Feedback

Why Feedback as a topic?

- UCLAN Medical students Epigeum
- Difficult conversations with Registrars I feel I fudge
- Developmental Feedback is an ESSENTIAL part of training
- So it should be easy!
- But it is challenging to do well and can go wrong

Feedback

- What it is?

- Why do we do it?

- How do we do it?

- Why it doesn't always go to plan and tips to try and improve it?

What is Feedback?

- Dictionary says it is "Information about reactions to a product, a person's performance of a task, etc. which is used as a basis for improvement."

- Major Resource:- 1999 "Giving Feedback"
- https://www.bmj.com/content/318/7200/S2-7200.full.print

Why do we Feedback 1

There are two reasons to do feedback and ONLY TWO….

- To Change behaviour

- To Maintain behaviour

Because Feedback

- Increases a learner's awareness of their performance.

- It's how you know what you are doing is what you think you are doing

- It's how you know what is expected of you!

Why do we Feedback 2

- Trainees are hungry for regular and constructive feedback

- Most people have a basic need to know how well they are doing; and the expectation of success is fundamental to motivation and effort

- We thrive on feedback and wither without it

Feedback on what?

- Formal and prearranged
  e.g. COTs CBDs CSA ESR

- Informal/ad hoc

- Third Party Concerns/Complaints/Difficult conversations

Feedback Templates

- Pendleton

- Club Sandwich

- FAST

- SBI

PENDLETON RULES

- The trainee is asked to start by identifying his or her own strengths
- The trainer reinforces these and adds further strengths
- The trainee is asked to identify areas for improvement
- The trainer reinforces these, adding further areas if necessary.
- Principle of an emotional bank balance - withdrawals cannot be sustained without credits in place first.
- Balance of support and challenge.
- It does not allow either party to downplay strengths or to duck difficult issues.

CLUB SANDWICH

- What do you think you did well?
- This is what I saw you do well.
- Is there anything you might do differently in the future?
- This is what I think you might do differently in the future.
- Do you have any thoughts about how you might go about doing things differently?
- Here are some suggestions about how you might go about doing things differently.
- What do you think you might try first?

FAST Feedback

- Frequent to make it less threatening
- Accurate
- Specific
- Timely (ASAP after the event, and short lasting) "when you delay feedback you delay the value you're placing on it"

Giving you SBI!

- https://www.youtube.com/watch?v=-oRKr5xA9N0

- Good for frequent low intensity Feedback

Giving you SBI!

- SITUATION
- BEHAVIOUR
- IMPACT

So what are the challenges?

Bad feedback …Its taken me 3 hours to calm down

https://www.youtube.com/watch?v=_XGCAi1wDBA

"Could I offer you some feedback?"

- Imagine you've just been asked this question. ***how do you feel?***

- Anxious", "scared", "self-conscious", "fearful" "shocked"

- "My mind immediately started racing. I was thinking about everything I could have done wrong".

- "It's just a diplomatic way to say that I've messed up, right? You always feel secretly stupid and just hope no one will notice".

"Could I offer you some feedback?"

- Most people like to think they are doing a great job so when someone questions this its normal to defend ourselves

- The brain interprets this as a life-or-death threat, igniting the fight-or-flight response, shutting down the cerebrum shutting down perspective and analytical reasoning.

- Just when we need it most, we lose our minds. While that fight-or-flight reaction may save us in life-or-death situations, it handicaps the strategic thinking needed in today's workplace.

S.A.R.A.H

- Shock
- Anger
- Resistance
- Acceptance
- Hope

- SO DON'T BE SURPRISED BY THIS RESPONSE EXPECT IT

The performers viewpoint

- At Pixar,
- we call each piece of feedback you receive a note. Receiving critical feedback can be really, really difficult. **You've worked really hard pouring your heart and soul into your pitch only to be met with criticism.** So it's important to get comfortable with criticism. - When I'm editing a sequence, I find it helpful to **ask for the opinion of people I trust** and it's always helpful to get feedback. **I don't take it personally.** I find it very useful. The reason they're giving me **feedback is only to improve the scene and that's what everyone wants** to do when we're collaborating together on making a film

What can make feedback go wrong?

- Thinks of occasions feedback has not gone well and think of the reasons why. Can you give examples?

Reasons for feedback failure

- Recipient didn't ask for it... nagging
- Feedback is too general. "You're very bad at your job please be better. IF YOU CAN'T GIVE AN EXAMPLE THEN YOUR NOT READY TO GIVE FEEDBACK
- The incident that you are feeding back on is ancient history. Too late to influence or recall events. Devalued by time.
- Comments are based on personality.
- Feedbacker is annoyed/ emotional/judgemental
- You don't like the person and this is the perfect time to tell them! No mutual respect.
- They haven't asked for or consented to feedback but clearly need it!
- It's a great chance to blast someone in public

Reasons for feedback failure

- Monologue with no dialogue…Nagging

- Goes on for hours "nagging!"

- Not enough time for discussion.

- No OWNERSHIP by feedbacker. "I have noticed" as opposed to "some of the staff are saying that you might have done X but quite frankly they do exaggerate at times"

What can go wrong? Person receiving feedback

- Misunderstanding the purpose of feedback

- Blaming - "It's not my fault. What can you expect when the patient won't listen?"

