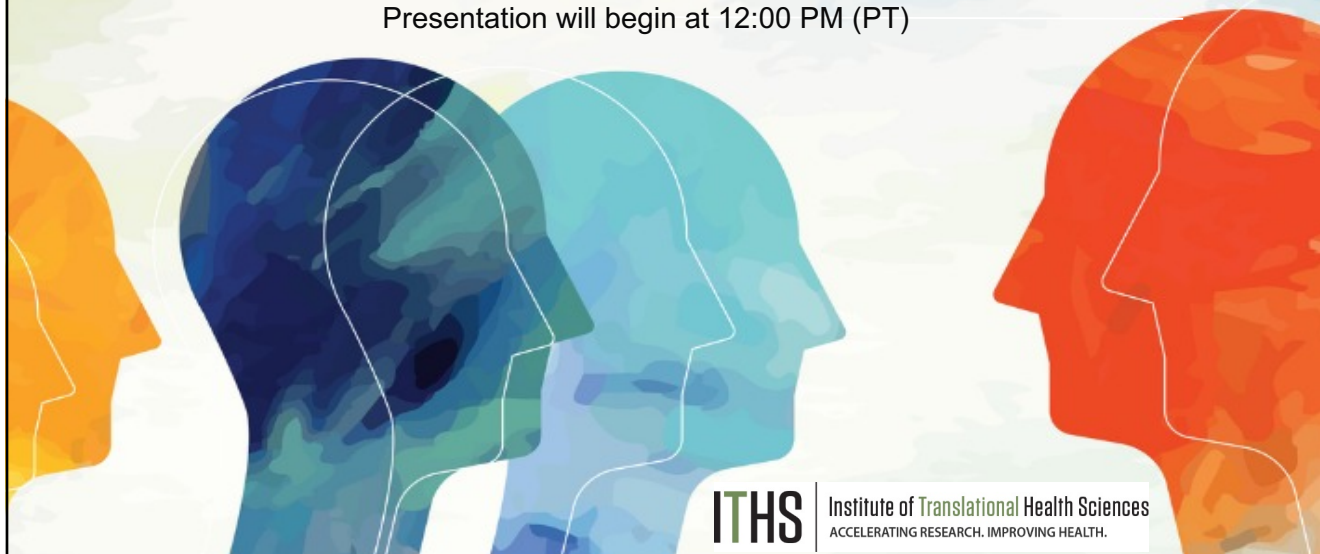


Career Development Series 2020

The Art of Giving and Receiving Constructive Feedback

Presentation will begin at 12:00 PM (PT)

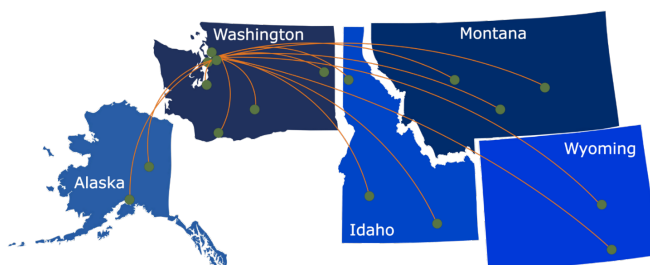


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What We Offer:

- 1 **Research Support Services:** Members gain access to the different research services, resources, and tools offered by ITHS, including the ITHS Research Navigator.
- 2 **Community Engagement:** Members can connect with regional and community based practice networks
- 3 **Education & Training:** Members can access a variety of workforce development and mentoring programs and apply for formal training programs.
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Contact our Director of Research Development



- **Project Consultation**
- **Strategic Direction**
- **Resources and Networking**

Melissa D. Vaught, Ph.D.
ithsnav@uw.edu
206.616.3875

Upcoming Career Development Series 2020

September 30th: K Awards – The Next Step



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Career Development Series 2020

Feedback

At the end of the seminar, a link to the feedback survey
will be sent to the email address you used to register.



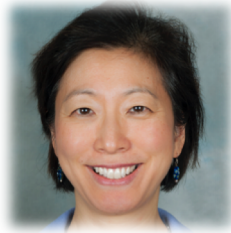
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Career Development Series 2020

The Art of Giving and Receiving Constructive Feedback

Presented by Sara Kim, PhD



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Learning Objectives

- 1 Describe purposes of feedback including appreciation, evaluation, and coaching
- 2 Explain factors that may make feedback giving and receiving challenging
- 3 Apply the reframing technique as a feedback delivery tool

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The Art of Giving and Receiving Constructive Feedback

ITHS Career Development Series

September 23, 2020

Sara Kim, PhD

Research Professor, Surgery, Associate Dean
for Educational Quality Improvement
School of Medicine, University of Washington

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"What do I love about your bread? The taste. Appearance. Sugar crystal topping. How it compliments butter so well. The only criticism I can offer is how the bread is a little dense and just a tad dry."

