



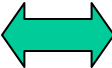
Constructive Feedback as a Key Factor to Project Success

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Agenda

- Communication skills: why bother?
- People give less feedback than they should
- Reasons why people do not to give feedback
- Why constructive feedback is important
- Four myths about feedback
- Feedback models
- Tips to take advantage of a feedback session
- Would it work in any company? How to start.

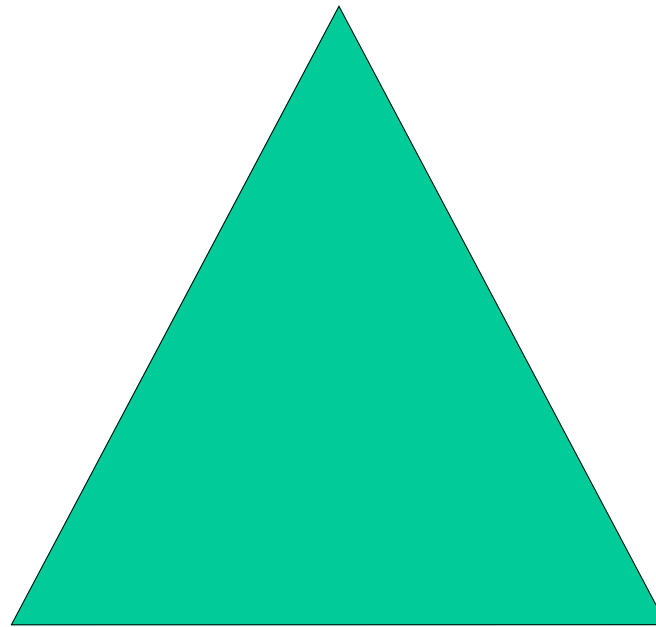
Communication skills: why bother?

- Project success depends on communication skills
- How to start: with ourselves
- We read documents, had meetings and conducted a survey
- One component to work on: Constructive Feedback
- Feedback  Satisfaction with the supervisor and the organization

People give less feedback than they should

Surveys made by Fortune and Industry week

The lower the position in the organization, the less feedback is given



The higher the position, the better people think they are at giving feedback

Reasons why people do not to give feedback

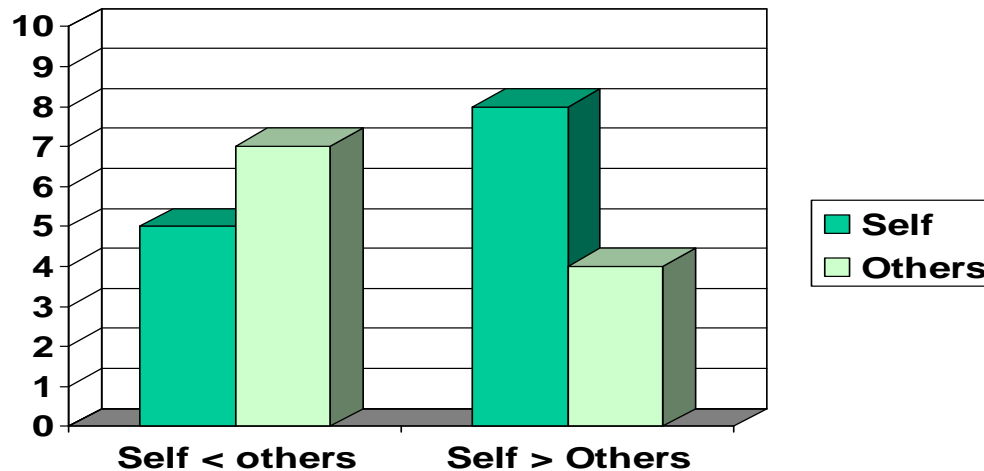
- Fear of hurting the recipient
- Inability to handle an emotional reaction
- Managers may not see the benefit of a feedback session
- The employee can feel that his/her manager is unfair
 - Some people overrate their performance
- The behavior of the manager usually is taboo
- Positive feedback is also avoided

