personal responsibility for your role on the team	Completion of individual work