(Julian, Age 13)

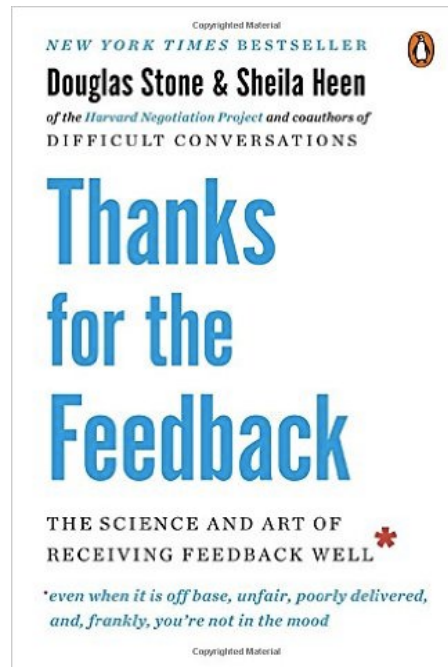
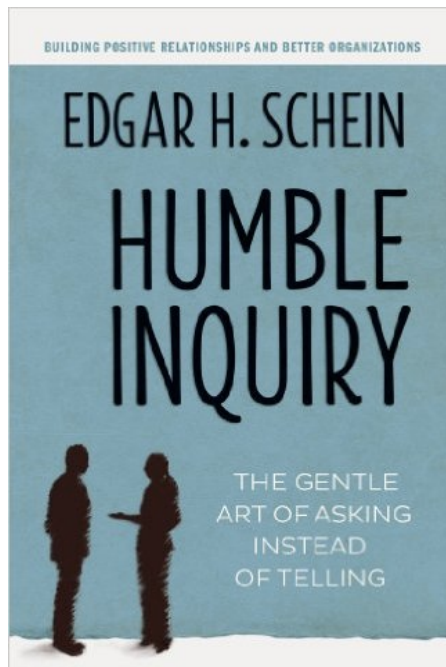