Why constructive feedback is important

- It is an important part of the learning process
- It improves performance
- It contributes to the building of effective interpersonal relationships
 - It enhances supervisor-subordinate relationships
- Positive feedback itself is reinforcing

Why constructive feedback is important

- Feedback can improve the accuracy of employees' self-perception



- Positive feedback helps those who perceive themselves lower than they are
- Eventually negative feedback will decrease the extent to which people overrate themselves

Why constructive feedback is important

- Self > Others:
 - They tend to be poor performers
 - In a project, it affects:
 - Estimates
 - Need for training
 - Difficult challenges
 - Need to ask for help
 - They believe that the evaluators are NOT fair

- Self < Others
 - Their performance varies
 - They do NOT set themselves challenging goals

Myths about feedback

- Myth 1: Feedback is necessarily negative
- Myth 2: Only managers give feedback
- Myth 3: Feedback is given only in the performance review
- Myth 4: People do NOT change

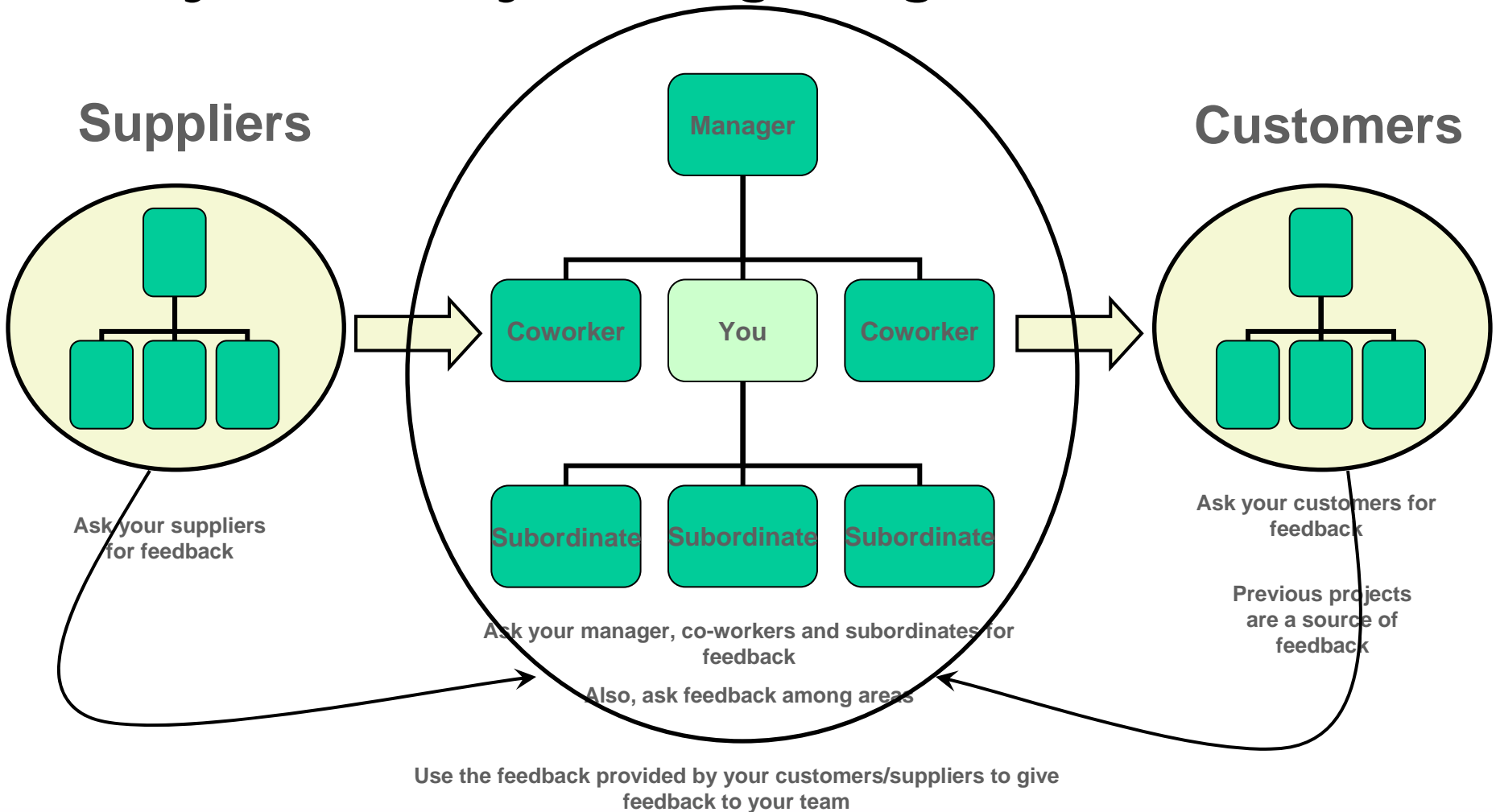
Myth 1: Feedback is necessarily negative

