Transforming Feedback into Growth

for WACO September Packed Lunch

parabol

September 11th, 2024

“Feedback is a gift”

Image Credit: https://unsplash.com/photos/brown-gift-box-with-pink-ribbon-f94JPVrDbnY

Sometimes that gift isn’t what we wanted

https://images.app.goo.gl/GkcHyBJU1punY38CA

Take it with a grain of salt

https://images.app.goo.gl/2tKWWQ8SvFAgMyxP8

...but if building a salt mountain, do something?

https://images.app.goo.gl/GkcHyBJU1punY38CA

feedback is part of our sensing apparatus

By jean-pierre Hamon - Own work, CC BY-SA 3.0, https://commons.wikimedia.org/w/index.php?curid=2961907

Feedback helps us...

GROW

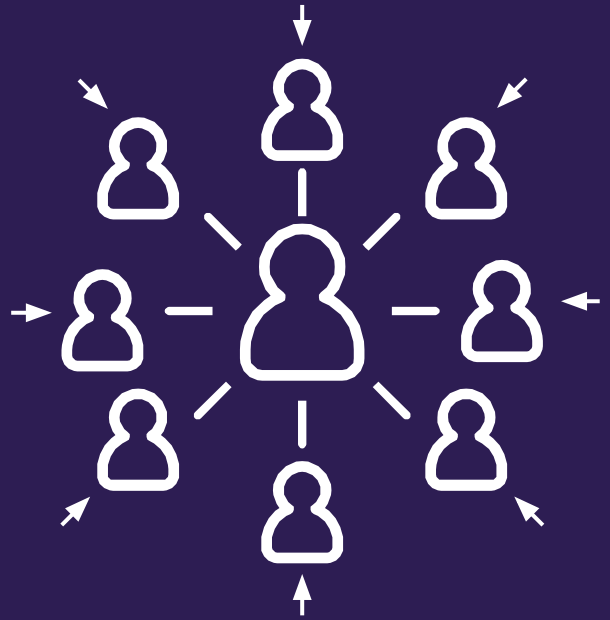
Feedback helps us...

GROW

AVOID DANGER

We'll discuss feedback in...

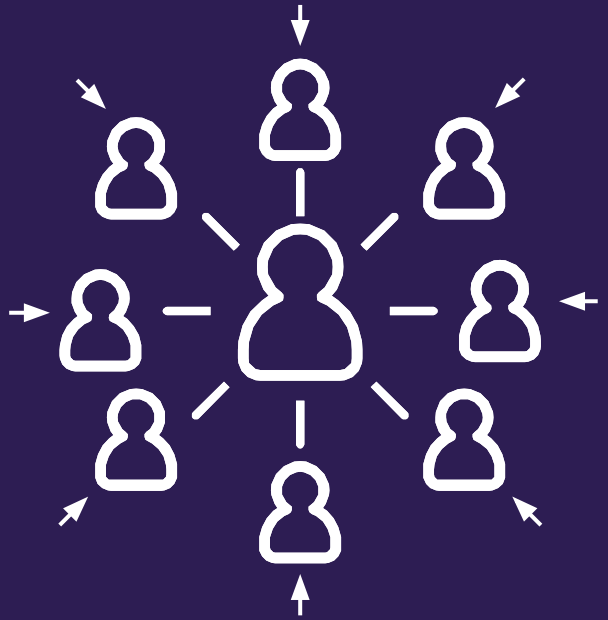
PEOPLE



ORGANIZATIONS

We’ll discuss feedback in...

PEOPLE



ORGANIZATIONS

When *receiving* personal feedback...

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When *receiving* personal feedback...

Pause before responding

A

C

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When *receiving* personal feedback...

Pause before responding

Assess if you care

C

T

When *receiving* personal feedback...

Pause before responding

Assess if you care

Clarify; first facts, then interpretation

T

When *receiving* personal feedback...

Pause before responding

Assess if you care

Clarify; first facts, then interpretation

Take action, follow up if necessary

When *giving* feedback...

