

# EFFECTIVE FEEDBACK

Air Force Identity Series  
Kirtland Air Force Base  
November, 2015



# Intention

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You will leave this workshop:

- 人 Equipped to give feedback in a way that produces tangible results
- 人 Ready to identify and overcome barriers to providing effective feedback

# Introductions

- 1) What do you already know about giving feedback?
- 2) What questions do you have about the topic?
- 3) What would make this conversation valuable for you today?

Discussion  
*Distinguishing  
Effective  
Feedback*

- 1) What makes feedback effective?
- 2) What does it look like to give feedback well? What does it look like to give it poorly?
- 3) Give an example of feedback you have received that was ineffective. How about effective?

# Effective Feedback

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*Effective*: successful in producing a desired or intended result

*Feedback*: information about reactions to a product, a person's performance of a task, etc., used as a basis for improvement.

# Effective Feedback

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- 人 What is the desired or intended result of providing feedback?
- 人 What outcome are we looking to produce?
- 人 What commitments are we looking to forward?

Effective feedback provides an accurate starting point for development. If we don't know where we are, how will we ever get to where we want to go?

# Effective Feedback

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*“The profession is maintained by leaders who place high priority on and invest themselves and the resources of the profession to develop professionals and future leaders at all levels.”*

*--Army White Paper: The Profession of Arms, 2 Dec. 10*

# Effective Feedback

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- 人 It is imperative that leaders develop themselves in the capacities necessary for developing others
- 人 Providing effective feedback is one of the best ways to develop others to meet their personal and professional goals and commitments
- 人 How it's done matters... Leaders must master the dynamics of development!

What first comes to mind when you know that it is time to conduct feedbacks?

What emotions do you experience?

What do you say to yourself and others?

What concerns do you have about giving feedback?



# Our concerns create a barrier to providing effective feedback

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*Is this going to make  
a difference?*

*There is no changing  
this person...*

*This is just to check  
the box*

*I just have to check  
the box*

*This is awkward*



What first comes to mind when you know that it is time to receive feedback?

What emotions do you experience?

What do you say to yourself and others?

What concerns do you have about receiving feedback?



# Meanwhile on the flip side...

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*I'm worried about  
how I'm doing*

*Is he going to say  
something negative?*

*Has she noticed  
everything I've  
done?*

*Am I going to need  
to defend my  
performance?*

*This isn't fair...*



# Mastering Dynamics of Development

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- 人 Giving and receiving feedback cause a physical reaction in the human brain
- 人 Understanding the instinctive reactions can help us craft more effective feedback sessions

# Dynamics of Development

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“If one person is getting high off his or her dominance, others are being drummed into submission, experiencing the fight, flight, freeze or appease response which diminishes their collaborative impulses.” (Glaser and Glaser, 2014)

Dopamine  
Released



You are doing  
great, **but...**

I would  
advise...

Cortisol  
Released



# Dynamics of Development

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“Positive comments and conversations produce a chemical reaction too. They spur the production of oxytocin, a feel-good hormone that elevates our ability to communicate, collaborate and trust others by activating networks in our prefrontal cortex.”

(Glaser and Glaser, 2014)

Dopamine  
Released



How are you  
seeing this  
situation?

May I share  
something that  
may help you  
accomplish what  
you want?

Oxytocin  
Released



# Mastering Dynamics of Development

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- 人 Leverage your Airman's values and commitments to provide effective feedback. You can't coach or provide input into no demand.
- 人 "Seek to understand, then to be understood."  
– Stephen Covey

# Discussion

## *Providing Effective Feedback*

- 1) How could you create demand for the feedback you intend to deliver?
- 2) What kinds of questions could you ask to create a context of commitment?
- 3) What conversation could you have before you begin the feedback session to get your Airmen's point of view first?

# Parting Thoughts

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- 人 How you conduct feedback matters
- 人 Understanding the dynamics of development is critical to providing effective feedback
- 人 Effective feedback happens inside a context of commitment

# Sharing to Complete

- 1) What is your biggest take-away from our time together?
- 2) How do you plan to put what you have learned into practice?
- 3) How is your next feedback session going to look different than previous sessions?