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Outline of Session

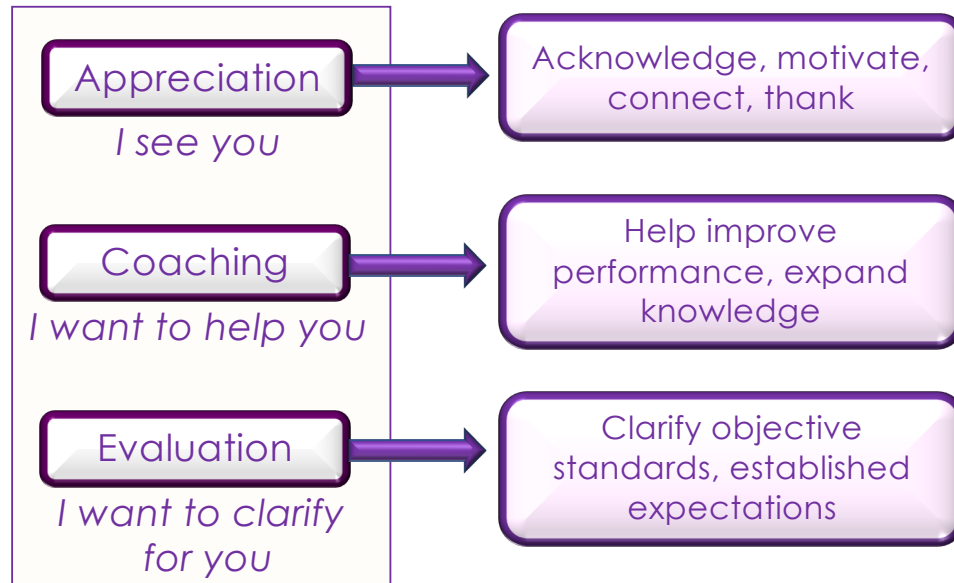


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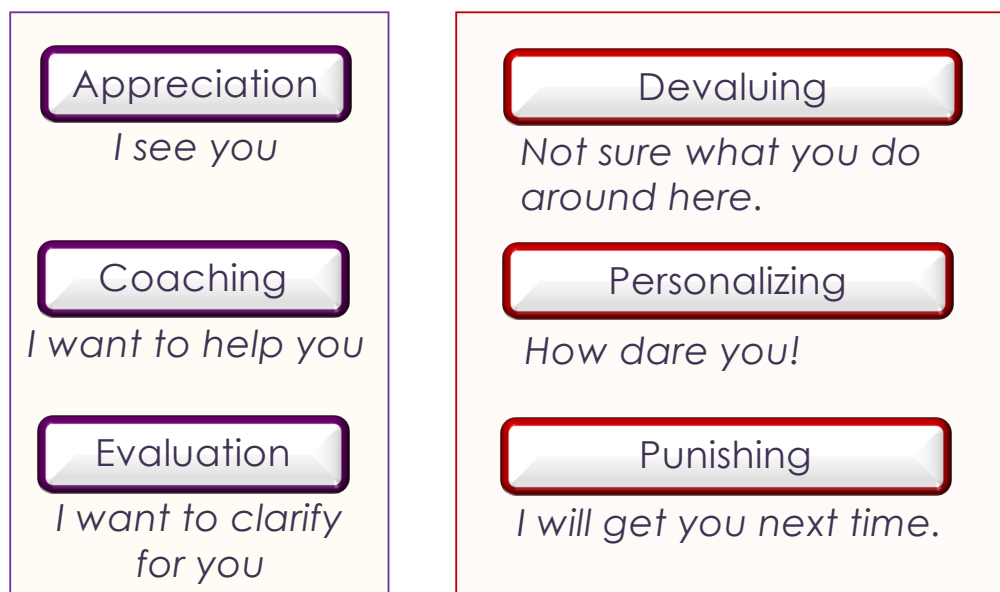
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Feedback Giving



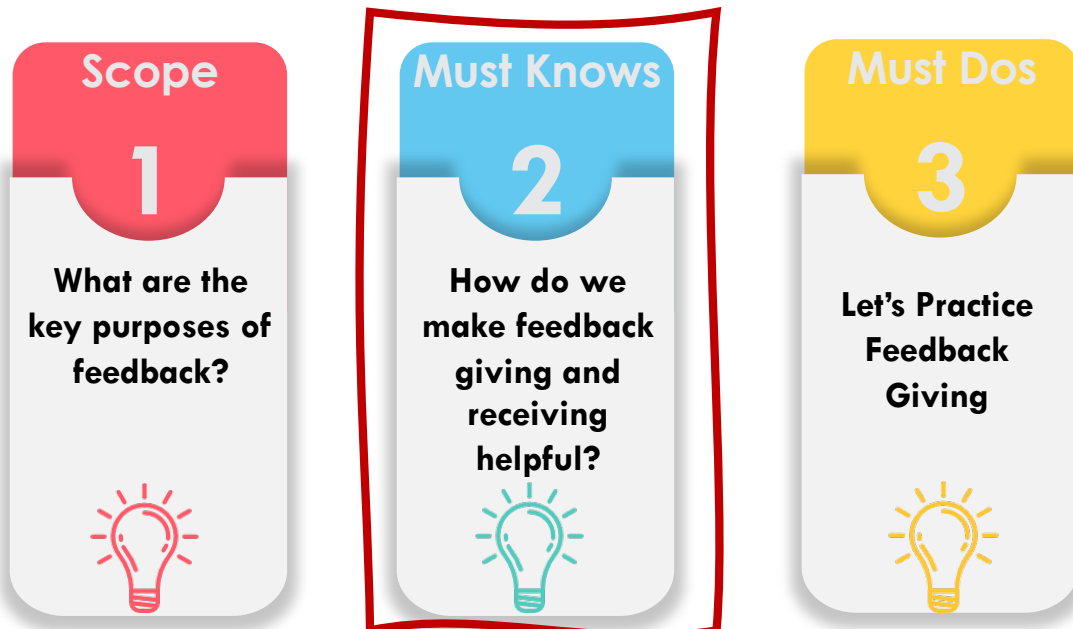
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Feedback Giving



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Outline of Session



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Breakout Session: Questions

- 1 What do you value in feedback others provide to you?
- 2 What makes it difficult to receive feedback provided to you?
- 3 How do you prepare yourself before giving feedback to others?

