



Workplace Communication

Giving and Receiving Feedback

Presented by:
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Human Resource Services



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Workshop Objectives



- 1) Describe stages of team development**
- 2) Assess your own communication style**
- 3) Demonstrate feedback strategies (DASR)**
- 4) Acknowledge “wrongology”**



Remembering Teams

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Stages of Group Development

Bruce Tuckman - 1965,1977



1

Forming

- *Team members meet*
- *Learn about the tasks they will need to perform*
- *Try to see how they fit in with each other and understand what is expected of them*

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Stages of Group Development

Bruce Tuckman - 1965,1977



1 2

Forming Storming

- *Characterized by conflict and polarization*
- *Team members may challenge each other*
- *Members question what they are doing and how it is being done*

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Stages of Group Development

Bruce Tuckman - 1965,1977



1 2 3

Forming Storming Norming

- *Members begin to understand and accept each other*
- *The group begins to focus more effectively on the project tasks and objectives*

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Stages of Group Development

Bruce Tuckman - 1965,1977



1 2 3 4

Forming Storming Norming Performing

- *Team members are comfortable with each other*
- *Group norms have been accepted*
- *Interpersonal and structural issues have been settled and support task performance*
- *Team synergy is high during this stage which results in high performance*

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Stages of Group Development

Bruce Tuckman - 1965,1977

1 2 3 4 5

Forming Storming Norming Performing Adjourning

- *The project nears completion*
- *The team has become very close*
- *Many members feel a sense of loss*
- *For this reason, this stage is also known as the Mourning stage*

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Task Force	or	Work Force
<ul style="list-style-type: none">• Linear• Stage driven• Sunset date• Measurable outcomes		<ul style="list-style-type: none">• Non-linear• Work unit driven• Ongoing• Measurable outcomes

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Remembering Teams



Characteristics of Successful Teams

Clear Expectations	Collaboration
Context	Communication
Commitment	Creative Innovation
Competence	Consequences
Charter	Coordination
Control	Cultural Change


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Remembering Teams



Barriers to Successful Teams

Poor Planning	In Name Only . . .
Poor Leadership	Ineffective Meetings
Poor Training	Lack of Empowerment
Poor Attitude	Lack of Commitment
Poor Rapport	No Strategic Connection
Poor Recognition	Cultural Change


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Communication Style

All About You

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Assessment Score

10-20	You are a confident individual who knows how to stick up for yourself in any demanding conversation. Keep up the good work!
21-26	You are your own person most of the time, but you still allow yourself to be manipulated under more stressful circumstances.
27-35	You speak your mind about half the time, but frequently think of what you could have said after the conversation is over.
36-44	You don't stand up for yourself enough. People know that if they push you long enough and hard enough, you'll cave in and do what they want. You need to use the power of persistence.
45-50	People see you as a pushover and take full advantage of you only because you let them. You can change that perception if you make it your goal to become an assertive communicator.



Assessment Interpretation

10-20	<i>Your assertiveness skills are excellent</i>
21-26	<i>Your assertiveness skills are good</i>
27-35	<i>Your assertiveness skills are fair</i>
36-44	<i>Your assertiveness skills need more practice</i>
45-50	<i>You need to learn basic assertiveness skills</i>

Communication Styles

Passive Communication:

- A need to be liked
- Denial of one's own rights
- Seeking approval of others
- Hinting for needs or wants
- Defensive postures
- Soft-spoken, hesitant, cautious
- *Impact on team?*

Communication Styles

Aggressive Communication:

- Being feared is more important than being liked
- Little concern for other's rights or feelings
- Threatening stance, gestures, tones
- Aggressive people have learned that *it works*
- *Impact on team?*

