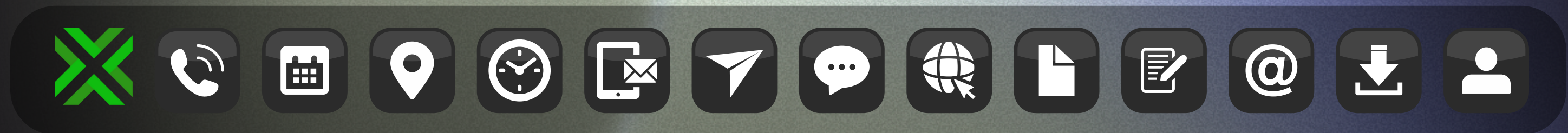


Giving and Receiving Feedback

CISNEROS - 2025



Giving Feedback

Approach 1

State the following bluntly:

You're so selfish sometimes. You think only of yourself.
You say you understand me, but you really don't. You are
so critical and mean.

Approach 2

State the following bluntly:

I want us to understand eachother. I perform best when I
have one critique to work on at a time. Can you please
share your most important concern?

**What creates
defensiveness?**

Language Matters

You statements < I statements

Declare < Question

“I am frustrated” < “I feel frustrated”

Problem oriented < Solution oriented

Nouns < Verbs

Focus on action

“The more caring you are,
the tougher you can be.”

Ray Daylio

RADICAL CANDOR

Care
Personally

*Silent—worried
about his feelings*

Ruinous Empathy

*Whisper,
"Your fly is down!"*

Radical Candor

Challenge
Directly

Manipulative Insincerity

*Silent—worried
about your feelings*

Obnoxious Aggression

*Shout,
"Look his fly is
down!"*

Communicate Up

“As a leader, if you don’t understand why decisions are being made, requestes denied, or support allocated elsewhere, you must ask those questions up the chain. Then, once understand, you can pass that understanding down to your team [and teammates].”

Jocko Willink, *Extreme Ownership*

When you space out in the meeting and your boss asks you a question.



Disarm Deffensiveness

When you begin offering feedback, start with empathy. FBI negotiator Chris Voss calls it “**tactical empathy.**” Be empathetic towards the other person’s interests.

Probing questions to help:

- What are we trying to accomplish?
- How does this affect the rest of the team?
- What’s the biggest challenges you are facing?
- What happens if you do nothing?
- Does my feedback resonate with your perspective?

Remember that employees, coworkers, and managers are full 360 people whose **lives impact their work performance.**

Communication Tips

Ask for permission:

- “Do I have your permission to be candid with you?”
- “May I be honest with you?”

Focus on the mission and goal:

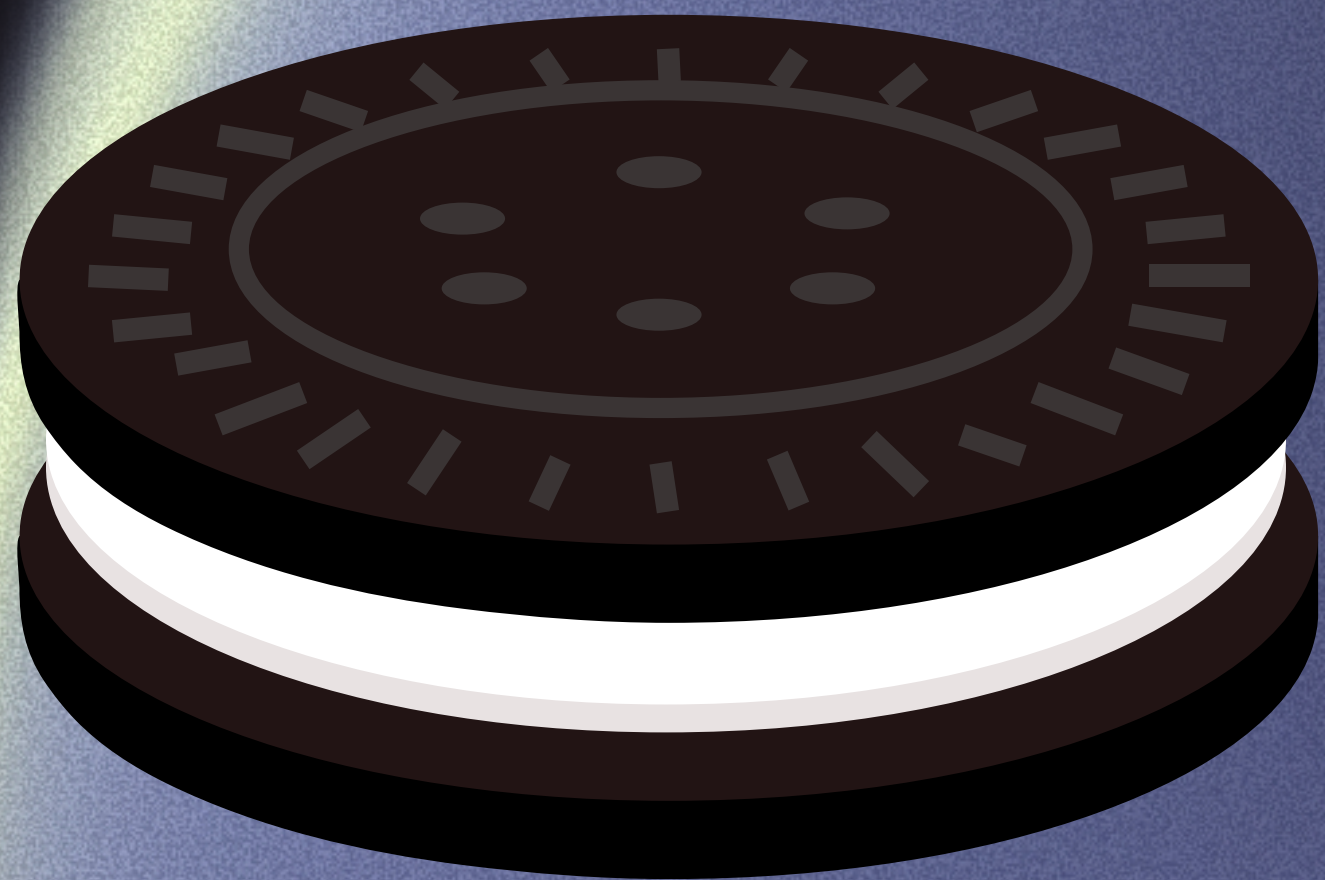
- “We are working hard at empowering our employees. How can we support your path towards improvement?”
- “Our team is working hard on quality. I think if you and I that would help us reach that goal.”



Practice

Restate the following:

You never do your part in projects and you really don't offer much. I'm going to do this without you because you would drag the team down.



VS



Susan, I really love how detail oriented you are.

I need to talk to you about that email you sent out. It had several issues. I need you to prevent this from happening again.

Also, I loved your comment in the meeting today.

VS

Hey Susan, I need to talk to you about that email you sent out. It had several issues. I need you to prevent this from happening again. How can I help?

How are you today Alan?

I've been meaning to talk to you about your design. I need several parts of it to change.

VS

Good morning Alan. I need to talk to you about your design. I need you to change the colors.