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Breakout Session: Key Discussion Points

What do you value in feedback others provide to you?

- Specific nature of the feedback.
- Leaves room for ongoing conversation.
- Balanced content covering both positive and negative aspects of performance.
- Signal that the feedback provider has vested interests in my growth even if the feedback may sting me.

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Breakout Session Key Discussion Points

What makes it difficult to receive feedback provided to you?

- Prior negative experiences involving poor instances of feedback others gave to me.
- The imposter syndrome may not allow me to fully embrace the positive feedback that I deserve.
- The mental chatters formed by my perceptions around what I am hearing may prevent me from being present to the feedback being delivered to me.

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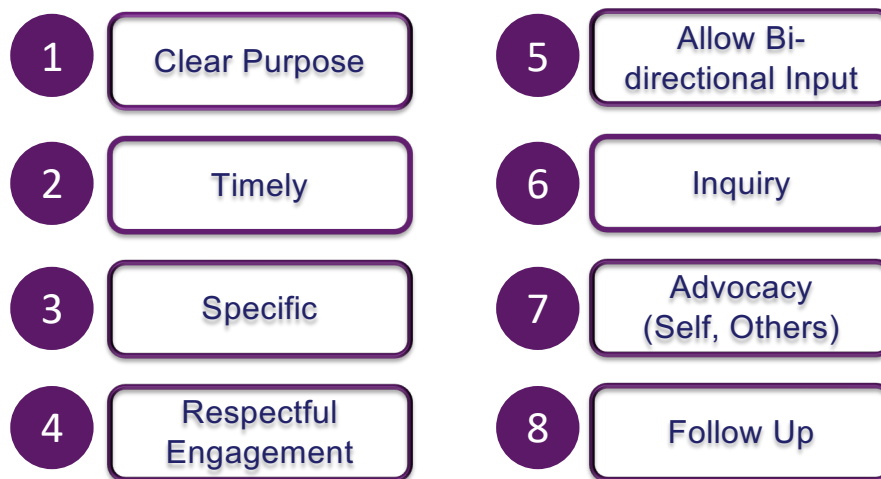
Breakout Session Key Discussion Points

How do you prepare yourself before giving feedback to others?

- I try to allow others to prepare mentally by sharing the written feedback in advance of discussing it.
- I appreciated when my supervisor invited me to add my input to the evaluation mid-point.
- Cultivating a good relationship with supervisors and subordinates creates a foundation of trust. This allows difficult feedback to be communicated while preserving the relationship.

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Principles of Feedback Giving and Listening



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Feedback =

Intention + Emotion + Words

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- Access my ignorance and ask for information in the least biased and threatening way.
- Maximize my curiosity and interest in the other person's perspectives.

Schein EH. Humble inquiry: The gentle art of asking instead of telling. Berrett-Koehler Publishers; 2013 Sep 2.