TO AN INDIVIDUAL

e.g. a subordinate or a superior

FROM A GROUP

e.g. to a teammate, from the team

When *giving* feedback **to an individual...**

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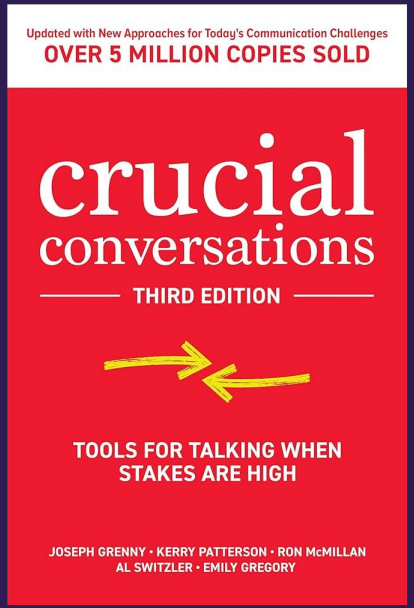
FROM



When *giving* feedback **to an individual…**

Share your facts – no speculation!

Lisa: *Hey Mark, I've noticed that last two reports you were responsible for were submitted after the deadlines…*

When *giving* feedback **to an individual…**

Tell your story – your interpretation

Lisa: *I'm concerned because this isn't typical for you, and I'm worried this could continue to impact the team's productivity and how we're perceived*

When *giving* feedback **to an individual…**

Ask for others' stories – be open!

Lisa: *I'd like to understand things from your perspective. Is there anything going on that's causing these delays? How are you feeling about your workload?*

When *giving* feedback **to an individual…**

Talk tentatively – “I might be wrong”

Lisa: *thank you for telling me you didn’t get the data from our teammate on time, would it help if we cover upcoming deliverables in our next check ins?*

When *giving* feedback **to an individual…**

Encourage testing – invite discussion

Lisa: *if my perspective or ideas won't align, I want to hear it. What else could help?*

When *giving* feedback **to an individual...**

Share your facts – no speculation!
Tell your story – your interpretation
Ask for others' stories – be open!
Talk tentatively – "I might be wrong"
Encourage testing – invite discussion

To *give* 360 feedback **from a group...**

1. Select peers
2. Prompt reviewers
3. Synthesize feedback
4. Discuss with subject
5. Make a plan

Do this more frequently than annually!

To *give* 360 feedback **from a group...**

1. Select peers

TIPS

- Ask subject for a list of 5 nominees
- Select 5 nominees yourself
- Choose 3–5 who work closely with subject

To *give* 360 feedback **from a group...**

2. Prompt reviewers

TIPS

- Choose a good prompt template
- Use a tool to gather!

Example Open-Ended 360 Feedback Template

Trust: What examples can you give that have helped or hurt your trust in this colleague to help you with your own work?

In-Focus: What appears to have this colleague's attention over other efforts? Give some examples.

Out-of-Focus: What isn't getting as much attention as it should?

Values: Share examples of a company value this person exemplifies.

Questions: What questions do you have about the work this colleague performs?