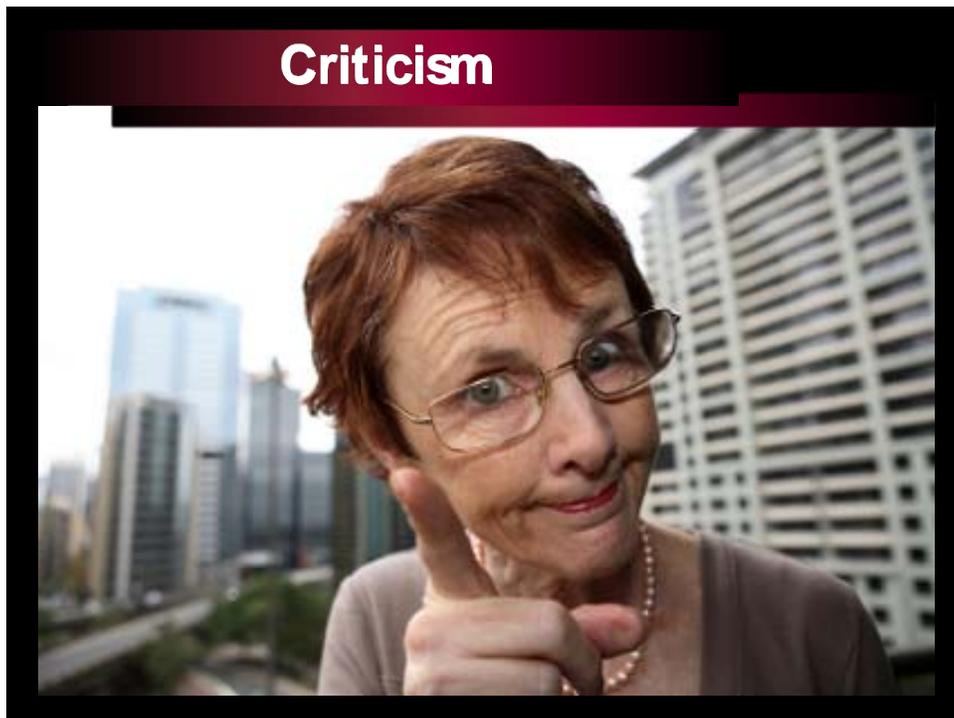
Communication Styles

Assertive Communication:

- Caring about other people's feelings, but not being responsible for them
- Understanding you must take care of your own needs while trusting others with theirs
- Asking and stating directly but respectfully
- Guiding others to your desired outcome
- *Impact on team?*

Why be Assertive?

- *To solve problems*
- *To strengthen workplace relationships*
- *To increase team productivity*
- *To balance power*



Criticism

1. the act of passing judgment as to the merits of anything.
2. the act of passing severe judgment; censure; faultfinding.
3. the act or art of analyzing and evaluating or judging the quality of a literary or artistic work, musical performance, art exhibit, dramatic production, etc.

Source: dictionary.com

Feedback



Feedback

1. a reaction or response to a particular process or activity: *He got very little feedback from his speech.*
2. evaluative information derived from such a reaction or response: *to study the feedback from an audience survey.*

Feedback Rewards*

- Essential workplace communication
- Increases self-awareness
- Encourages appropriate changes
- Promotes honesty, truth and openness
- Fosters better working relationships

* *Applicable only when feedback is given properly*



Feedback Barriers

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- Praise vs. correction
- Unclear expectations
- “Wrong” frame of mind
- Personal feelings
- Feeling vs. fact



A photograph of a man in a pink shirt and grey pants sitting on a white bench. He has his head buried in his hands, suggesting a state of stress or frustration. The background is a bright, blue-tinted architectural space with a grid pattern.

Feedback Situations

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You decide to tell your director that the division of work seems to favor one colleague over the others.

What are the potential rewards?

What are the potential barriers/risks?

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Feedback Types

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Constructive

Destructive

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Constructive Feedback

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- **Enables the receiver to agree to standards and improvements with the giver**
- **Reinforces positive performance and behavior**
- **Enables the receiver to understand where performance can be improved**

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Effective Feedback



Preparing Feedback

1. Set realistic goals

The most important step. Ask yourself, "What am I trying to achieve by giving this feedback?" Establish what outcome you would like for yourself and for the recipient.

2. Establish the facts

Do your homework! Part of the feedback process is to review a person's actions or behavior. You must be able to support this with factual information. You also need to understand what the standards should be.

3. Get the timing right

Positive feedback should be given as soon as possible. Where feedback is negative, you need to decide exactly when and where to give it so that it has the most impact.

Giving Feedback

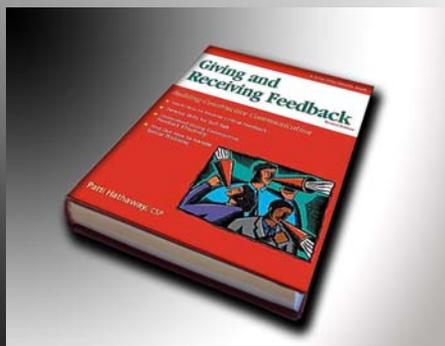
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4. Be specific

Keep to the facts – don't focus on personalities. At this step, you are physically giving the feedback. How you do it can make the difference between a poor or favorable outcome.

