



Giving and Receiving Difficult Feedback

GC AdvantageSM Webinar

October 19, 2022



Questions & Answers



Submit questions to panelists at any time throughout the presentation via the **Q&A feature**. Questions will be answered during the webinar discussion and/or at the end of the webinar.

Featured Speakers



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Former Senior Vice President, General Counsel, and Corporate Secretary for Boehringer Ingelheim USA



Laura Stevens
Executive Vice President and
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We all need people who will give us feedback. That's how we improve.

- Bill Gates



Why Feedback?

In the absence of feedback, someone can continue making the same mistake again and again.

In the absence of feedback, good is in the eye of the beholder.

Things to Consider When Preparing to Give Feedback



- **What does “good” look like?**
- **Do both of you have the same understanding of the goals/facts?**
- **What challenges or obstacles are hindering the person from achieving peak performance?**
- **What can you do to help?**
- **Are you doing something to impede the employees’ progress?**
- **Are you providing adequate resources to enable the employee to succeed?**

Tips & Approaches for Giving Feedback



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- Give feedback the way you want to receive it
 - Good feedback is timely, actionable and relevant
 - Giving feedback for the first time in a performance review is feedback given too late
 - Specific examples make feedback understandable
 - Start with the positive
 - Understand cultural norms when giving feedback
 - Ensure there is time for questions

Tips & Approaches for Getting Feedback



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- **Develop the habit of asking for feedback**
 - **Exhibit a “growth” mindset – “how will this affect what I do in future?”**
 - **When receiving feedback listen and then ask questions – seek clarity**
 - **Pay attention to your body language/facial expressions**
 - **Find the golden nugget of truth**

Things to Consider About Getting Feedback



- **Perception is reality**
- **Don't confuse feedback with advice**
- *Receiving feedback well doesn't mean you always have to take the feedback. Receiving it well means engaging in the conversation skillfully and making thoughtful choices about whether and how to use the information and what you're learning. It's about managing your emotional triggers so that you can take in what the other person is telling you, and being open to seeing yourself in new ways. -Douglas Stone and Sheila Heen*
- **Improving at receiving feedback requires self-control, confidence without ego, thick skin, a growth mindset, a desire to learn, and a heck of a lot of patience.**

Best Demonstrated Practices

- **Give feedback often, be consistent in giving everyone positive and constructive feedback.**
- **Constructive feedback is best delivered in private; positive feedback deserves a crowd.**
- **Feedback should be a dialogue, not a monologue.**
- **Be specific. When providing feedback, use precise language that explains both positive work performance and areas that need improvement.**
- **Create goals that match your feedback. As you discuss work performance, make specific goals that help both parties determine if expectations are being met.**
- **Follow through/follow up. Progress may be incremental.**



***THERE IS NO FAILURE.
ONLY FEEDBACK.***

- Robert Allen

Thank you for attending.



Please let us know how BarkerGilmore can help
you succeed.

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