- Give positive feedback
 - Watch out for cross cultural differences
- When giving negative feedback, give the positive news first
- When praising a behavior, try to find the cause of the result (focus on cause instead of effect)
- Positive feedback in teams

Myth 2: Only managers give feedback

- Ask your subordinates and co-workers for feedback
 - Managers whose self ratings were similar to those of the subordinates were promoted faster
- Tips that help to receive an honest answer:
 - Ask requesting an answer from 1 to 10
 - Help giving examples:
 - I feel that you want to have team meetings more often, is that correct?
- Be careful
 - If you ask for feedback try to change for better

Myth 2: Only managers give feedback



Myth 3: Feedback is given only in the performance review

- Use every chance you have to give feedback
 - Give feedback near the time of the event
- There should not be surprises during a performance review
 - In the performance review, people tend to be nervous
- Use the performance review to set goals related to the feedback given
 - These goals can be “soft” as long as you can measure them

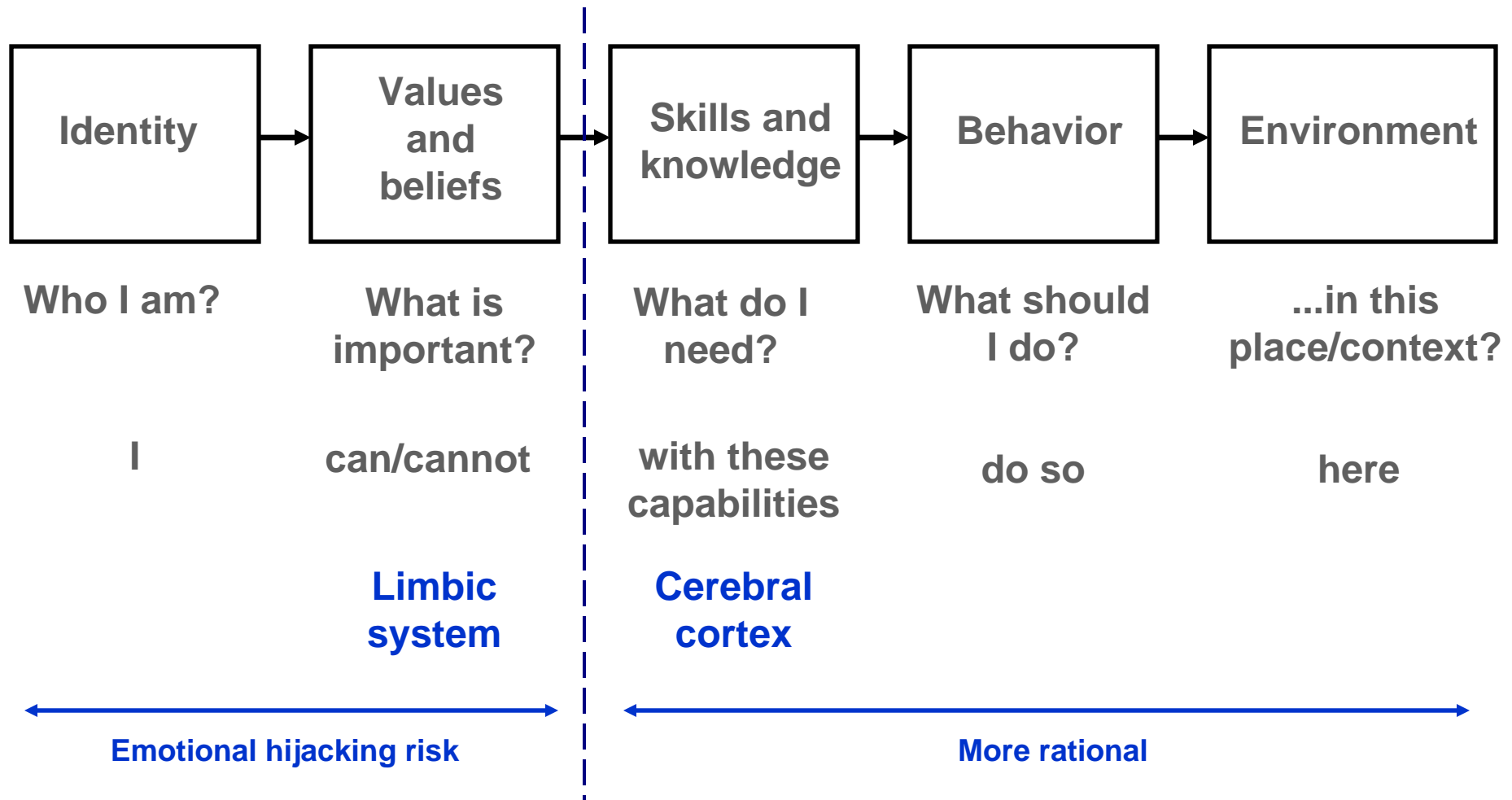
Myth 4: People do NOT change

- People with this belief will not give feedback
- Be specific
 - People will not change what they do not believe that needs to be changed
 - Use objective dimensions (i.e.: number of units produced)
- Changing takes time
- Direct the feedback toward behavior which the receiver can do something about
- Help the other, not yourself
- Lead by example

Describe. Do NOT value.

- Describe
 - Perceived behavior
 - Our own feelings, sensations, questions
 - Repercussions on the working processes
- Value
 - Make value judgments
 - Reproach
 - Make moral judgments