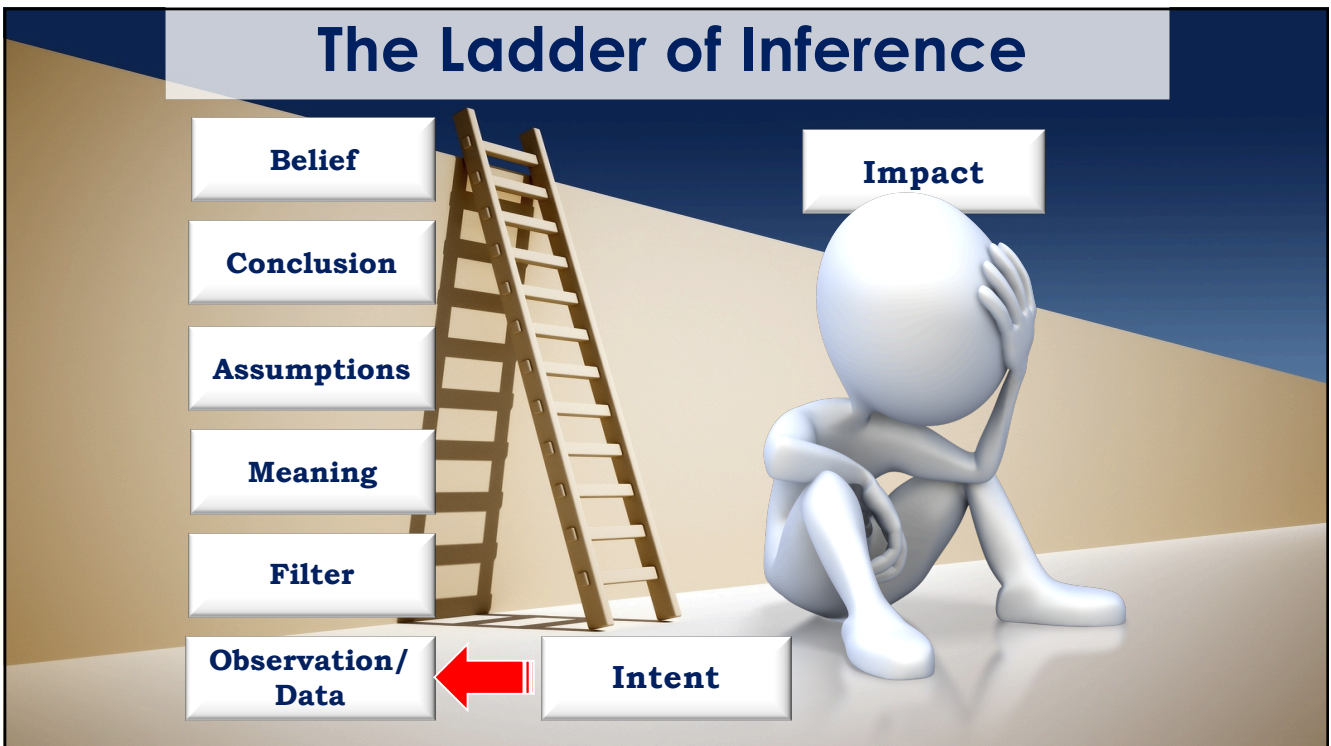
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The Ladder of Inference