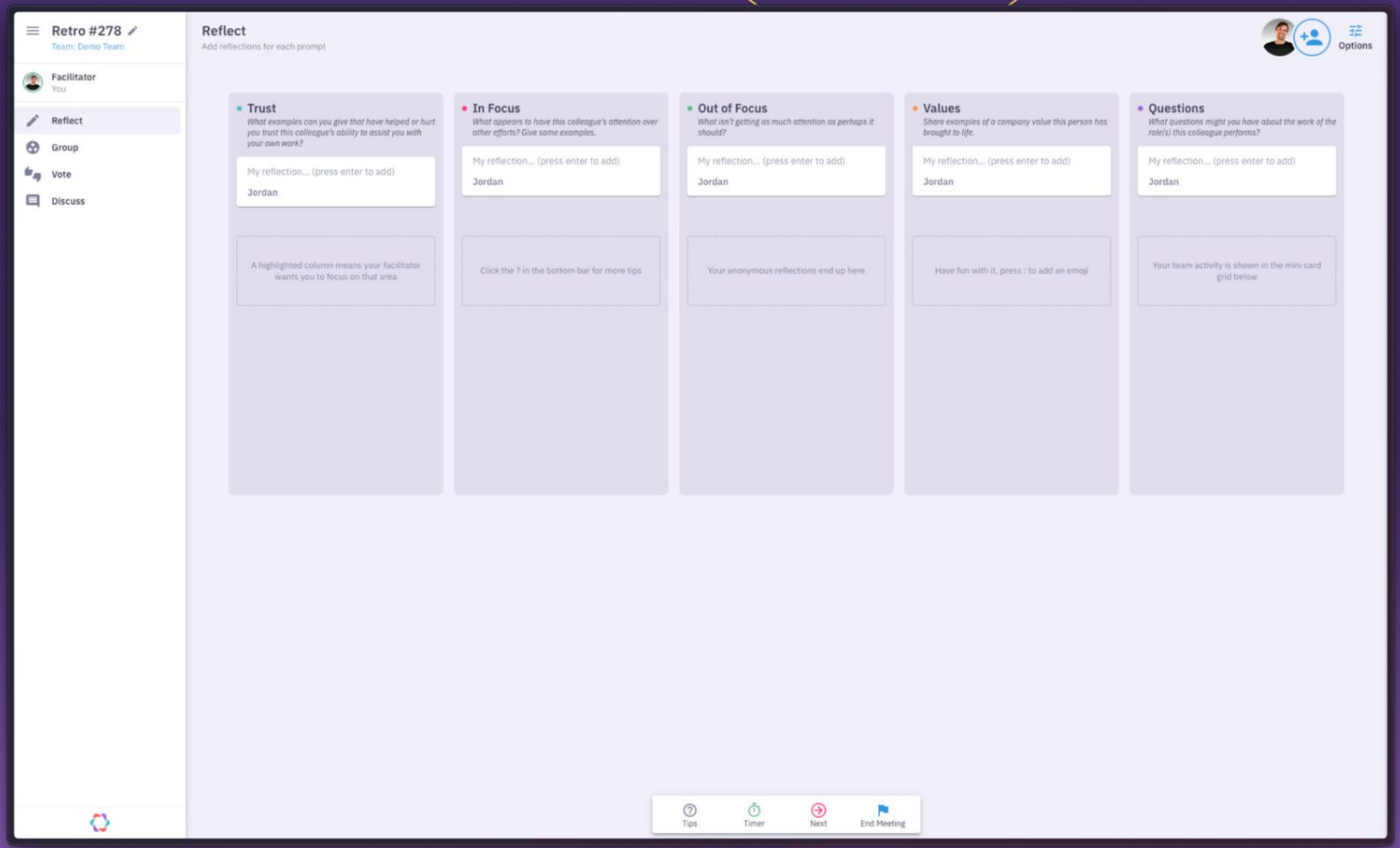
Example Progression 360 Feedback Template

Remarkable: What does this colleague do that you find remarkable? What do you brag about them to other people?

Obstacles: What do you see getting in this colleague's way?

Challenges: Assume you're working with this colleague for the next 10 years. What behavior isn't a big deal now, but will get challenging over that time?

Opportunities: What areas would you like to see this colleague develop in? How could they be more helpful to you or the organization?

