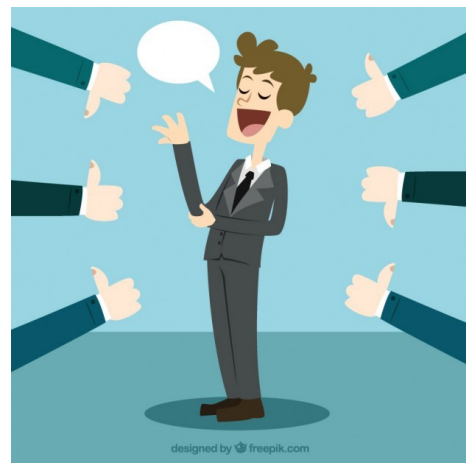


# For Busy Feds: Boost Your Feedback Skills and See Powerful Results

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## Feedback Tips

- Engage in a conversation as close to the incident or event timing as possible so the context is fresh for the other person.
- Make this a learning conversation.
- Use “I” language:
  - ◊ Share your observations of the situation (facts);
  - ◊ Share what you were thinking when you saw or heard the observation (your thoughts and assumptions);
  - ◊ Describe the impact as you see it (your analysis);
  - ◊ Share what you were/are feeling about the situation (your response); and
  - ◊ Describe your desired outcome (your expectations and intended results).
- Engage in discovery questions:
  - ◊ Be curious as to their perception of the event/situation.
    - ◆ *What is your experience with this?*
    - ◆ *What are the facts as you see them?*
  - ◊ Be curious about their intention.
    - ◆ *What were the circumstances that took you down that path?*
    - ◆ *What situation influenced your thinking?*
  - ◊ Be curious about their learning from this situation.



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## Listening Tips to Enhance your Feedback Conversations

- Concentrate on what is being said
- Give unequivocal attention to speaker
- Don't anticipate what the speaker means, instead use:
  - ◇ *Tell me more*
  - ◇ *Help me understand*
  - ◇ *Tell me what you mean when you say ...*
- Respect cultural differences and boundaries
- Practice empathy – try to see what they are seeing and experiencing.
  - ◇ This is not about agreeing with their interpretation.
- Try not to interrupt
- Listen for metaphors and link your language to them
- Focus on what they may be feeling:
  - ◇ Hold your interpretation tentatively (e.g. *I am sensing some frustration*)
- Silence is golden – count to ten before you speak.
- Suspend judgment. Ask yourself,
  - ◇ *What am I pretending to know?*
  - ◇ *What am I missing?*

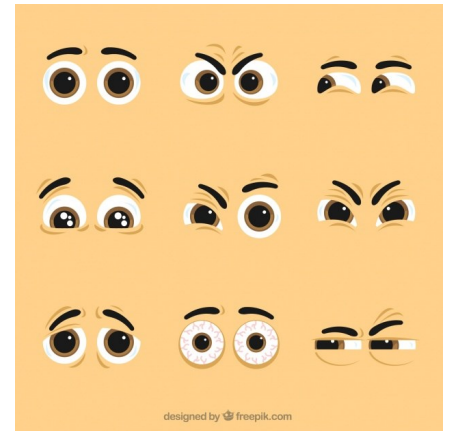


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## Tips for Non-verbal Communication in Feedback Conversations

- Notice your non-verbal communication:
  - ◇ Non-verbal communications are intentional and inadvertent; and
  - ◇ Non-verbal messages are linked to our thoughts.
- Develop an awareness of messages that you receive and send.
- Non-verbal communication tends to be less direct but more honest.
- Consider cultural, social, and experiential factors when decoding gestures.
- Speed of delivery and other auditory cues will offer non-verbal messages.
- What is not said may be as important as verbal expressions.
- Don't forget that relationships are a form of communication:
  - ◇ What is your relationship with this person?
  - ◇ What is their relationship with the other person/situation?
- Watch the body (yours and theirs) to see if it is leaning back or forward:
  - ◇ Leaning back is a form of disengagement (it may mean the interaction does not feel safe); and
  - ◇ Leaning in is a form of engagement.



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## Tips for Gaining Feedback from Others

- Create a personal Board of Directors to give you feedback so you know where you need to grow:
  - ◇ Recruit members who already support you and some who are critical; and
  - ◇ Invite them to give you honest feedback about what you do well and what you can build on to improve your performance.
- Only ask for feedback in safe settings and when you are genuinely open to receive it.
- Ask for others' insight:
  - ◇ Ask about growth areas rather than focusing on criticism; and
  - ◇ Ask what you can do to improve in those areas.
- Say "thank you" when people offer you their feedback. This is not a time to defend or protest.