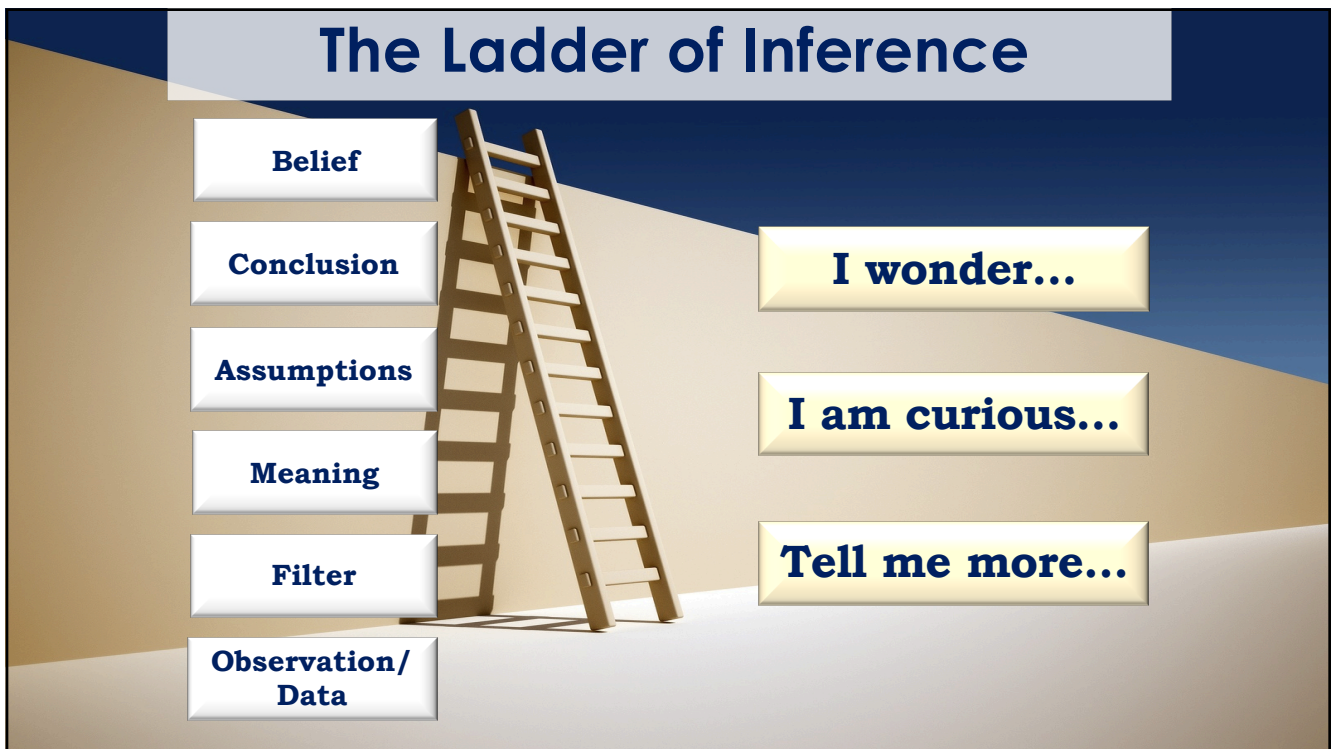


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The Ladder of Inference



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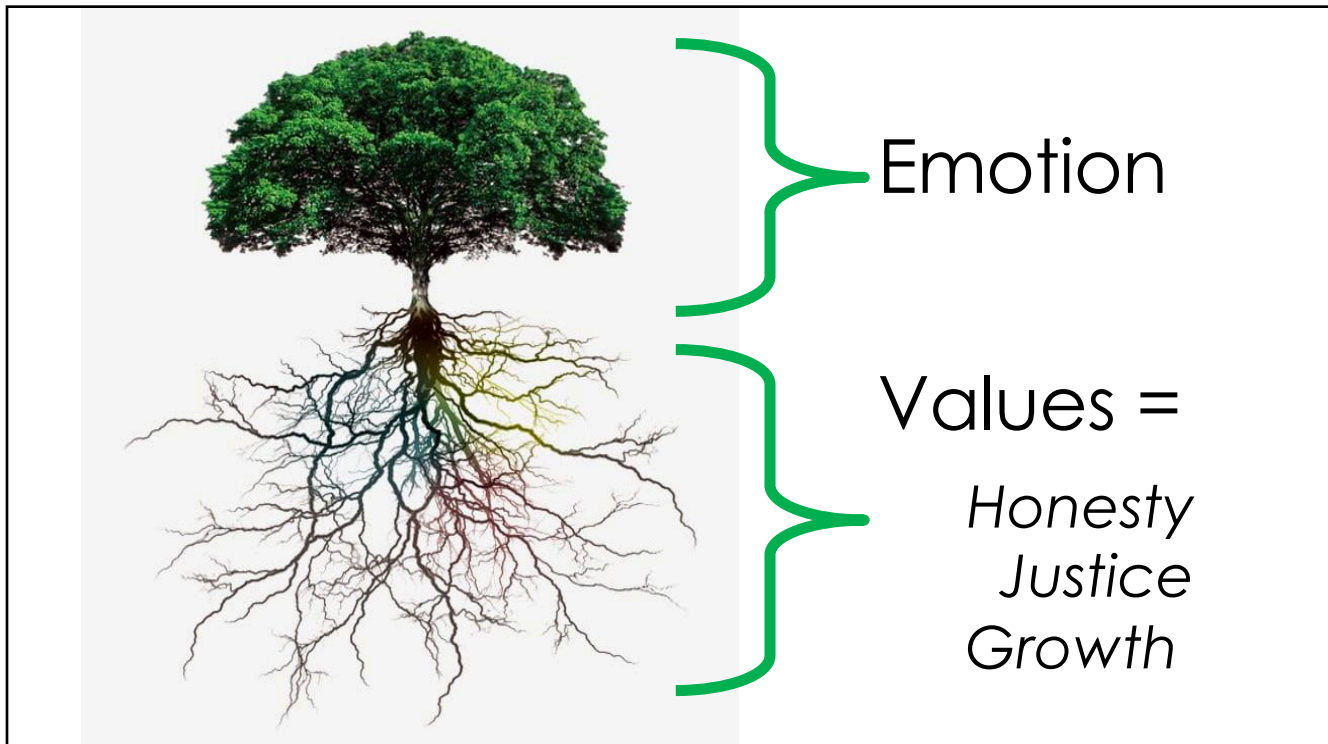