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DASR Technique



- Describe
- Acknowledge
- Specify
- Reaffirm

Giving and Receiving Feedback
- Patti Hathaway (1998)

DASR Technique

Your colleague spills coffee in the break room but does not bother to clean it up. This is not the first time. You decide to address the issue once and for all.

- How **not** to “Describe”
 - How **not** to “Acknowledge”
 - How **not** to “Specify”
 - How **not** to “Reaffirm”

DASR Technique

When you arrive at the Conference Room to set up for the monthly meeting you discover another group is using the room. Your meeting needs to be postponed. Later, you learn that the room coordinator had never received a request for your monthly meeting. You decide to address the issue with your employee responsible for making the reservation.

- Describe
 - Acknowledge
 - Specify
 - Reaffirm

DASR Technique

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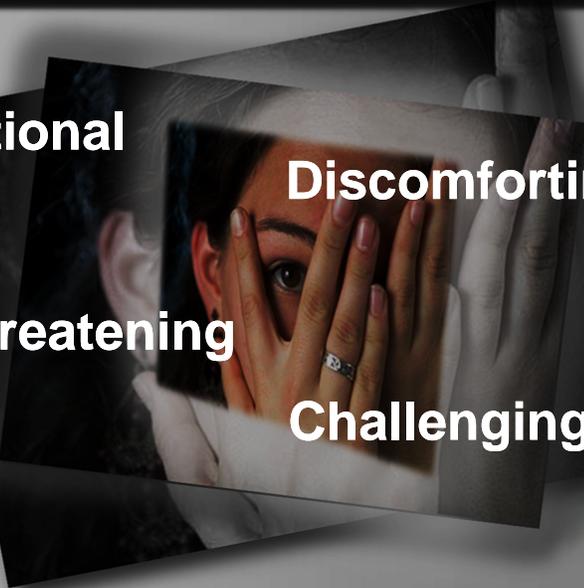
Your colleague was 30 minutes late coming back from lunch. A client scheduled to meet with him/her during this time arrived as planned. The client was very upset by the delay and you spent most of the 30 minutes trying to control the situation. Other clients waiting for their own appointments observed the interaction. You decide to address the issue with your colleague.

- **Describe**
 - **Acknowledge**
 - **Specify**
 - **Reaffirm**

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Receiving Feedback

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Emotional **Discomforting**
Threatening **Challenging**

Receiving Feedback

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Aspects impacting your ability to receive feedback include:

- Your assumptions about the giver
- Your emotional response to feedback
- Your perception of the necessity to feedback
- How well you believe the feedback is given

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Measuring Up

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Feedback is only useful when:

- *It is relevant and can be substantiated*
- *The receiver can actually do something with the statements*

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Receiving Feedback

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Proactive* : Reactive

- **Decide upon the desired outcome***
- **Determine your own ability to receive***
- **Assess the person giving the feedback**
- **Be specific about the feedback you need**
- **Discuss and clarify issues**

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Receiving Feedback

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Accept or Reject?

Verify what really happened

Determine when it happened

Find out why the action was correct or incorrect

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Accept or Reject?

Valid Feedback

- Essential feedback you know is true
- Often difficult to accept

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Accept or Reject?

Unjustified Feedback

- Given when you have not lived up to someone else's expectations
- Identify the expectations before accepting or rejecting

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Receiving Feedback



Accept or Reject?

Vague Feedback

- Confusing or misleading
- Unhelpful (whether accepted or rejected)
- Seek understanding

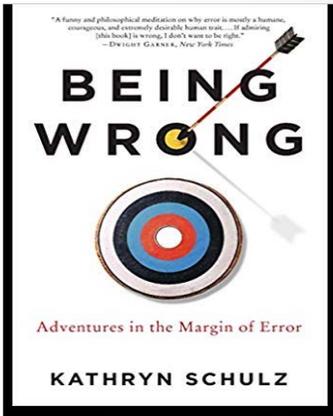
Measuring Up



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*"A funny and philosophical meditation on why error is merely a human, overgrown, and extremely desirable human trait... If allowing [this book] to wrong, I don't want to be right."
—DREW GARDNER, New York Times*

BEING WRONG

Adventures in the Margin of Error

KATHRYN SCHULZ

Truth

-  **Ourselves**
-  **Assertiveness**
-  **Feedback**

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