 - “You do not care about....”, “You are indifferent to.....”
- The receiver:
 - Can accept criticism without feeling hurt
- The sender:
 - Learns to question the distorted images of his/her colleagues

Beliefs model – Robert Dilts



Beliefs model – Robert Dilts

- There is not always a problem in behavior:
 - Example – Skills and knowledge: A junior developer working as a senior developer
 - Example – Environment: Bad performance due to an unsafe workplace
- Try to avoid giving feedback about identity and values
 - This is even more important in self-critical persons
- To change a behavior, use the other parts of the model

To take advantage of a feedback session:

- What is your purpose in giving the feedback?
- What specific actions do you want to reinforce or correct?
- What are the consequences of the action?
- What specific information do you need to learn?
- What questions do you need answered?
- What issues of timing, location, advance preparation, or other logistics do you need to consider to get the most out of the discussion?
- What potential weaknesses will you need to overcome in order to achieve success in giving constructive feedback?
- How will you overcome these weaknesses?

Would it work in any company?

- Does the company promote it?
 - Some companies seem to be designed to communicate poorly
 - Take a look at your practices (training, rewards, etc.)
- Start at the top
- What can be done
 - Climate surveys
 - Customer satisfaction surveys
 - Soft skills training (frequent)
 - Awards based on positive feedback
 - “Tell the rest” success stories program
 - “Executives listen” program
 - “What is good for you is good for the company”

Questions



Thank you!

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