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Feedback =

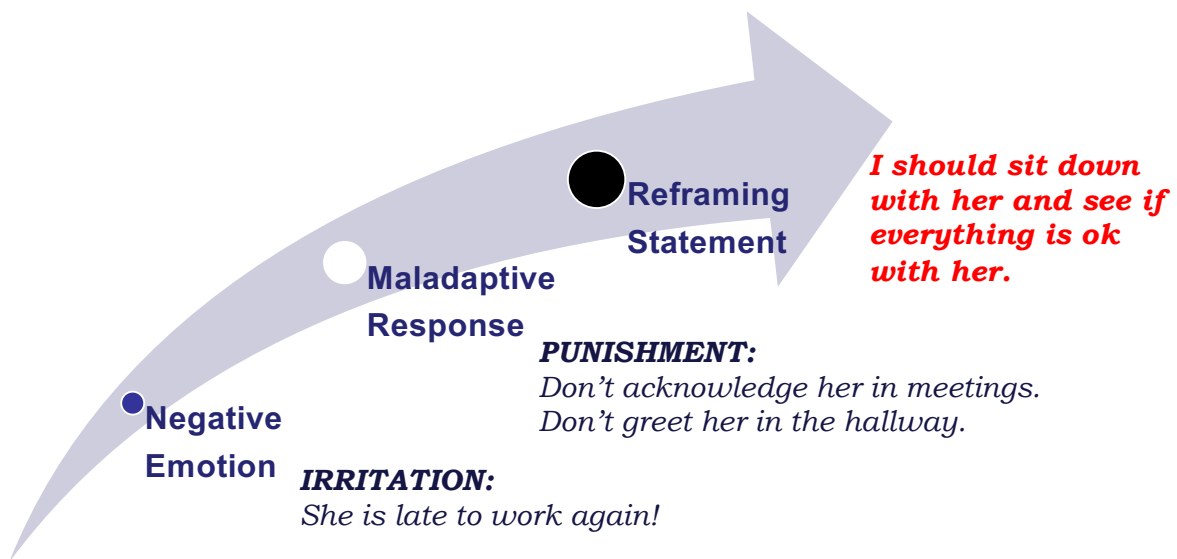
Intention +
Emotion +
Words

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Role of Emotions in Feedback



Goleman D, Langer E, Congleton C, McKee A. Harvard Business Review Emotional Intelligence Collection (4 Books)(HBR Emotional Intelligence Series). Harvard Business Press; 2017 Apr 18.

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Role of Emotions in Feedback



Goleman D, Langer E, Congleton C, McKee A. Harvard Business Review Emotional Intelligence Collection (4 Books)(HBR Emotional Intelligence Series). Harvard Business Press; 2017 Apr 18.

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Feedback =


Intention +

Emotion +

Words


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Steward Your Words: Let's Reframe


	My Intention	
		
Why did you miss the deadline?	Curiosity →	What made it difficult for you to
I hear you but I disagree with...	Acknowledgment →	I hear you. Let me explain my perspective.
Thanks.	Appreciation →	Thank you for what you did today. We couldn't have done it without you.
I will do what you say.	Advocacy →	Can we pause and check in?
Just do what I tell you to do.	Empowerment →	How do you think we can proceed?
Sorry.	Apology →	I apologize for the difficulty my words have caused.
This is difficult me, too!	Mutual Support →	I can see this is difficult for both of us.

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Outline of Session

Scope
1
What are the key purposes of feedback?


Must Knows
2
How do we make feedback giving and receiving helpful?


Must Dos
3
Let's Practice Feedback Giving


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Let's Practice

You saw an email from Chris, Your supervisor, with the subject line: **FYI regarding my concern.** *“Pat, I understand from Alex there has been a delay in finalizing the progress report because you haven’t completed your task. As you know, I value teamwork and what I am hearing about your work concerns me. Please see me.”*

After 3 years, you were feeling quite comfortable in your role and were always proud of the work. You have gotten along with everyone but Alex is a different story. Even though both of you were hired around the same time at the same level, Alex treats you like a subordinate by bossing you around. Alex talks over you in meetings and tends to dominate discussions. “How dare Alex throws me under the bus when I had clearly mentioned that I was still waiting for some data to analyze,” you murmured as you felt your face getting hot.

When you joined Chris on Zoom, Chris starts the meeting by saying: “Pat, teamwork is really important. When you don’t deliver your task and don’t alert others, it creates a domino effect. Thought it would be helpful for us to chat about how to improve your performance.”

What would you say to Chris? Explain your intention and emotion associated with your words.

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Thank you
Sara Kim
sarakim@uw.edu

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Questions?



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Feedback Survey

A link to the feedback survey has been sent to the email address you used to register.

Please get out your device, find that email, and spend a few moments completing that survey before you leave today.

Tip: If on a mobile device, shift view to landscape view (sideways) for better user experience.



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