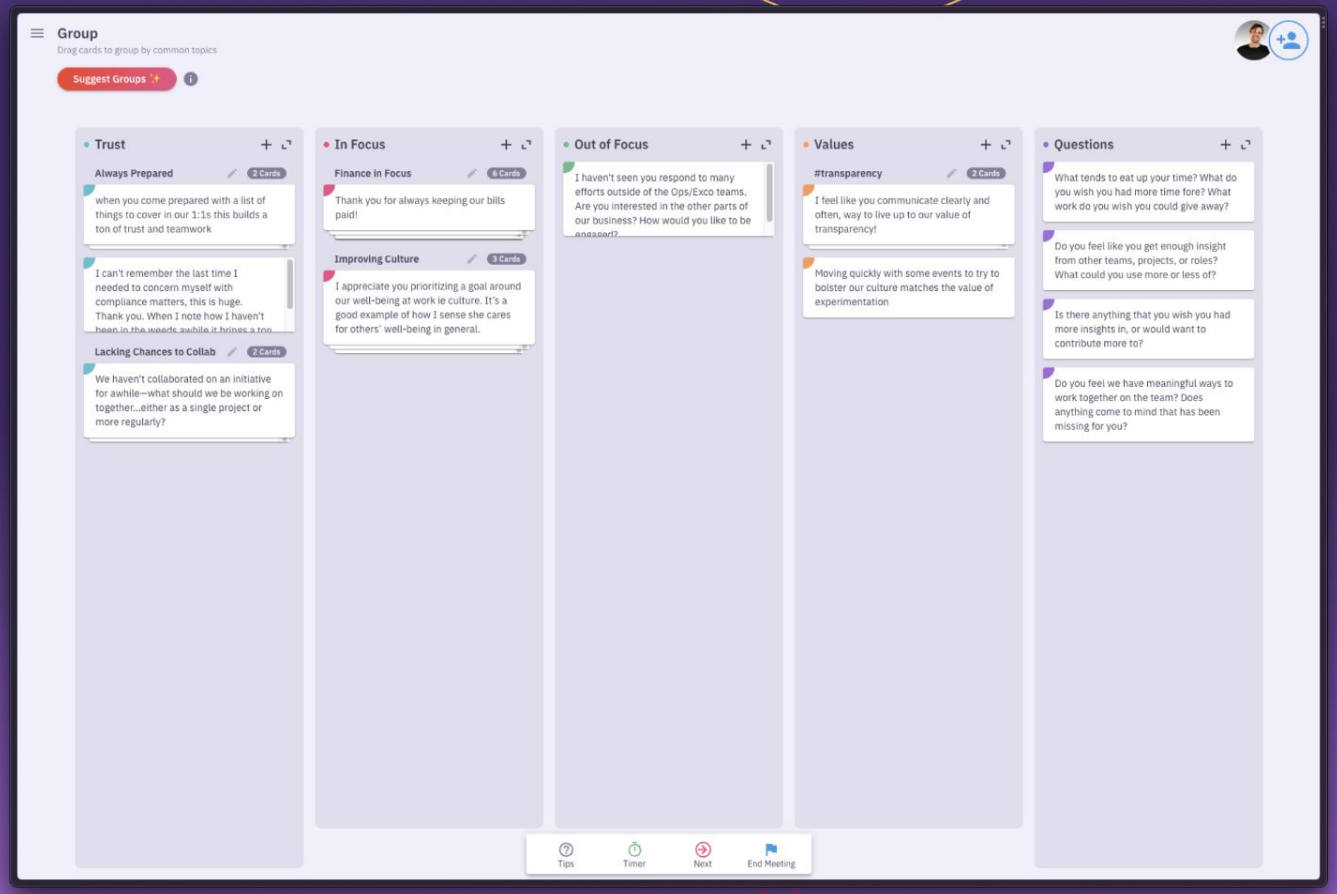

Retro #278
Team: Demo Team
Facilitator
You
Reflect
Group
Vote
Discuss
Reflect
Add reflections for each prompt
Options
Trust
What examples can you give that have helped or hurt you trust this colleague's ability to assist you with your own work?
My reflection... (press enter to add)
Jordan
A highlighted column means your facilitator wants you to focus on that area
In Focus
What appears to have this colleague's attention over other efforts? Give some examples.
My reflection... (press enter to add)
Jordan
Click the ? in the bottom bar for more tips
Out of Focus
What isn't getting as much attention as perhaps it should?
My reflection... (press enter to add)
Jordan
Your anonymous reflections end up here
Values
Share examples of a company value this person has brought to life.
My reflection... (press enter to add)
Jordan
Have fun with it, press : to add an emoji
Questions
What questions might you have about the work of the role(s) this colleague performs?
My reflection... (press enter to add)
Jordan
Your team activity is shown in the mini card grid below
Tips
Timer
Next
End Meeting

To *give* 360 feedback **from a group...**

3. Synthesize & prioritize feedback

TIPS

- Emphasize what's coming up from multiple people
- Emphasize what is within that person's power to change