- Denial - "I can't see any problem with that"

- Rationalisation - "I've had a particularly bad week" "Doesn't everyone do this?"

- Anger - "I've had enough of this"

What can go wrong? Person giving feedback

- Obligation - "I'm duty-bound to tell you this"

- Moral high ground - "It's for your own good"

- Minimising - "Don't worry, it's not such a big deal. Everyone does it at some time"

- Colluding - "You're probably right, perhaps I am overreacting"

- A negative emphasis - It is a mistake to concentrate exclusively on a person's weaknesses, as this is demotivating and may be perceived as unfair so increasing resistance to change rather than encouraging it.

Burying and fudging - Taking a long time to get to the point and covering many irrelevancies

- Well um John, I need to talk to you about something. Mmm…well it's um a little awkward you see. Um it um well mmm…..it has come to my attention, well actually others in the office have talked about it…well you see the other day I was on my way to do some photocopying and thought I'd get a coffee as well and I overheard a conversation in the office and well umm to cut a long story short um well it was mentioned in passing by one or two people that you have, um well…. sometimes, well um….. a slight odour problem.

- Take OWNERSHIP blaming others creates paranoia

Lack of CANDOUR

- "How to say anything to anyone"
- https://www.youtube.com/watch?v=28N2p3smEsw

- Skip 10:10-11:50

Eight Step Feedback Formula 1

1. Introduce the conversation and explain what you are going to talk about and why

2. Empathise to make you both as comfortable as possible

3. Describe the observed behaviour

4. Share the impact or result of the behaviour

Eight Step Feedback Formula 2

5. Have a dialogue and ask the recipient for their perception of the situation

6. Make a suggestion or request for what you would like the person to do next time

7. Build an agreement on the next steps

8. Say Thank you

Tips for making difficult Feedback better

Don't Blame or Criticise

- If people sense that you're trying to blame them for something, you trigger their Flight or fight response

- John Gottman's research at the University of Washington shows that blame and criticism reliably escalate conflict, leading to defensiveness and — eventually — to disengagement.

Be Curious

- The alternative to **BLAME** is **CURIOSITY.**

- If you believe you already know what the other person is thinking, then you're not ready to have a conversation.

- Never ASSUME you know what happened, ASSUME you don't know all the facts.

- Adopt a LEARNING MINDSET

Open up a FEEDBACK CONVERSATION

- You see where they're at, what they already know. What information they are bringing into the room

- You can find out either

- "Oh, we're about on the same page"

- or "We have completely different views of the situation".

Feedback in Context OF Education

- Challenge and support
- Psychological Safety

Challenge and support

- Challenge alone provides a potentially punitive environment
- Support alone does not push people to develop.
- Athletics coaches and good managers know that they can boost a person's performance by giving them a **suitable challenge combined with an expression of confidence.**
- **When the challenge increases, so must the support**. This is a key principle for effective feedback.

Lessons from Business-Psychological Safety

- In Google's famous 2 year study on team performance, **psychological safety** was the key unique factor that differentiated high performing teams

- Psychological safety, the belief that you won't be punished when you make a mistake. Studies show that psychological safety allows for moderate risk-taking, speaking your mind, creativity, and sticking your neck out without fear of having it cut off.

Building Psychological Safety

- **Sit down. Be humble.**

- Fostering psychological safety requires building true and meaningful connections with your team members.

- **Regular meaningful 1-on-1 conversations are crucial** to establishing trusting relationships. It ensures you keep the experience human. Be humble about it.

- Based on the belief that **humans have a universal need for respect, competence, social status, and autonomy.**

- Aim for the team to always walk away with a **positive experience** suggesting **routine feedback** processes as an effective way to build employee psychological safety.

- **Routine feedback** often takes away those elements of shock and anxiety. Which leaves employees to perceive feedback positively and ultimately reap the benefits.

- **Empathy** is important in building trust in these conversations..

- Show your team that you have the courage to be vulnerable by opening up to feedback and leading by example. **Ask for feedback on yourself as a leader**.

- **Be humble, be human** and connect.

Tips for Difficult feedback

- Anticipate and Plan
- Ask for feedback yourself
- Gambits

Anticipate reactions and plan countermoves.

- Thinking through in advance how the registrar might react to your message

- What are my main points?

- What are three ways he/she are likely to respond?

- How will I respond to each of those scenarios?

How do we do "FEEDBACK"

Consider asking for feedback on YOUR OWN delivery

- It de-escalates the interaction, illuminate blind spots in communication skills, and models fallibility, which increases trust.

Close difficult conversations with these questions:

- What worked and what didn't work in my delivery?

- How did it feel to hear this message?

- How could I have presented it more effectively?

Gambits for sorting out feedback problems

- Name and explore the resistance - "You seem bothered by this. Help me understand why.

- Keep the focus positive - "Let's recap your strengths and see if we can build on any of these to help address this problem"

- Try to convince the trainee to own one part of the problem - "So you would accept that on that occasion you did lose your temper"

Gambits for sorting out feedback problems

- Negotiate - "I can help you with this issue, but first I need you to commit to …"

- Allow time out - "Do you need some time to think about this?" "Thank you for your feedback I am going to go away and think about it"

- Keep the responsibility where it belongs - "What will you do to address this?"