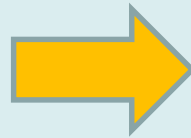
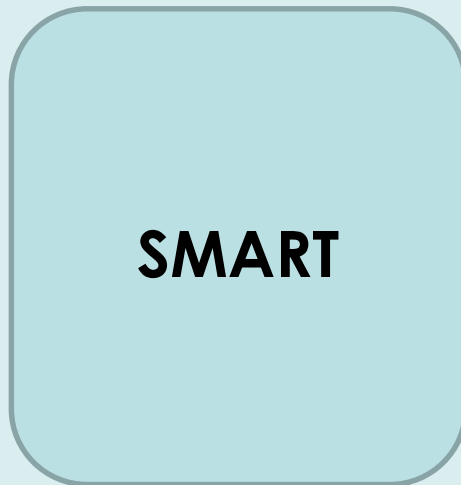


Effective Teaming: Giving & Receiving Feedback

What is a Team?

- Work toward common set of goals
- Member performance interdependent
- Share common leadership
- Fate dependent on team performance
- See themselves as part of team with common goals and shared values

High Functioning Team



- Intelligence
- Functional knowledge

- Diversity
- Self-awareness
- Emotional intelligence

At your table, answer the following question:

In your experience, what elements make a team effective?

High Performing Team Elements

Emotional
Intelligence

Psychological
Safety

Defined
Goals &
Metrics

Team-Based
Rewards

Team
Solidarity

Emotional Intelligence

- Build trust through group awareness of team members
- Understand motivations/fears/concerns of self and others
- Take the emotional temperature of the team

Psychological Safety

- Giving thoughts/opinions without fear of reprisal
- Starts at the top and filters down
- Ensures that diversity of thought is appreciated

Well-Defined Goals & Metrics

- Metrics must be easily understood and agreed upon
- Metrics must be precise
- Team must hold each other accountable for performance to goals

Team-Based Rewards & Evaluations

- Reward both individual and team performance
- Include peer assessments in formal feedback
- Discourage hero management

Support of the Organization

- Ongoing support from whole organization is key
- Orientation/training must be geared toward teamwork
- Assign leaders to teams to get first-hand knowledge of dynamics

Teaming Tips

DO

1. Understand your team members
2. Keep communication open
3. Appreciate individual contributions
4. Foster group contribution

DON'T

1. Let disagreements fester
2. Gossip/ form factions
3. Let hero management rule
4. Keep wrong people on team too long

Teaming Skill: Giving /Receiving Feedback

Thanks

- “This was a big help”
- “I appreciate all you’ve done”

Comments

- “Well done”
- “Seriously?”

Non-
Verbal

- Head nod
- Eye roll

Feedback is misunderstood

Tension between learning and being accepted

Benefits of receiving feedback well

- Makes relationships better
- Self-esteem more secure
- We learn
- We feel less threatened
- Fewer problems fester



We are easier to work with

Three Feedback Triggers

Truth Trigger

- “This feedback is ridiculous”
- “This feedback is just plain wrong”

Focus in on the feedback

Relationship Trigger

- “You have no credibility on this topic”
- “After all I’ve done for you?”

Focus in on the relationship

Identity Trigger

- “I am a horrible person. How could I have done that?”
- “I’m going to lose my job/become a bag lady”

Focus in on me

At your table, answer the following questions:

- *Which is my “go to” trigger?*
- *What can I do to better receive feedback in the future?*

Dealing with Triggers

1. Truth Triggers

- Think about who has access to what data
- See your blind spots

2. Relationship Triggers

- Separate “we” from “what”
- Take three steps back

3. Identity Triggers

- Learn how your wiring affects receiving feedback
- Dismantle distortions

Perception matters

How I See Me

- Shy
- Upbeat
- Spontaneous
- Truth Teller
- Passionate
- Smart
- High Standards
- Outgoing
- Quirky

How You See Me

- Aloof
- Phony
- Flaky
- Nasty
- Emotional
- Arrogant
- Hypercritical
- Overbearing
- Annoying

#1 Tip for Receiving Feedback Well: DEFEND SPARINGLY!

“Wow –
that’s
upsetting
to hear”



“I would
never
have
imagined
that I
came
across that
way”



“That is far
from how I
see myself
– or hope
to be seen”



“I really
want to
understand
– do you
have
examples?”

Tips for Giving and Receiving

- Understand multiple perspectives
- See your blind spots (and triggers)
- Beware of the “leaky” face
- Focus on actions not judgment
- Get to the root cause of the problem