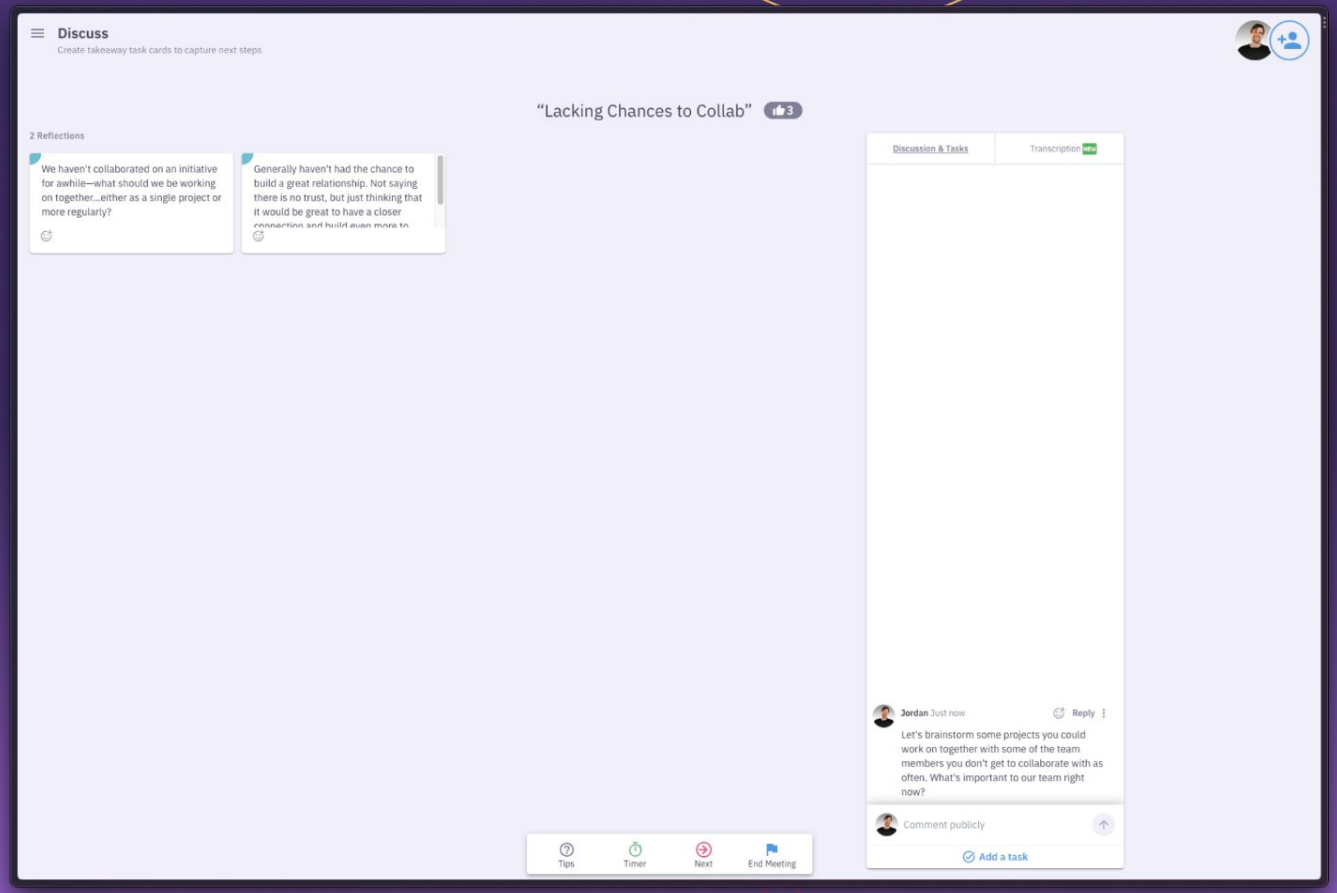

Group
Drag cards to group by common topics
Suggest Groups
Trust
Always Prepared
2 Cards
when you come prepared with a list of things to cover in our 1:1s this builds a ton of trust and teamwork
I can't remember the last time I needed to concern myself with compliance matters, this is huge. Thank you. When I note how I haven't
Lacking Chances to Collab
2 Cards
We haven't collaborated on an initiative for awhile—what should we be working on together...either as a single project or more regularly?
In Focus
Finance in Focus
6 Cards
Thank you for always keeping our bills paid!
Improving Culture
3 Cards
I appreciate you prioritizing a goal around our well-being at work ie culture. It's a good example of how I sense she cares for others' well-being in general.
Out of Focus
I haven't seen you respond to many efforts outside of the Ops/Exco teams. Are you interested in the other parts of our business? How would you like to be
Values
#transparency
2 Cards
I feel like you communicate clearly and often, way to live up to our value of transparency!
Moving quickly with some events to try to bolster our culture matches the value of experimentation
Questions
What tends to eat up your time? What do you wish you had more time fore? What work do you wish you could give away?
Do you feel like you get enough insight from other teams, projects, or roles? What could you use more or less of?
Is there anything that you wish you had more insights in, or would want to contribute more to?
Do you feel we have meaningful ways to work together on the team? Does anything come to mind that has been missing for you?
Tips
Timer
Next
End Meeting