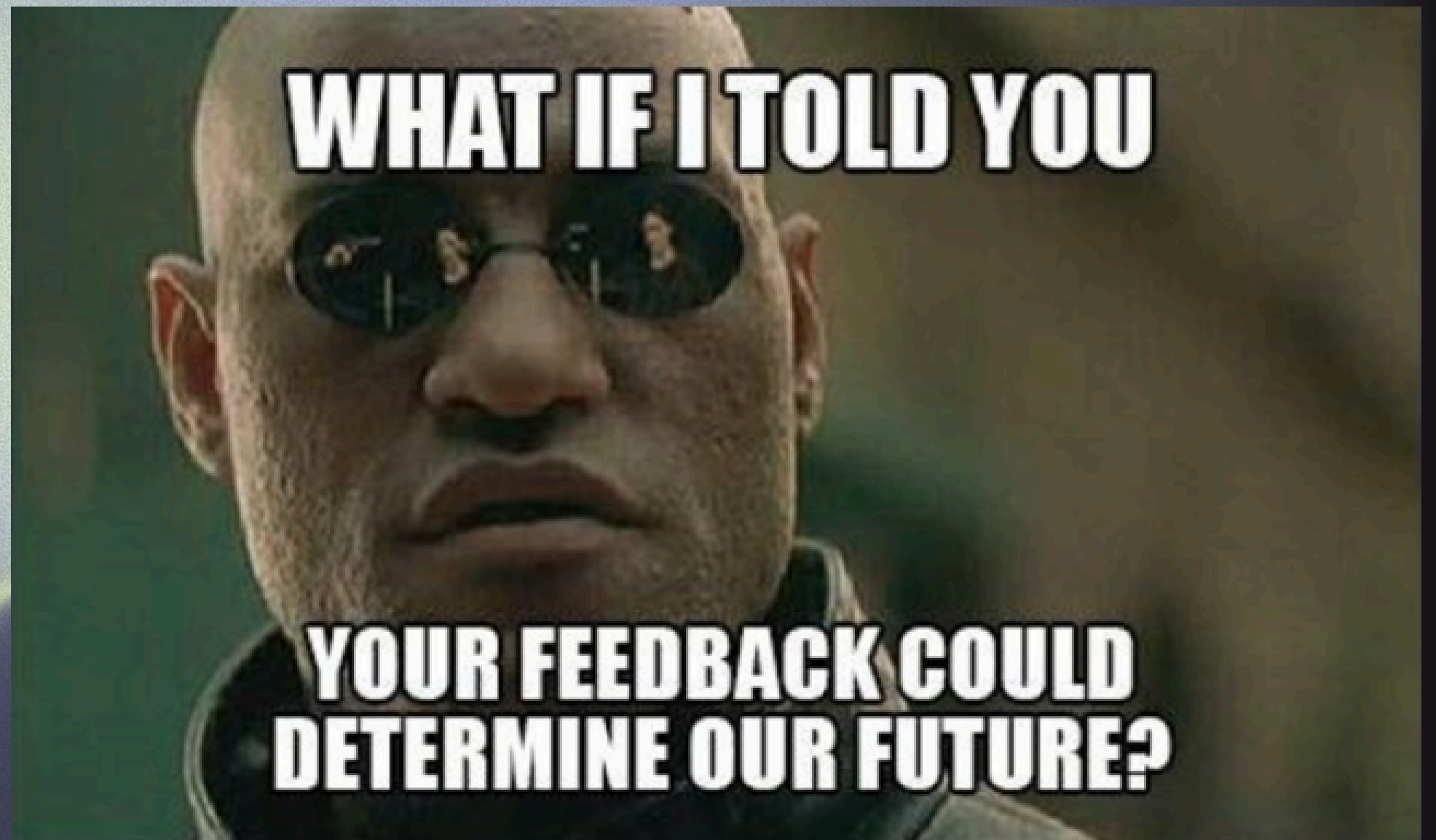
Also, how was your weekend? How are you doing?

The Danger

“Candor actually is kindness... All my unhappiness in life and in business has resulted from my inability to deploy kind candor when necessary...”

The growth of most businesses is limited by the emotional intelligence of their leaders.”

Gary Vaynerchuck, *12 and a half*.



Receiving Feedback

**WHEN YOUR TEACHER SAYS
"ARE YOU TALKING BACK TO ME"**

**AND YOU SAY "YEAH, THAT'S
HOW A CONVERSATION WORKS."**

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Focus on Perception

Some feedback is accurate. Some is not.

Regardless, the person giving feedback does it from their perspective. Ask yourself these questions when responding to feedback:

- What can I change?
- What resources do I need to make this change?
- What do I need to communicate?
- Do I disagree with their feedback, or do I disagree with their tone?
- Is this logical, or emotional feedback?



Make It Count

ONE DOES NOT SIMPLY

IGNORE FEEDBACK.



Express Gratitude

When accepting feedback, express gratitude for the feedback and focus on how it can improve your level of awareness.

“Honesty is a very expensive gift; just don't expect it from cheap people.”

Warren Buffet

Mirroring

When accepting feedback, state the expectations to them to ensure that the feedback is understood:

- “You’re saying that if I keep the camera at eye level, the video will look better?”
- “You’re saying that you feel frustrated because I chose Sushi for lunch?”
- “You think Tabitha is the only good name and would like me to keep my opinions to myself?”



Plan Action Items

Clarify action items and offer solution suggestions.

Without action items, feedback provides little impact and creates no improvement.

Communicate your action items and deadlines with the person providing feedback, to ensure a clear understanding.

But what if I disagree?

Helpful internal questions:

- What happens if I say no?
- Is this a “deal breaker” for me?
- Does this impact my reputation?
- Do I have capacity for this adjustment?
- Will this be damaging to me?
- Does this person have responsibility over me?
- Is there something I am not seeing?