To *give* 360 feedback **from a group...**

4. Discuss with subject

TIPS

- Consider using the S.T.A.T.E. framework from crucial conversations


Discuss
Create takeaway task cards to capture next steps
"Lacking Chances to Collab"
3
2 Reflections
We haven't collaborated on an initiative for awhile—what should we be working on together...either as a single project or more regularly?
Generally haven't had the chance to build a great relationship. Not saying there is no trust, but just thinking that it would be great to have a closer
Discussion & Tasks
Transcription
NEW
Jordan Just now
Reply
Let's brainstorm some projects you could work on together with some of the team members you don't get to collaborate with as often. What's important to our team right now?
Comment publicly
Add a task
Tips
Timer
Next
End Meeting

To *give* 360 feedback **from a group...**

5. Make a plan

TIPS

- Ask first, “how would you like to respond to this feedback?”
- Suggest changes within the person’s power

Next, let’s discuss feedback in...

PEOPLE

ORGANIZATIONS

Feedback to an **org** can center on many things...

- A Product/Service
- A Dept./Team
- The Brand/Entire Org.

...and often there is quite a lot of it!

What’s a reasonable goal when collecting feedback as an organization?

GOAL (FOR MOST)

Minimizing bad stories while maximizing good stories

there is no perfect!

GOAL (FOR SOME)

Minimizing failure rates while maximizing productivity

...only if you produce widgets

COMPLEX

“the environment changes as we work”

probe > learn > respond

COMPLICATED

“Stick to our training, it’ll go well”

sense > analyze > respond

CHAOTIC

“anything can happen, no matter what we do”

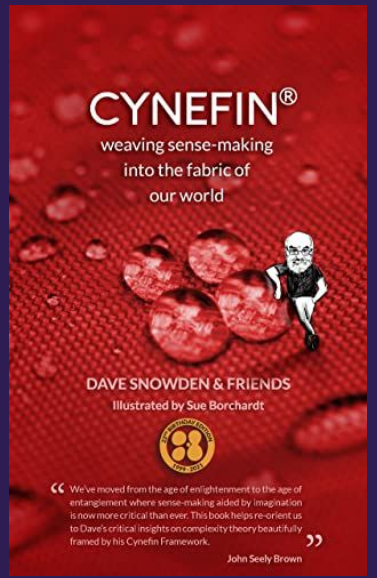
act > sense > respond

CLEAR

“follow the checklist”

sense > categorize > respond

FROM



MOST OF US

COMPLEX

"the environment changes as we work"

probe > learn > respond

COMPLICATED

"Stick to our training, it'll go well"

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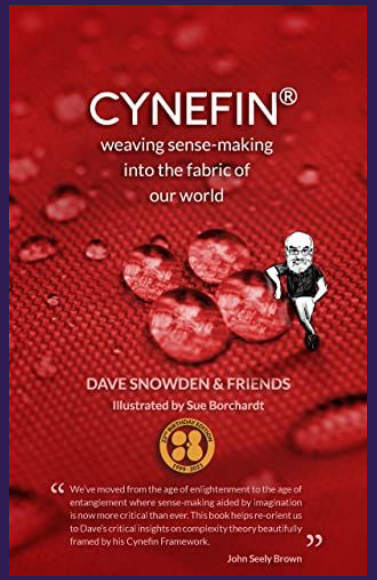

Tips for processing **organization-wide feedback**...

- **Probe:** collect data, could be survey or formal research. Gather quant. and qual. data
- **Learn:** extract insights as a team, from many perspectives – heck, GPT can be a teammate
- **Respond:** prioritize, knowing you can't fix it all – use a strategy

Complete this loop as often as you can!

THANK YOU!

https://prbl.app/360-howto

https://prbl.app/even-over-strat

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